



IMPACT OF WORKPLACE STRESS ON ORGANISATIONAL COMMITMENT AND MODERATING ROLE OF EMOTIONAL INTELLIGENCE: A STUDY ON EMPLOYEES IN HOSPITALITY

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Abstract

Hospitality sector in India is seen to be progressing at an excitable and rapid pace. Nonetheless, with increase in its approach towards being 'guest-centric,' it has caused the employees to work at a faster pace in highly demanding workplace environment. The aim was to study the impact of workplace stress on job commitment and moderating role of emotional intelligence among employees in hospitality. A total of four hypotheses based on previously conducted research studies were selected and purposive sample of 104 hospitality workers within the age range of 22-55 years participated in the study. Pearson's correlation coefficient was used in assessing the correlation between all the three variables. Furthermore, to assess the moderating role of emotional intelligence on workplace stress and organisational commitment Regression analysis was used. The results showcased Workplace stress and organisational commitment showcased negative association. Organisational commitment and Emotional Intelligence had weekly positive association. Lastly, Workplace Stress and Emotional intelligence had very weak negative correlation between these two variables. Regression analysis indicated no significant moderation. There is no statistically significant relationship between the predictor variables, workplace stress and emotional intelligence, and the response variable, organisational commitment. Therefore, emotional intelligence does not positively moderate the relationship between workplace stress and organisational commitment.

Key words: Workplace Stress; Organisational Commitment; Emotional Intelligence; Moderating Effect

Introduction

Hospitality sector in India is seen to be progressing at an excitable and rapid pace. Its affirmative to say that in future it will continue to support and impart numerous job opportunities. Nonetheless, with increase in its approach towards being 'guest-centric,' it has caused the employees to work at a faster pace in highly demanding workplace environment.

¹ (Heng Ko., 2020) "As a matter of fact, there are not one but plenty of reasons that bring about these overwhelming feelings and the most common of them all is the pressure that is placed upon an employee in order to meet the expectations of the employer and worrying about being laid off. Immense workload is one of the common stressors among employees and managers working in hospitality. With managers feeling more stressed compared to frontline employees." ² (Patwardhan, 2014) "With increase in long working hours, meeting deadlines and ever growing demands they are likely to feel consumed and depleted in their ability to perform satisfactorily in their job. Employees working in the hospitality industry tend to experience higher levels of stress especially those with few years of experience including junior managers compared to senior managers. Such an experience is likely to act as a motive for employees to leave their job at the initial stage of their careers initiating high employee turnover rate."

Furthermore, the hotel industry needs to promote organisational commitment since it is beneficial for both the employer and the employees, it is likely to improve customer orientation and above everything increase the productivity and employee retention.³ (Cohen, A., 2014) Organisational commitment at large refers to an employee's regard and faithfulness towards the organisation they belong. It is articulated that members of staff are committed when their goals align with that of their workplace, when they are eager to put all their efforts in the interests of the organisation and when they aspire to sustain the connection. A considerable amount of research suggests that corporations whose members report higher commitment levels are likely to gain more from those employees in terms of carrying out various performance roles and lowering absence at workplace and reporting late for duty. Formerly, a handful of researches have been conducted that have studied emotional intelligence, occupational stress and organizational commitment in diverse sectors including healthcare, banks and teaching but not much has been talked about the same in researches focused upon the employees working in hospitality sector in the Indian context. Being considerate of one's emotions and regulating them as well as comprehending the emotions of others is favourable for improving the interpersonal relationships and reducing conflicts. Similarly, these factors have an influence upon the attitude of employees towards their co-workers, their work, and supervisors. ⁴ (Serrat, O., 2017) "Emotional intelligence expresses the competence, proficiency, or perceiving oneself as capable of identifying, managing, and assessing the emotions of others, of one's own self and the group to which they belong. Individuals who encompass high-level of emotional intelligence are well acquainted with themselves and are profound in sensing emotions of others. They are sociable, emotionally resilient, and enthusiastic."

“By cultivating one’s emotional intelligence employees can become industrious and productive at their workplace, and encourage their colleagues to become productive too. The practise and results of acquiring emotional intelligence contain many other aspects including reduction in stress among employees and therefore benefiting the workplace by managing conflicts, being considerate, accepting, and sustaining relationships.” (p.331)

In this context the present study aims to delve into the impact of workplace stress and organisational commitment among employees working in the hospitality sector and the moderating role of emotional intelligence among the two variables. This study will provide considerable knowledge upon developing emotional intelligence and managing workplace stress also its influence upon employee commitment. If emotional intelligence is promoted, it can build trust among employees and they are more likely to perform diligently. The better the emotional resilience of employees the more they are going to remain in the organisation. Furthermore, low level of commitment indicates a deprived sense of responsibility and poor standards of service. Therefore, harming the reputation of the company. In addition, inappropriate or unfair treatment has given rise to tremendous loss especially in people resigning from their positions when they suspect that their efforts are being unrecognized by their employer. Emotional intelligence thus needs to be incorporated in the hospitality sector as it will help gaining an insight over any misunderstandings and miscommunication and help their employees to regulate their emotions and maintain harmony.

Review of Literature

A. Workplace stress as a determinant of organisational commitment

Von (2022) in his study proposed how job stress as a factor and organisational commitment help in predicting employee turnover among employees working in hospitality. The study focused upon understanding the impact of job stress on commitment towards one’s work, role of commitment assisted in facilitating the effects between job stress and employee’s turnover intention. The results presented that stress at workplace and levels of employee’s commitment predicted the intentions regarding employee turnover. Also, undergoing stress by employees had no significant impact upon commitment towards their job. Similarly, level of commitment did not facilitate between stress experienced and intentions of employee turnover. Similarly, Alkahtani (2021) in this paper analytically tested the influence of providing autonomy and empowerment to employees on their level of commitment along with arbitrating role of job satisfaction. The outcomes of the study showcased that there was a direct correlation between providing autonomy and increase in the levels of commitment. Also, job satisfaction plays a significant mediating role between granting empowerment to employees and employees’ commitment towards their job role. Zhao (2014) In this study focused on examining how delivery of service by hotel employees impacts the customer satisfaction when the employees are facing physical, mental and emotional exhaustion due to conflicts within work and family. It is often seen that when employees showcase exhaustion and outbursts it eventually poses negative influence upon overall customer satisfaction. The outcome of the study

exhibited that interference of family in employees' occupation was interconnected to them feeling physically, mentally and emotionally drained and exhausted. This in turn led the employees to exhibit emotions that are positive in nature and withhold emotions that are negative in nature. It was also observed that this change in emotions steered the performance of the employees. Overall, the suppression of negative emotions and putting up a fake smile displayed to customer led to a weakened customer satisfaction.

H1: Workplace stress will be negatively related to organisational commitment

B. Organisational commitment as a determinant of Emotional Intelligence

Uzunbacak (2022) in this paper identified how emotional intelligence has an influence upon indifferences faced by the employees from their managers and its role in turnover intention as well as the commitment of an employee towards the organization. The study was conducted upon hotel managers and it was observed that higher emotional intelligence and commitment had a big role to play in decreasing turnover intentions and indifferences by the hotel managers. Thus, implicating this will help the managers perform better and empathize with their employees and reduce the indifferences. Also, their level of commitment must be increased so that they identify with the role and think of it as their own. Khetjenkarn (2020) in this study explored about manager's emotional intelligence and how the differences in age have an impact upon an employee's outlook towards their job including commitment towards one's role, performing well and feelings of satisfaction at work. It was to determine how the EI of manager's had a significant impact upon feelings of commitment, work pressure, and how often employees are replaced. The results showcased that while interacting with colleagues and customers, experiencing long hours at work, employees are more likely to feel stressed and drained causing a negative relationship at commitment and positive relationship upon turnover. It was also witnessed that high level of emotional consideration of employees by managers led to lowered feelings of burnout thus increasing satisfaction at their job. Navas (2018) in this study assessed how EI as a factor affects the overall commitment of employees towards their job, increasing their satisfaction at work, and managing stress experienced while performing job. The findings of the study showcased those higher levels of EI indicated decrease in experiencing workplace stress and increased commitment towards one's job role which was essential in enhancing the performance at one's line of work. It was also seen that the more optimistic an employee will be the better will be their control towards handling stress. The features of EI had a positive correlation with factors related to commitment which also displayed that improving EI will increase the commitment and productivity at place of work. Hanzae (2013) investigated in this study how EI among employees, their voluntary commitment towards organization, and feeling satisfied with their job role influences their work performance. The findings indicated that EI gave an outcome that had an affirming influence upon feeling satisfied, voluntary commitment and improving performance among employees in hotel industry.

H2: Emotional Intelligence will be positively associated with commitment of employees

C. Workplace stress as a determinant of Emotional Intelligence

Chen (2019) examined in this study about the interconnectedness between disrespect and discourtesy experienced, employee satisfaction and their turnover rate among chefs working in hotels. Also, emotional intelligence was taken as arbitrating variable among its relationship between the above factors. The findings of the study displayed that there was a negative correlation between disrespect experienced and employee work satisfaction. Also, higher the disrespect, higher was the turnover rate. EI also played a moderating role between disrespect experienced and feeling satisfied with one's job. Huang (2018) proposed in this study about emotional intelligence and its factors including individual as well as organizational factors that are sufficient to have an influence upon employee turnover in luxury hotels. The results of the study suggested that EI factors including individual and organisational had implicit impact through navigating social support, salary expectations and managing stress among employees which in turn had an overall impact upon employee turnover. Gangai (2018) in this paper examined the association between emotional intellect or emotional intelligence, employee involvement at workplace and experiencing stress. The outcomes were such that there was seen a direct relationship between EI and employee involvement and feeling enthusiastic. It was also seen that private and public sector differed in their ability to promote EI and improve employee engagement with private sector reporting higher levels. Also, exhaustion and stressors were high among private sector hotel employees.

H3: Workplace stress will be negatively related to Emotional Intelligence

D. Moderating Role of Emotional Intelligence

Wolfe (2013) this paper investigates how emotional intelligence and its components play a role in influencing satisfaction towards one's job and longevity of tenure of an employee. The results showcased that certain EI components like managing stress, overall mood, and intrapersonal had a positive relationship with feelings of satisfaction at the job in terms of working conditions, rewards, and appreciation, and lastly, interactions. Also, the analysis conveyed that intrapersonal component of EI led to an employee's longevity particularly in the hotel business. Jung (2014) the purpose of the paper was to examine the EI among employees working in deluxe hotel impels upon their willingness to suppress emotions in order to perform their job. Also, how other demographic details such as gender and post impact their ability to acknowledge emotions and manage them while performing on duty. The results conveyed that when use of emotion was applied, surface acting had an enormous impact during suppressing of emotions. Also, the impact of EI and managing as well as suppressing emotions was greater in females compared to males. Rahimizhian (2016) in this study focused upon examining the influence of emotional intellect and its components upon an individual's performance at work. Similarly, showcasing extra role behaviours in service and creative performance impacting work performance. The analysis conveyed that EI and its components exhibited direct relationship with extra role behaviours and showcasing creative performance. Therefore, promoting EI and its higher levels displays eminent job performance. Nguyen

(2022) in this paper tried to identify certain factors that could help or act as a barrier towards executing emotional intelligence among managers working in the hotel industry. The outcome of the study was that language acted as a barrier towards practicing EI and emotional support provided to employees by the manager acted as a substantial feature to promote executing EI among different organisational levels.

H4: Emotional intelligence will positively moderate the relationship between workplace stress and organisational commitment

Methodology

The study focused on evaluating the role of emotional intelligence towards stress experienced at workplace and employee's commitment at their job and it assess whether emotional intelligence will reduce job stress and increase commitment thus developing good sense of responsibility and high standards of service. Also, to determine whether promoting emotional intelligence and studying the impact of workplace stress on commitment will help employees build trust and perform diligently. For this, the subjects included both male and female employees who are working in deluxe Hotels in and around Delhi NCR. The employees included individuals working in operational, middle, and higher levels including managers, associates, and front office employees. A Purposive sample of 104 hospitality workers within the age range of 22-55 years participated in the study. For the purpose of quantifying workplace stress experienced by employees in hospitality business, Occupational Stress Index (OSI) constructed by A.K. Srivastava and A.P. Singh (1984) was employed. The tool for measuring job commitment was Organisational Commitment Scale developed by Dr. Upinder Dhar, Dr. Prashant Mishra and Dr. D.K. Srivastava. Lastly, The Schutte Self Report Emotional Intelligence Test facilitated in measuring overall emotional intelligence. Quantitative data analysis using descriptive statistics in SPSS software were used for analysing the coded responses Pearson's correlation coefficient was used in assessing the correlation between all the three variables including workplace stress, organisational commitment, and emotional intelligence. Furthermore, to assess the moderating role of emotional intelligence on workplace stress and organisational commitment Linear Regression analysis was used. Also, in order to test the hypothesis PROCESS macro for SPSS was applied.

Results and Discussion

The data was analysed by using descriptive statistics determining means, standard deviations, and correlations between the three variables.

TABLE 1 | Means, standard deviations, and correlations between variables.

Variable	<i>M</i>	<i>SD</i>	1	2	3	4
(1) Age	32.22	7.89	-			
(2) Workplace Stress	142.76	8.87	-.076	-		
(3) Organisational commitment	36.92	1.74	-.113	-.072	-	
(4) Emotional Intelligence	107.07	9.27	-.024	-.021	.188	-

In Table 1, the highest mean value is indicated by workplace stress, 142.76. Followed by emotional intelligence, 107.07. Then, organisational commitment being 36.92. The standard deviation appears to be highest for emotional intelligence, 9.27. This is followed by workplace stress, 8.87 and organisational commitment being 1.74. Furthermore, there was seen no significant correlation between the variables. Workplace stress and organisational commitment showcase correlation coefficient to be $-.072$. This suggests that these two variables have a slender negative association. Organisational commitment and Emotional Intelligence have a $.188$ association value. This suggests that these two variables have just a weekly positive association. Lastly, Workplace Stress and Emotional intelligence have $-.021$ association value, which indicates very weak negative correlation between these two variables.

TABLE 2 | Results of regression analysis

Dependent Variable: OC

Source	Type III Sum of Squares	df	Mean Square	F	Sig.
Corrected Model	19.413 ^a	3	6.471	2.186	.094
Intercept	19.184	1	19.184	6.482	.012
Workplace Stress	7.298	1	7.298	2.466	.120
Emotional Intelligence	5.819	1	5.819	1.966	.164
int	6.829	1	6.829	2.307	.132
Error	295.972	100	2.960		
Total	142100.000	104			
Corrected Total	315.385	103			

a. R Squared= .062 (Adjusted R Squared= .033)

In Table 2, one can find the outcomes of an analysis of variance (ANOVA) for the regression model that forecasts the dependent variable “OC” (Organisational Commitment) in the table supplied. The ANOVA table gives details on the overall fit of the model as well as a summary of the model’s sources of variation. The variance in the dependent variable that can be accounted for by the independent variables in the model is shown in the “corrected model” row. The model’s Type III Sum of Squares is 19.413. The dependent variable variation that the constant term (intercept) in the model accounts for is shown in the “Intercept” row. The intercept’s Type III Sum of Squares is 19.184. The rows labelled “Emotional Intelligence” and “Workplace Stress” show the variation in the dependent variable resulting from these respective independent variables. The interaction term between “Workplace Stress” and “Emotional Intelligence” is represented by the “int” row. The residual error or unexplained variation in the model is represented by the “Error” row. According to the reported p-values, none of the independent variables (“Workplace Stress” and “Emotional Intelligence”) or the interaction term (“int”) are statistically significant at typical levels.

TABLE 3 | Model Summary

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.200 ^a	.040	.021	1.73148

a. Predictors: (Constant), Emotional Intelligence, Workplace Stress

b. Dependent Variable: Organisational Commitment

In Table 3. R-value denotes the correlation that exists between dependent as well as the independent variable. A value that is greater than 0.4 is considered for further analysis. In the above table, the value is .200, which can be considered good.

R-square represents the variation existing within the dependent variable which is described by the independent variables. Often a value that is more than 0.5 signifies that the model is practical enough to establish a relationship. In the table, the value is .040, which is not good and significant. Therefore, the model summary table appears to be unsatisfactory.

TABLE 3.1 | ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.584	2	6.292	2.099	.128 ^b
	Residual	302.801	101	2.998		
	Total	315.385	103			

a. Dependent Variable: Organisational Commitment

b. Predictors: (Constant), Emotional Intelligence, Workplace Stress

The above table appears to determine if the model appears to be significant enough in order to influence the outcome. The p-value must be less than 0.05. In the table above, it is .128. therefore, the result is not significant. Similarly, in F-ratio, a value must be greater than 1 to produce an effective model. In the table above, the value is 2.09, which is very low. These results determine that the p-value being above the significance level, therefore, there is a possibility to reject the null hypothesis in further analysis.

TABLE 3.2 | Coefficients^a

Model		Unstandardized		Standardized		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	35.089	3.417		10.270	<.001
	Workplace Stress	-.014	.019	-.069	-.703	.484
	Emotional Intelligence	.035	.018	.186	1.909	.059

a. Dependent Variable: Organisational Commitment

b. Dependent Variable: Organisational Commitment

The above table provides the coefficients for a regression model that predicts the dependent variable “Organisational commitment” based on two independent variables: “Workplace Stress” and “Emotional Intelligence.”

The coefficients are shown in both standardized and unstandardized formats. For the unstandardized coefficients, the model’s constant term (intercept) is 35.089. when all independent variables are set to zero, this is the expected value of the dependent variable. Workplace stress has a coefficient of -.014. this implies that the projected value of organisational commitment falls by .014 units for every unit rise in workplace stress. Emotional Intelligence has a coefficient of .035. this shows that the anticipated value of organisational commitment improves by .035 units for every unit increase in emotional intelligence.

The beta-standard coefficient, is -.069 for workplace stress. this illustrates the standardised relationship between organisational commitment and workplace stress, taking into consideration the ranges and variations of both variables. The emotional intelligence standardised coefficient (beta) is .186. this shows how emotional intelligence consistently affects organisational commitment. To gauge the degree of uncertainty surrounding the coefficient estimations, the standard errors of the coefficients are given. The significance of the coefficients is shown by the t-values. The coefficients for workplace stress (-.703) and emotional intelligence (1.909) in this case are not statistically significant at standard levels i.e., $p > 0.05$.

The chance of witnessing the coefficient value under the null hypothesis that the coefficient is zero is indicated by the significance level (Sig.). here, neither of the variables according to the specified significance levels are statistically significant.

The analysis indicates that there seems to be no significant moderation. There is no statistically significant relationship between the predictor variables, workplace stress and emotional intelligence, and the response variable, organisational commitment. We reject the null hypothesis. Therefore, emotional intelligence does not positively moderate the relationship between workplace stress and organisational commitment.

Conclusion

The findings assist in determining that an employee who develops emotional intelligence is likely to manage stress among employees and when promoted in the Indian hospitality context this is going to benefit in reducing employee turnover. Nonetheless, the findings of this research suggested that higher emotional intelligence is going to result in higher organisational commitment. Promoting emotional intelligence will help building trust and employees will be more likely to engage and perform diligently. This way it will create emotional resilience and thus, assisting in retaining employees. Thus, identifying stressors at workplace in hospitality context will help identifying poor interpersonal relations and this way organisations can look for ways to promote harmony and a sense of belongingness which will increase the commitment towards performing one's duties.

Limitations

The limitations of this research were that it could only cover the responses of employees who are residing in Delhi NCR. The size of the sample for the study was 104, which is very small and it also covered a limited range. The data that is collected is from respondents who are residing in Delhi NCR region. Therefore, the findings of this research cannot be generalized for other areas or population residing in different settings. Considering only front office employees who are working in hospitality accounted for being most respondents. It must be taken into consideration if this is also true for the supervisors and managers too. Future researches must consider both employees as well as head of department. The entire process had a time constraint and data collection required too much time as the employees were mostly consumed with their daily work and to encourage them with constant reminders delayed the data collection procedure. Lastly, the tools that were employed were basically self-report and were subjected to biases from the respondents wherein they could have marked responses that were not true or in a sense that made them appear positive. The findings of this research can be used to compare the findings and explore the outcomes in other service sectors.

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