EMOTIONAL Intelligence and Job Satisfaction as Determinants of Employee PERFORMANCE

Leo Z. Datiles, Jr.[1], Emma V. Sagarino, DBM[2]

[1]Faculty, Pilar College of Zamboanga City, Inc.
leodatiles86@gmail.com

[2]Faculty, University of the Immaculate Conception, Davao City, Philippines
esagarino@uic.edu.ph

ABSTRACT

In the fast-paced, high-pressure hospitality industry, employees are often expected to multitask and consistently deliver high service standards. These demands can lead to burnout and low job satisfaction, which negatively affect employee performance and overall service quality. This study investigated the extent to which emotional intelligence and job satisfaction determine employee performance in the hospitality sector. Utilizing purposive quota sampling, data were collected from 260 employees across various hospitality establishments. The study revealed that respondents generally exhibited high levels of emotional intelligence and reported very high levels of job satisfaction and employee performance. Statistical analysis confirmed a significant positive relationship between emotional intelligence and employee performance, with both emotional intelligence and job satisfaction serving as strong predictors ($P < .05$). These findings underscore the critical role of emotional intelligence and job satisfaction in enhancing workforce effectiveness and sustaining high performance in hospitality settings. Furthermore, the study identified concerns regarding working hours and scheduling, suggesting that management review current work structures. Recommendations include implementing flexible shift systems, ensuring fair workload distribution, and offering time management support to improve work-life balance. Overall, the research highlights the strategic value of developing emotional intelligence and promoting job satisfaction to boost employee performance and foster a resilient, productive hospitality workforce.

KEYWORDS: *Emotional intelligence, job satisfaction, employee performance, hospitality industry, Philippines*

INTRODUCTION

In Zamboanga City's hospitality establishments, employees are frequently required to simultaneously accommodate guest inquiries, process

transactions, coordinate with multiple departments, resolve customer complaints, maintain service quality, and adapt to fluctuating tourist demands. These multitasking responsibilities often occur under time pressure and staffing constraints, increasing the risk of burnout and declining job satisfaction. This can lead to burnout and a decline in job satisfaction, which ultimately affects both performance and the overall customer experience. Studies show that emotional intelligence and job satisfaction are key factors influencing employee performance—crucial components for building a resilient and sustainable hospitality industry. As highlighted in this research's findings, aligning workplace practices with Sustainable Development Goal 8 underscores the need for positive work environments that support employee well-being and productivity (United Nations, 2015). Emotional intelligence and job satisfaction directly contribute to Sustainable Development Goal 8 by promoting productive employment, employee well-being, and decent working conditions. Employees with strong emotional competencies are better able to manage occupational stress, maintain healthy workplace relationships, and provide quality service, while satisfied employees demonstrate greater engagement, commitment, and productivity. Together, these factors foster inclusive and sustainable economic growth through improved workforce stability and service excellence. Moreover, Baum (2015) argued that the hospitality industry continues to face significant challenges in attracting and retaining qualified employees due to high turnover, changing workforce expectations, and increased global competition for talent. As a result, hotels and restaurants are compelled to develop effective human resource strategies to secure and retain skilled workers. Due to unfavorable working conditions and low job satisfaction, many hospitality employees are leaving the field, which worsens the shortage. In the Philippines, Lugatiman et al. (2024) emphasized that the decline in performance among housekeeping employees has been a challenge for hotel and accommodation businesses, affecting organizational stability.

The hospitality sector in Zamboanga City plays a vital role in the local economy, but it also faces difficulties with job satisfaction and staff retention. According to a study by the Zamboanga City Chamber of Commerce, many of the city's hospitality workers are quitting their jobs due to unfavorable working conditions and low job satisfaction. Moreover, Miao et al. (2017) emphasized that emotional intelligence contributes significantly to employees' job performance by enhancing their ability to regulate emotions, build positive interpersonal relationships, and experience higher levels of job satisfaction. Their findings suggest that organizations should invest in developing employees'

emotional competencies to improve both individual and organizational outcomes.

Several studies have shown that emotional intelligence significantly predicts job satisfaction and employee performance in the hospitality industry. The study by Suntornpithug and Khamkaew (2020) stated that Thai hospitality employers with high levels of emotional intelligence are better equipped to handle customer interactions and stress, leading to higher job satisfaction and improved performance. Also, Wong and Law (2017) discovered that employees with higher emotional intelligence perform better and have higher job satisfaction because they are better able to understand and regulate emotions in workplace interactions. Employees with higher emotional intelligence are better at managing their own emotions and understanding others' emotions, which is crucial for handling diverse customer interactions effectively. Unlike many corporate sectors, hospitality employees experience greater fluctuations in job satisfaction due to irregular work schedules, rotating shifts, seasonal demand variations, emotional labor requirements, customer-related stress, and dependence on supervisory support.

Despite growing evidence linking emotional intelligence and job satisfaction to employee outcomes, few studies have examined these relationships in the hospitality industry of Zamboanga City, underscoring the need for this investigation. While previous studies have established the influence of emotional intelligence and job satisfaction on employee outcomes in various organizational settings, empirical evidence within the Philippine hospitality industry remains limited, particularly in Zamboanga City. This study contributes to the literature by examining the predictive roles of emotional intelligence and job satisfaction in employee performance within a localized hospitality context characterized by multicultural dynamics and service-intensive work environments. The findings provide context-specific evidence that may inform human resource practices and organizational development strategies in similar hospitality settings.

Statement of the Problem

1. What is the status of emotional intelligence of the employees in the hospitality industry in Zamboanga City in terms of: regulations of emotions; use of emotions; other's emotion appraisal; and satisfaction with life?
2. What is the extent of job satisfaction of the employees in the hospitality industry in Zamboanga City in terms of: working hours; salary; personnel

development; working atmosphere; leadership and management; working activity; and infrastructure?
3. What is the status of employee performance in terms of: quality of work; quantity of work; work time; and collaboration with colleagues?
4. Is there a significant relationship between: Emotional Intelligence and Employee Performance, Job Satisfaction and Employee Performance?
5. Which between Emotional Intelligence and Job Satisfaction could better determinant Employee Performance?

METHODOLOGY

Research Design. This study employed a quantitative research design, specifically a descriptive correlational design, which is appropriate for systematically examining and analyzing the relationships among the variables: emotional intelligence, job satisfaction, and employee performance. Quantitative research allowed the researcher to collect numerical data and apply statistical analysis to objectively measure and interpret the findings. To further structure the research, a descriptive research design was used to provide a clear and detailed summary of the levels of emotional intelligence, job satisfaction, and employee performance in the hospitality sector. The descriptive design helped identify patterns, trends, and differences in responses without manipulating any variables. In the present study, this approach helped establish the context of hospitality employees in Zamboanga City, thereby providing a foundation for examining the relationships among emotional intelligence, job satisfaction, and employee performance.

Research Locale. The study was conducted in Zamboanga City which hosts a dynamic hospitality sector composed of hotels, restaurants, and recreational facilities that cater to both local and international tourists. This made the city an ideal setting for examining employee performance, emotional intelligence, and job satisfaction within the hospitality industry. This was endorsed by the Department of Tourism Office, Region 9. The restaurant establishments represented various operational categories, including fast-food outlets, casual dining establishments, and fine-dining restaurants. This categorization ensured broader representation of hospitality settings characterized by differing service demands, organizational structures, and customer expectations. Then, the business has at least 5 years of continuous operation to ensure that its employees have adequate experience with at least 50 employees to ensure a sufficiently diverse sample for evaluating employee

performance based on emotional intelligence and job satisfaction.

Research Respondents. The researcher employed a purposive quota sampling method to select respondents. The respondents in this study are employees in the hospitality industry in Zamboanga City, specifically those employed in hotels, restaurants, and other hospitality-related establishments. A total of 260 respondents will be selected for this study, ensuring a representative, statistically significant sample. The inclusion criteria for this study are employees of the hospitality establishment, employees who have been employed in the industry for at least 6 months, and employees willing to complete the questionnaire. The exclusion criteria are employees who have been with the organization for less than six months, as they may not yet have developed a comprehensive understanding of their work environment or job satisfaction levels, and employees with roles that do not directly interact with customers, as their experiences may not reflect the core focus of this study on service performance and customer interaction.

Research Instrument. The questionnaire consisted of four sections: demographic profile, emotional intelligence, job satisfaction, and employee performance. The emotional intelligence scale was adapted from Sharma and Duta (2022), the job satisfaction scale from Heimerl et al. (2020), and the employee performance scale from Harjanti et al. (2019). All instruments demonstrated acceptable reliability, with Cronbach alpha coefficients exceeding the recommended threshold of .70.

Data Collection. Before data collection, the researcher wrote a letter of endorsement seeking the Graduate School Dean's approval to conduct the study. Afterward, the study was reviewed by the Research Ethics Committee (REC) for research ethics. After the review, the researcher was given clearance to proceed with the study, provided it adhered to ethical procedures, and data collection began. A letter of permission was also given to the identified resorts, hotels, and restaurants. The researcher obtained consent forms from the targeted respondents during data collection, and each respondent signed the form, confirming their desire to participate.

Statistical Tools. The following statistical tools will be used to make the results meaningful. This study's data analysis guarantees the methodical and impartial presentation and interpretation of research findings. *Mean.* The mean will describe the level of the 3 variables among participants by summarizing

data on employee performance, job satisfaction, and emotional intelligence. *Standard Deviation was* used to assess the consistency of responses to job-satisfaction and emotional intelligence questions. High deviations indicate more variability, while low deviations indicate proximity to the mean. *Pearson-r Correlation*. The relationship between job satisfaction, emotional intelligence, and employee performance in the hospitality industry will be analyzed using Pearson's correlation coefficient to identify interdependencies. The researcher used regression analysis to investigate the significant determinants of emotional intelligence, job satisfaction, and employee performance.

Ethical Considerations. The researcher adhered to research ethical standards; hence, this paper underwent review by the University of the Immaculate Conception Research Ethics Committee (UIC-REC) to assess the ethical issues associated with the protocol code GS-ER-02-25-0208. To comply with ethical standards, the researcher adhered to the 10 dimensions of research ethics, including social value, informed consent, vulnerability issues, risk-benefit ratio, privacy and confidentiality of information, justice, transparency, researcher qualifications, adequacy of facilities, and community involvement. The researcher, with a degree in Tourism Management and extensive experience in academic research with the guidance of adviser and panel members expert in the field, ensured the study adhered to ethical and professional standards throughout. Several limitations should be considered when interpreting the findings.

RESULTS AND DISCUSSION

Status of Emotional Intelligence

The data in Table 1 pertains to employees' emotional intelligence status in the hospitality industry in Zamboanga City. The results indicate that emotional intelligence is high, with an overall mean of 4.15, indicating a high level. It means that emotional intelligence is often evident. Notably, the standard deviation ranges from 0.752 to 1.053, indicating consistent responses. This score signifies a well-developed emotional framework encompassing self-regulation, emotional utilization, empathy, and personal well-being. The findings highlight a workforce that is both emotionally competent and motivated, traits that are indispensable in the fast-paced, service-oriented field of hospitality. These results support the study by Wong and Law (2017), which found that employees with higher emotional intelligence are better at managing their own emotions and understanding others' emotions—skills crucial for effectively handling diverse customer interactions. Such individuals are more adept at staying calm

under pressure, demonstrating empathy, and providing personalized service, all of which enhance customer satisfaction. Furthermore, research by Mayer et al. (2008) suggests that higher emotional intelligence is associated with better job performance in service-oriented industries like hospitality.

Table 1

Status of Emotional Intelligence

INDICATORS	Mean	SD	Description
A. Regulations of Emotions	4.21	0.684	Very High
B. Use of Emotions	4.24	0.634	Very High
C. Other's Emotion Appraisal	4.18	0.641	High
D. Satisfaction with Life	3.99	0.704	High
Overall Mean	**4.15**	**0.534**	**High**

Regulation of Emotions. In terms of regulation of emotions, the employees in the hospitality industry in Zamboanga City demonstrated a very high level of emotional regulation, as evidenced by the overall mean of 4.21, which can be interpreted as evident. This suggests that employees in the industry are generally capable of managing their emotional responses in high-pressure and service-oriented environments, which is essential for maintaining professionalism and delivering consistent customer service. These findings align with the study of Li and Huang (2017), who emphasized the importance of emotional intelligence for hospitality workers engaged in emotional labor during customer interactions.

Use of Emotions. This dimension attained a category mean score of 4.24, very high and very evident, indicating employees' ability to channel their emotions toward goal achievement and self-motivation. This suggests that hospitality employees in Zamboanga City are generally driven and emotionally empowered to stay focused on tasks and persist even under pressure. These findings support the study of Qu and Kim (2019), which identified emotional intelligence as a critical competency for hospitality workers to manage customer interactions effectively and enhance service quality. This finding aligns with the study by Williams et al. (2023), which suggests that understanding specific emotions can enhance employee performance by boosting motivation and fostering creativity in problem-solving.

Appraisal of Others' Emotions. The employees rated themselves high in appraising others' emotions, as evidenced by a category mean of 4.18 and is evident. This implies that employees are generally adept at interpreting

emotional cues, a skill that enhances customer interaction and teamwork in service environments. These findings support the study by Druskat and Wolff (2015), which examined how emotional intelligence—including the capacity to identify and understand others' emotions—affects team performance.

*Satisfaction with Life***.** The employees manifested a high level of life satisfaction, with an overall mean of 3.99, which is evident. This suggests that the employees in the hospitality industry in Zamboanga City are generally content with their lives, which likely positively influences their overall well-being, job satisfaction, and performance at work. This supports the study by Judge and Bono (2001), which found that employees who report higher life satisfaction are more likely to exhibit higher job satisfaction and better job performance, as positive life experiences enhance their emotional well-being and motivation.

The Extent of Job Satisfaction

Extent of Job Satisfaction. Table 2 presents the extent of job satisfaction among employees in the hospitality industry in Zamboanga City. Based on the statistical results, job satisfaction among employees is generally very high, with an overall mean of 4.20, which is considered very evident. The standard deviation ranges from 0.64 to 0.78, respectively, implying the responses' consistency. The data indicate that the workforce is highly satisfied across multiple aspects of employment, including compensation and professional development, leadership, teamwork, and workplace infrastructure. While some areas, such as feedback culture, training participation, and relaxation during shifts, showed relatively lower (though still positive) ratings, these are minor compared to the overwhelmingly affirmative responses. These results point to a healthy and progressive organizational environment where employee needs are generally met and where continued improvement can be driven by enhancing communication, mentorship, and workload management. This supports findings by Judge et al. (2017), who emphasized that job satisfaction leads to higher motivation, engagement, and performance. Karatepe (2013) identified factors such as the work environment and management support as key to job satisfaction in hospitality, while Suleiman et al. (2020) highlighted the role of emotional intelligence in enhancing job satisfaction and performance.

Table 2

The Extent of Job Satisfaction

INDICATORS	Mean	SD	Verbal Description

A. Working Hours	4.07	0.700	High
B. Salary	4.22	0.788	Very High
C. Personnel Development	4.08	0.736	High
D. Working Atmosphere	4.35	0.666	Very High
E. Leadership and Management	4.19	0.643	High
F. Working activity	4.26	0.643	Very High
G. Infrastructure	4.25	0.694	Very High
Overall Mean	**4.20**	**0.552**	**Very High**

Working Hours. The category mean score of 4.07 working hours is described as high and is interpreted as evident. This means that employees are very happy with their jobs. These findings suggest that while basic labor rights and schedules are respected and appreciated, issues related to workload distribution and work-life balance may require further attention. Staffing shortages and work intensity appear to be areas that could potentially affect employee well-being and long-term productivity if not managed properly. These findings support the study by Lee et al. (2015), which found that employees working flexible hours are more likely to experience higher job satisfaction. Furthermore, Díaz-Carrión et al. (2020) explored how working hours affect employee satisfaction in the hospitality industry, investigating the relationship between working conditions and job satisfaction across Europe. Also, Abao et al. (2018) noted that imbalances in work-life dynamics can reduce motivation and productivity, ultimately affecting overall job satisfaction.

Salary. The overall mean score for the domain salary is 4.22, which is described as very high and interpreted as very evident. This implies that employees are very happy with their jobs. These results suggest that the majority of employees feel adequately compensated and trust the organization's efforts toward equitable pay. Nonetheless, consistent updates to wage structures based on performance and cost-of-living adjustments could further reinforce this positive perception and maintain employee retention. These findings support the study by Chen et al. (2019), which found that employees are more likely to be satisfied with their jobs when they receive higher pay. Similarly, Wang et al. (2016) emphasized that salary plays a crucial role in job satisfaction. Furthermore, Huang et al. (2024) noted that in the tourism and hospitality industries, salary satisfaction reduces employees' intentions to leave, underscoring the importance of competitive compensation.

Personnel Development. This subdomain had an overall mean of 4.08, with a high verbal rating, which is evident. This implies that employees are happy with their jobs. This suggests that while the indicators reflect an organization that values and invests in its people, the slightly lower score for personal desire to pursue further education suggests that some employees may face barriers such as time constraints, financial concerns, or lack of confidence. Companies may wish to promote individual growth by offering incentives, clear career paths, and flexible learning opportunities to increase participation in developmental programs. These findings support the study by Kong et al. (2018), which showed that providing employees with opportunities to update their skills positively impacts job satisfaction. Training programs and career advancement options are significant predictors of higher satisfaction rates among hospitality staff. Similarly, Alfandi and Alkahwawneh (2014) emphasized the role of incentives and rewards in enhancing job satisfaction and performance among tourism workers. Hristov and Chirico (2019) also highlighted the importance of ongoing education in their investigation of the link between professional development opportunities and job satisfaction in the hotel sector. Moreover, Taylor et al. (2017) found that employees who receive training and development opportunities are more likely to report higher job satisfaction.

Working Atmosphere. The respondents gave this area an overall mean of 4.35, which was interpreted as very high and very evident, indicating strong satisfaction with interpersonal and environmental dynamics in the workplace. This suggests that employees experience a positive work atmosphere characterized by supportive relationships with colleagues, effective communication, mutual respect, and a physically and emotionally safe environment. Chiaburu and Harrison (2008**)** emphasized that coworker relationships significantly affect employees' attitudes, behaviors, and work outcomes, especially in service industries where collaboration and teamwork are critical.

Leadership and Management. This domain yielded an overall mean of 4.19, falling under the high category of satisfaction and interpreted as evident. High satisfaction with leadership and management suggests that employees feel positively about their supervisors' competence and leadership styles. This aligns with Goel et al. (2012) and Lashley (2020), who emphasized the role of effective leadership in fostering job satisfaction. Similarly, Díaz-Carrión et al. (2020) highlighted that leadership styles significantly influence working conditions and, consequently, employee satisfaction in the hospitality industry. This is consistent

with the findings of Graen and Uhl-Bien (1995), who emphasized that high-quality leader–member exchange (LMX) relationships are characterized by trust, respect, and mutual obligation, which contribute to employee satisfaction and performance. As noted by Deci and Ryan (2000) in Self-Determination Theory, providing autonomy and involving employees in decision-making fosters intrinsic motivation, job satisfaction, and a sense of ownership.

*Working Activity***.** The employees expressed a very high level of satisfaction with their job functions, as reflected in the overall mean of 4.26. This indicates that employees find their roles fulfilling and engaging. Specifically, they perceive their work as meaningful and interesting, with a mean score of 4.31, which aligns with Bailey et al.'s (2019) findings, which emphasized that meaningful work is a critical component of job satisfaction and

overall well-being. Additionally, the clarity of task definitions, with a mean score of 4.26, contributes to reduced role ambiguity, a factor identified by Rizzo, House, and Lirtzman (1970) as essential to enhancing job satisfaction and performance. The perception of work as varied, with a mean score of 4.22, further supports employee engagement, as task variety has been shown to increase cognitive stimulation and reduce burnout (Morgeson & Humphrey, 2006).

Infrastructure. It also received a very high rating, with an overall mean of 4.25 and interpreted as very evident, often leading to higher satisfaction. These indicators reflect the organization's strong commitment to maintaining a well-equipped, clean, and supportive physical environment for its employees. This is especially important in the hospitality industry, where employees often live on-site or work long hours. A comfortable infrastructure not only enhances employee morale but also contributes to their efficiency and general well-being. This supports findings by Hristov & Chirico (2019), who noted the positive impact of suitable infrastructure on worker comfort and job satisfaction. Similarly, Buhalis and Main (2019) and Hristov & Chirico (2019) explored how infrastructure and management styles affect job satisfaction, particularly in high-stress environments.

The Status of Employee Performance

The Status of Employee Performance. Employee performance was rated very high, with an overall mean score of 4.40, and is very evident. This suggests that employees in the hospitality sector demonstrate outstanding performance

across various dimensions, including quality and quantity of output, time management, and collaboration. The consistency of high scores across all categories points to a committed and well-functioning workforce. Such a high level of performance is indicative of an organization that not only sets clear expectations but also supports its employees through proper training, appropriate task alignment, and a collaborative work environment. Continued reinforcement of these strengths, along with attention to minor areas for improvement, such as task pacing or further refinement of teamwork strategies, will help sustain and even elevate current performance levels. These findings support Jangao et al. (2024), who noted high ratings in punctuality, problem-solving, and communication, though with slightly lower scores in initiative and feedback responsiveness. Similarly, Kim and Park (2020) emphasized that structured training and supportive leadership significantly improve job performance in hospitality settings, reinforcing the value of strategic employee development.

Table 3

The Status of Employee Performance

INDICATORS	Mean	SD	Verbal Description
A. Quality of work	4.50	0.547	Very High
B. Quantity of Work	4.38	0.636	Very High
C. Work Time	4.31	0.654	Very High
D. Collaboration with colleagues	4.42	0.660	Very High
Overall Mean	**4.40**	**0.538**	**Very High**

Quality of work. Notably, the overall category mean is 4.50, described as very high and very evident. The results suggest that employees consistently demonstrate carefulness and precision in completing their responsibilities. These findings support the findings of Chen et al. (2013) and Kafetsios (2011), which identified emotional intelligence as a key predictor of work quality and customer satisfaction. Qu and Kim (2019) and Li and Huang (2017) highlighted emotional intelligence as essential for managing customer interactions and enhancing service quality. Similarly, Viglia and Rodrigo (2020) noted that emotional labor impacts service delivery, as employees must align with display rules to express appropriate emotions.

Quantity of work. In the quantity of work, it also received a very high verbal interpretation, with an overall mean of 4.38, and was very evident. This suggests that employees perceive their workload as manageable and conducive to productivity. These findings align with Joseph and Newman (2010), who identified emotional intelligence as a key predictor of performance and workload

management. These ratings reflect an efficient workforce that meets production or service expectations without being overwhelmed, suggesting that task assignments are well aligned with individual capacities. This balance contributes to steady productivity and minimizes employee fatigue, ensuring operational smoothness in a fast-paced industry such as hospitality. This aligns with the study by Reynolds et al. (2004), which emphasized that improving work conditions, emotional intelligence, and stress management can enhance productivity and reduce turnover, especially among seasonal hospitality workers.

Collaboration with colleagues. The aspect of teamwork and interpersonal collaboration garnered an overall mean of 4.42, also rated as very high and interpreted as very evident. This indicates a strong perception of effective teamwork, mutual support, and positive interpersonal relationships within the workplace. These findings align with those of Tran et al. (2018), who found that strong relationships with peers and coworkers provide emotional, professional, and instrumental support, thereby positively influencing job satisfaction and employee performance. Similarly, Basilio and Abun (2023) emphasized that a favorable atmosphere with high employee participation can increase corporate results and employee well-being.

Correlation between Variables

The data in Table 4 show the significance of the relationships among Emotional Intelligence, Job Satisfaction, and Employee Performance. Based on the statistical results, there is a significant and positive relationship between emotional intelligence and employee performance among employees in the hospitality industry ($p<.05$). The computed correlation coefficient ($R = .602$) indicates a moderate to strong positive association, suggesting that as emotional intelligence increases, employee performance also tends to improve. This finding underscores the critical role of emotional intelligence, such as the ability to regulate emotions,

Table 4

Correlation between Variables

Variables Correlated	r-value	p-value	Interpretation
Emotional Intelligence on Employee Performance	0.602	0.000	Significant
Job Satisfaction on Employee Performance	0.645	0.000	Significant

empathize with others, and maintain self-motivation, in enhancing work-related behaviors and overall effectiveness in a dynamic service environment. These findings align with Gonzales (2017), who emphasized the need to integrate emotional intelligence in hospitality training to enhance service quality. Similarly, Joseph and Newman (2010) and Kim et al. (2015) identified emotional intelligence as a strong predictor of employee performance and customer satisfaction in service-driven industries.

In addition, the data reveal a stronger, significant relationship between job satisfaction and employee performance**,** with a correlation coefficient of r = 0.645 (P < .05). This indicates a robust positive relationship, suggesting that employees who experience higher levels of job satisfaction are more likely to exhibit better performance at work. Job satisfaction, encompassing remuneration, working conditions, interpersonal relationships, and organizational support, evidently contributes to motivation, productivity, and the consistent delivery of quality service, key performance indicators in the hospitality sector. This finding is consistent with the study of Chi and Gursoy (2009), who found that job satisfaction significantly predicts job performance and customer satisfaction in the hospitality industry, emphasizing that satisfied employees are more motivated and engaged in delivering high-quality service.

Determinants of Employee Performance

The data in Table 5 are the results of the regression analysis. Based on the analysis, both Emotional Intelligence (EI) and Job Satisfaction (JS) significantly predict Employee Performance (P<.05), indicating that both are statistically significant determinants.

Further, the standardized beta coefficient for emotional intelligence is 0.377, suggesting a moderate but meaningful contribution. This reflects that employees with higher emotional intelligence tend to perform better, potentially because they manage their emotions effectively, maintain positive relationships, and adapt to workplace dynamics more constructively. This is supported by the

Table 5

Determinants of Employee Performance

Variables	Standard Coefficient Beta	p-value	T	Interpretation
Emotional Intelligence	0.377	0.000	7.725	Significant
Job Satisfaction		0.000	9.451	Significant

r2 = 0.524 F = 144.499 P = 0.000

study of Mayer et al. (2008), who demonstrated that emotional intelligence is a significant predictor of job performance, especially in environments where interpersonal interactions are crucial.

The overall model fit is also robust, with an R^2 value of 0.524. This indicates that approximately 52.4% of the variance in employee performance can be explained by the combined effects of Emotional Intelligence and Job Satisfaction (P >.05). This result suggests that 47.6 percent of other variables that may significantly determine employee performance are not included in this study. The unexplained variance suggests that employee performance may also be influenced by factors not examined in the present study. These may include the physical work environment, technological support systems, leadership style, organizational culture, employee engagement, work-life balance, workload distribution, organizational commitment, training opportunities, and psychological well-being. Future studies may incorporate these variables to develop a more comprehensive explanatory model of employee performance in hospitality settings.

On the other hand, the result that job satisfaction determines employee performance confirms the findings of several previous studies. Judge et al. (2001) conducted a comprehensive meta-analysis and found a moderate to strong positive correlation between job satisfaction and job performance across various occupational groups, underscoring job satisfaction as a robust predictor of employee effectiveness.

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