EMOTIONAL INTELLIGENCE AND ORGANIZATIONAL EFFECTIVENESS: LESSONS FROM SELECTED HOSPITALITY AND TOURISM FIRMS IN PORT HARCOURT, NIGERIA

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Abstract

The heart and soul of this study is to critically and empirically examine the influence of emotional intelligence on organizational effectiveness of hospitality and tourism firms in Port Harcourt, Nigeria. The enhancement of organizational effectiveness via emotional intelligence competency yardstick assessment is very vital and helps in the consideration of employees’ hiring and promotional judgments. The study adopted a cross-sectional research design. A 5-point Likert scale measure method was used in questionnaire design. The validity test of the research instrument items was done through peer reviews, while the reliability of 0.833 was achieved using Chronbach’s Alpha, with the aid of Statistical Package for Social Science software. Data were collected from 83 strategic managers of the 60 statistically selected hospitality and tourism firms registered with the Corporate Affairs Commission in Port Harcourt. The Pearson’s correlation and multiple regression statistical techniques were employed in the testing of 5 posited hypotheses. The study revealed existence of correlation and statistical significant relationship between the predictor and criterion variables and arrived at the fact that, organizations’ effectiveness depends on employees’ emotional intelligence competencies. The study recommends amongst others, the identification of emotional intelligence competencies that are characteristic of each strategic staff of the study organizations, as this will enable the organization assign duties for achievement of organizational effectiveness sustainability in the study area.

Key words: Emotional intelligence, Organizational Effectiveness; Strategy, Hospitality and Tourism Firms

A. Introduction

Exhibiting the emotional intelligent competency that will enhance managerial and organizational effectiveness has been an interested area of study to management philosophers and researchers alike for quite a long time. The organization environment workplace procedures are shifting and firms’ executives are being assessed by a new intellectual benchmark. This benchmark assessment is not only based on how smart the executives are, or their training or working experience or expertise, but also on how well these executives are able to handle themselves both on individual and collective perspectives (Goleman, 1998). Similarly, enhancing the competency and effectiveness of executives has also been an area of interest to management philosophers and researchers for a long time (Ali, Brookson, Bruce, Eaton, Heller, Johnson, Laugdon and Sleight, 2001). The emotional intelligence yardstick assessment should be very much applied when choosing those to be hired, as well as promotional assessments.

Irrespective of one’s area of discipline or field of study, the new assessment rule enables the organization to measure or assess the personality necessary to adjudge how marketable one is for the expected job and organizational effectiveness. To achieve firm’s effectiveness, the manager must have emotional intelligence competencies to manage the resources at his disposal. Any hard working manager must of necessity, show great interest to see that all parts of the organization are synergistic, as well as being effective to deliver values to customers. The organizational parts in question include, the objectives; structure; performance criteria; resources allocation and process; values; culture and guiding principles, and reward structures (James, 2012). Accordingly, these parts are inter-related, and a change in one as a result of poor emotional intelligence will impact or predict on one or more of others correlationally, leading poor outcomes and eventual organizational ineffectiveness.

In today’s dynamic and rapidly changing workplace environment and global economy, the development of emotional intelligence is associated with organizational effectiveness, as a result of personal performance, skills, knowledge and experience (Covey, 2004; Jones, George and Hill, 2000). However, it has been observed that the potential and emotional ability to achieve productivity and sustain organizational effectiveness is a strategic challenge facing the
management of hospitality and tourism industry (Kazuzuru, 2014). In view of this, the present study is of the view that such challenge might be as a result of inability of the management of the industry to embrace and exhibit emotional intelligence competencies, as well as showing empathy and sociability to stakeholders of such need circumstances as relatedly argued by Fernandez-Abascal and Matin-Ziaz, (2016).

B. Research Problem

The research problem of this study is aimed at ascertaining if emotional intelligence of employees impacts on organizational effectiveness in hospitality and tourism firms in Port Harcourt, Nigeria.

Purpose and Objective of the Study

The general purpose of the study is to critically and empirically investigate if emotional intelligence enhances organizational effectiveness in hospitality and tourism firms in Port Harcourt, with the following specific objectives:

- To examine the extent of relationship between emotional intelligence and organizational effectiveness of hospitality and tourism firms in Port Harcourt, Nigeria.
- To examine the impact of self-awareness on organizational effectiveness in hospitality and tourism firms in Port Harcourt, Nigeria.
- To examine the extent of relationship between motivation and organizational effectiveness in hospitality and tourism firms in Port Harcourt.
- To examine of empathy impacts on organizational effectiveness in hospitality and tourism firms in Port Harcourt, Nigeria.
- To investigate into the relationship between customer relationship management and organizational effectiveness of hospitality and tourism firms in Port Harcourt, Nigeria.

Hypotheses

Ho1: There is no significant relationship between self-awareness and organizational effectiveness of hospitality and tourism firms in Port Harcourt.

Ho2: There is no significant relationship between self-regulation and organizational effectiveness of hospitality and tourism.

Ho3: There is no significant impact of motivation on organizational effectiveness of hospitality and tourism firms in Port Harcourt.

Ho4: There is no significant influence of empathy on organizational effectiveness of hospitality and tourism firms in Port Harcourt.

Ho5: There is no significant relationship between customer relationship management and organizational effectiveness of hospitality and tourism firms in Port Harcourt.

Conceptual Framework and Research Variables

There are two major study variables in the conceptual framework of the study, and these are the predictor and criterion variables, which are respectively, emotional intelligence and organizational effectiveness.
Figure 1: Conceptual and Operational Framework of Emotional Intelligence and Organizational Effectiveness of Hospitality and Tourism Firms in Port Harcourt, Nigeria

Study Variables and Review of Literature

Emotional Intelligence Concept

The concept of emotional intelligence has been defined in various ways by different scholars, emphasizing on different dimensions of the construct (Goleman, 1995 and 1998; Mayer and Salovey, 1997; Martinez, 2005; Oghojafor, Muo and Aduloju, 2012; Mayer, Caruso and Salovey, 2016). Mayer and Salovey (1997), defined emotional intelligence as the ability to perceive emotions, to assess and generate emotions in order to assist thoughts, to understand emotions and emotional knowledge, in addition to reflectively regulate emotion for the purpose of promoting emotional and intellectual growth. Emotional intelligence is seen to be involved in the capacity to perceive emotions, assimilate emotion-related feelings, the understanding of those emotions, and the management. Another indepth useful definition of emotional intelligence construct is as provided by Goleman (1998), and this is about:

- Knowing what you are feeling and being able to handle those feelings without having them swamp you;
- Being able to motivate yourself to get jobs done, be creative and perform at your peak;
- Sensing what others are feeling, and handling relationship effectively.

Relatedly, Goleman (1998) conceptualizes the construct of emotional intelligence as the capacity for recognizing one’s own feeling and those of others, for people motivating themselves, as well as for managing emotions in them and their relationships. The framework of emotional intelligence as conceptualized by Goleman (1998) has five distinct branches or dimensions, and these are: self-awareness; self-regulation; motivation; empathy; and customer relationship management. These components are briefly discussed below in isolated perspectives.

Self awareness (self-confidence)

This component of emotional intelligence pertains to when an individual knows the constituents of his current feelings, as well as making use of those constituent variables as a guide in decision making. In other words, self-awareness relates to the knowledge of possessing the potential ability that will guide an individual to effectively manage emotions. To effectively manage emotions, one has to be aware of what triggered or necessitated the emergence of the emotions. Self-awareness enhances one to make best of his skills, recognize and develop strengths that will enable one to seek for objectives that he can accomplish and excel. To increase self-awareness, Weisinger (1998), came up with the following possible techniques, which include:

- assessing the way we react or interact with our senses;
- exploring the way we react to people and events in our life;
- getting in touch with our feelings;
- exploring our intentions;
- seeking feedback, and
- keeping a feelings journal

Self-regulation

This is another dimension of emotional intelligence and goes hand-in-hand with self-awareness. Self-regulation (self-management) is simply the ability to accept and manage one’s feelings. This means that, when one is self-regulated, he will be able to have full focus on an objective and strive hard to achieve it.

Motivation

This involves the usage of available specific means or preferences to guide and move the individual toward desired goals or objectives. Committed organizational managers have the motivation that enables them to continuously seek new ways of improving and accomplishing the set objectives. This implies that motivated managers strive to take initiatives, improve and persevere in the face of challenges.
Empathy
This pertains the ability to recognize the emotional constituent of others in relation to having the feelings of others. In other words, empathy as a component of emotional intelligence is related to sensing what other people are feeling, being able to feel their positional perspective in the matter, as well as cultivating rapport and attonement with a broad diversity of people (Anwuri, 2018). When one is good at serving customers or giving them the desired attention, such feelings of concern is an emotional competence based on empathy.

Customer relationship management
This relates to the ability of handling emotions in relationships well, giving the accuracy of reading social situations and network, showing smooth and good interactions, making use of skills to persuade, lead, negotiate, as well as resolving disputes to embrace cooperation and teamwork.

Importance of Emotional Intelligence (Goleman, 1998)
Emotional intelligence plays crucial roles when it comes to happiness and success in both individual and organizational life or effectiveness. Emotional intelligence enables individuals to build stronger relationships with people, manage and succeed in the workplace environment, as well as the achievement of career and personal aspirations and objectives. Other usefulness of emotional intelligence include:

Stress management
This is very crucial in both personal and organizational health. For instance, crucial family, personal and organizational issues can emotionally be handled with ease, having good knowledge of emotional intelligence competency.

Performance at workplace environment
Emotional intelligence enhances the navigation of the social complexities of the workplace environment, leading and motivating others, as well as helping people to excel in their career. This is helpful in objectively selecting job candidates, because their emotional intelligence will be measured or gauged to ensure the candidates’ technical ability before hiring.

Physical health
Emotional intelligence helps us to manage our stress level, which otherwise can lead to strategic health challenges. For example, if our anxiety and anger resulting from high and uncontrolled emotion, such will lead to increase in stress level, raising of blood pressure, suppressing of immune system, increase in the risk of heart attack and stroke, speeding up of the aging processes, as well as contributing to infertility.

Mental health
Our mental health can be impaired by uncontrolled stress, and when such occurred, we shall be vulnerable to anxiety and depression. Effective management of our emotions enables us to avoid being open to mood swings. In the same vein, our inability to embrace strong and cohesive relationships will make us feel lonely and isolated.

Ways to improve emotional intelligence
- stress avoidance
- maintain good relationships: Proper understanding and control of our emotions will help us express how we feel and the understanding of how others are feeling. This understanding will enable us communicate more effectively and achieve stronger relationships, both at the workplace environment and our personal life perspectives (www.education-business-articles.com).

Organizational Effectiveness
Organizational effectiveness relates to the degree and determination of how well the organization meets its purpose, mission and vision, as well as the attainment of its desired ultimate desired future state (Chikwe, 2012). According to Chikwe (2012), the strict understanding of organizational objectives and strategies is the first step toward the
understanding of organizational effectiveness. The organizational objectives represent the reason for the existence of an organization and the outcome it seeks to achieve.

The concept of organizational effectiveness in management research tends to be the most crucial issues in organizational studies. Kaplan and Grossman (2010) posit that, organizational effectiveness is also noted to be an abstract concept and difficult for many organizations to directly measure. Instead of measuring organizational effectiveness directly, the organization may select proxy measures to represent effectiveness and such can surface. The early attempts on work on organizational effectiveness according to Chikwe (2012) include the works of Price 1968; Mott, 1972; Campbell, Bownas, Peterson and Dunnette, 1974, and Georgopoules, 1975. Under the traditional model of public administration, effectiveness construct was understood by Drucker (1967), to refer to the achievement of formal goals, in the sense, getting “the right thing done” or “doing the right thing”. Effectiveness and efficiency as concept that measure performance of individual, groups or organizational set up was first introduced in 1967 by Peter Drucker.

Many scholars have defined and suggested different and related approaches or ways to measure organizational effectiveness (Steers, 1975; Hall and Clark, 1980; Daft, 1998; Griffin, 2002; Ottih, 2005; Chikwe, 2012, Pedraza, 2014; and Phuong, 2017). Nevertheless, different scholars have also suggested different approaches for the measurement of organizational effectiveness, depending on environmental and operational strategic plans and needs, and these are: goal attainment approach; systems resource-based approach; internal process approach, and strategic constituency approach (Steers, 1977; Daft, 1988; Ottih, 2005; Chikwe, 2012, and Phuong, 2017).

Empirical Review of Emotional Intelligence and Organizational Effectiveness

Having discussed emotional intelligence and organizational effectiveness variables in isolated perspectives, we shall hereunder discuss them in theoretical pair. This move will theoretically and empirically bring out their strategic correlational relationship.

Emotional intelligence concept in organizational studies has generated a broad interest both in the lay (Goleman, 1995) and scientific fields (Mayer and Salovey, 1997). The concept and construct of emotional intelligence is noted to be the most vital variable contributing to personal and professional success, and in specific, organizational effectiveness (Goleman, 1995). This factual statement is evidenced by the scholar’s findings that, Intelligence Quotient explains the 20% of the recorded success in life (i.e. effectiveness), while 80% is attributed to Emotional Intelligence. The import of this success story has made some scholars to question if relationships exist between emotional intelligence and organizational effectiveness (Ferrándiz, Ferrando and Bevmejo, 2005).

Self-awareness and Organizational Effectiveness

The most crucial competency and component associated with workplace emotional intelligence is self-awareness. Yeung (2009) posits that, the first step to become emotional intelligent is to become as self-aware as possible. As further noted, self-awareness consists of emotional abilities that enable people to be more effective, as well as creating an outstanding relationship in the workplace environment. Self-awareness also relates to the potential ability for one to recognize his or her emotions and their effects in organizational success (i.e. effectiveness). People who are aware of their emotions tend to be more focused and effective in their jobs, in that, they recognize and understand their moods, emotions, needs and can perceive and anticipate how their actions affect others in specific and organization in general. Okpara and Edwin (2015), suggest that people with great certainty about their feelings, manage their lives well and are able to direct their positive feelings toward accomplishing organizational tasks effectively.

Self-regulation and Organizational Effectiveness

Self-regulation or self-management as a component of emotional intelligence is associated with managerial effectiveness, since many parties have interest or stake in managers’ decisions and actions, and these impact on organizational effectiveness. The processes of self-regulation involve at least, three sub-processing variables that will enhance
organizational effectiveness, and these are: standard setting, discrepancies detecting, and discrepancies reducing (Lord and Hanges, 1987). The processes involved in the attainment of managerial and organizational effectiveness are components of an adaptive self-regulation framework of emotional intelligence.

**Motivation and Organizational Effectiveness**

Fundamentally, business organizations need proper motivational inputs as a source of energy to produce outputs (Shoraj and Llaci, 2015). Motivation acts as a passion to increase productivity and propensity, to pursue organizational objectives achievement with vigour, energy and persistence. As motivation creates a reflection of something going up, it helps individuals to keep on working hard to achieve organizational effectiveness (Korth, 2007). Job satisfaction emanates from employee motivation, and such brings pleasure to the employees, which directly influences the enhancement of employees’ performance and organizational effectiveness (Kalimullah, Farooq and Ullah, 2010).

**Empathy and Organizational Effectiveness**

Empathy as a component of emotional intelligence is defined as a skill of understanding others’ feeling, predicaments and challenges better (Marques, 2010). In today’s global market, empathy is seen as an essential managerial tool that enhance organizational effectiveness. For an organization to be competitive and effective, it is therefore imperative that business managers should acquire empathy as skills in order to relate effectively to diverse groups of employees, as well as achieving the desired results demanded by today’s global market (Kayworth and Leidner, 2002). In the view of Voss, Gruber and Reppel (2010), empathy skills allow organization leaders to have better understanding of other peoples’ perspectives and opinions, which makes the workplace environment more enjoyable and effectively productive.

**Customer Relationship Management and Organizational Effectiveness**

Customer relationship management is one of the marketing strategies often used to create and manage relationship between organizations and customers in addition to their being effective (Gefen and Ridding, 2002). Customers relationship management is noted to be an effective strategy or approach for collecting, analyzing and translate information for the purpose of providing value for customers and the firm (Ernest, Hoger, Krafft, and Krieger, 2011). Relationship skills enhances a person to have the ability to create, develop, maintain and expand long lasting relationships with the customers, which in turn, enhances organizational effectiveness. Evidences abound on customer relationship management impact on organizational performance (Reinartz, Krafft and Hoyer, 2003; Day and Van de Bulte, 2002). Different studies have also shown how customer relationship management impacts on organizational performance aspects in specific (Palmatier, Scheer, Houston, Evans and Gopalakrishma, 2007); and the aspects that are related to customers (Gustafsson, Johnson and Ross, 2005; Mithas, Krishnah and Fornell, 2005).

C. **Methodology**

The fundamental objective of this study is to empirically investigate if emotional intelligence relate to or impact on organizational effectiveness in hospitality and tourism firms in Port Harcourt, Nigeria. The study is correlational and adopted a cross-sectional survey design. Likert 5-point measure scale structured questionnaire was adopted for data collection. The validity test of the research instrument was ascertained through peers and professional reviews, and a reliability test score of 0.833 was obtained, using Chronbach’s Alpha statistic, with the aid of Statistical Package for Social Science (SPSS). The population involved 120 purposively selected strategic managers from 60 statistically selected hospitality and tourism firms in the industry, registered with Corporate Affair Commission in Port Harcourt. A sample size of 92 managers were statistically selected, using Krejcie and Morgan (1970, in Serekan, 2003), for the sample size determination. Data were drawn from the 92 respondents who were heading strategic units in the study organizations. After data cleaning, 83 copies of the research instruments were found fit for analysis usage. The Pearson’s Product Moment Correlation and Multiple regression statistical techniques were employed in the testing of the posited hypotheses, with the aid of SPSS software package.
Result of Data Analysis, Findings and Discussions

Table 1: Results of the hypotheses tests using Pearson’s product moment correlation technique, showing the direction and magnitude of the relationship between study variables in the study area. N = 83

<table>
<thead>
<tr>
<th>Emotional Intelligence Variables</th>
<th>Organizational Effectiveness</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-awareness</td>
<td>0.770**</td>
<td>H01</td>
</tr>
<tr>
<td>Self-regulation</td>
<td>0.616**</td>
<td>H02</td>
</tr>
<tr>
<td>Motivation</td>
<td>0.629**</td>
<td>H03</td>
</tr>
<tr>
<td>Empathy</td>
<td>0.712**</td>
<td>H04</td>
</tr>
<tr>
<td>Customer relationship management</td>
<td>0.652**</td>
<td>H05</td>
</tr>
</tbody>
</table>

Source: Research Data, 2018 and SPSS Software Output

**Correlation is significant at 0.01 level (2-tailed); p<0.01

The relationship between self-awareness dimension of emotional intelligence and organizational effectiveness as indicated in table 1, showed that the correlation coefficient (r) is 0.770, indicating existence of strong, positive and statistical relationship between the variables. The p-value is 0.002, which is less than 0.01 level of significance. This shows that self-awareness has statistical significant relationship with organizational effectiveness in the study area.

In the same vein, the association between self-regulation and organizational effectiveness in table 1, has a correlation coefficient (r) as 0.616, and a p-value of 0.000. This analysis indicate that, a strong positive and statistical significant relationship exists between the predictor and criterion variables. This also shows that, self-regulation as a component of emotional intelligence has strong enhancement influence on organizational effectiveness of the study organizations in the study area.

The relationship between motivation as a dimension of emotional intelligence and organizational effectiveness of hospitality and tourism firms in Port Harcourt, has a correlation coefficient (r) as 0.629, with corresponding p-value of 0.000. This result indicates that a strong, positive and statistical significant relationship exists between the variables. This implies that, the impact of the predictor variable on the relationship enhances the effectiveness of the criterion variable in the study area.

Similarly, the result in table 1 above reveal a correlation between empathy and organizational effectiveness, with a correlation coefficient (r) as 0.712, and a p-value of 0.001. This analysis and figure assert that a strong positive and statistical significant relationship exist between the study variables in specific.

Table 1 also shows that customer relationship management relates with organizational effectiveness with a correlation coefficient (r) as 0.652, with a corresponding p-value of 0.000. The results of the analysis indicate that a strong positive and statistical significant relationship exist between customer relationship management and organizational effectiveness in the hospitality and tourism firms in Port Harcourt, Nigeria.

Table 2: Results of hypotheses test and statistical correlational values of self-awareness, self-regulation, motivation, empathy, customer relationship management and organizational effectiveness in the study area, using multiple regression statistical technique. N = 83

<table>
<thead>
<tr>
<th>Coefficientsa</th>
<th>Unstandardized Coefficient</th>
<th>Standardized Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.775</td>
<td>.431</td>
</tr>
<tr>
<td>Self-awareness</td>
<td>.560</td>
<td>.274</td>
</tr>
<tr>
<td>Self-regulation</td>
<td>.442</td>
<td>.253</td>
</tr>
<tr>
<td>Motivation</td>
<td>.648</td>
<td>.068</td>
</tr>
<tr>
<td>Empathy</td>
<td>.621</td>
<td>.118</td>
</tr>
</tbody>
</table>
Customer relationship management | .644 | .073 | .748 | 9.442 | .000

Table 2 above shows the result of the five hypotheses posited and tested in the present study, using multiple regression technique. The test was done to determine the impact or influence of emotional intelligence on organizational effectiveness of hospitality and tourism firms in Port Harcourt as similarly done, using Pearson’s correlation technique. Based on our data and analysis, we observe that self-awareness has a calculated t-value of 2.041 and a corresponding significant/ probability value (pv) of 0.002. The statistical convention decision criterion is to accept the null hypothesis, if the critical (table value) t-value is greater than the t-calculated value. In our analysis in table 2, since t-calculated is 2.041 and greater than t-tabulated (0.01, 83) = 1.96, the null hypothesis is rejected, indicating that there is a statistical significant relationship between self-awareness and organizational effectiveness of hospitality and tourism firms in Port Harcourt, Nigeria. This implies that being self-aware of the happenings in the organizational environment has strong enhancement influence on organizational effectiveness of hospitality and tourism firms in the study area.

Similarly, in table 2, self-regulation has as a calculated t-value of 2.760, and a corresponding significant value/probability value (pv) of 0.000. By the statistical convention and decision criterion, since t-cal is 2.760> t-tab (0.01, 83) = 1.96; the null hypotheses is therefore rejected, and as such, there is a statistical significant relationship between self-regulation and organizational effectiveness of hospitality and tourism firms in Port Harcourt, Nigeria.

Also, table 2 indicates that motivation has a t-cal value of 9.448, and an associated significant value/probability value (PV) of 0.000. Based on the statistical decision rule, the t-cal = 9.448 > t-tab (0.01, 83) = 1.96; the posited null hypothesis is rejected. This asserts that, there is a significant relationship between motivation and organizational effectiveness of hospitality and tourism firms in the area of study. This implies that, when an employee is potentially motivated to perform, such will influence and enhance organizational effectiveness.

In line with our analysis in table 2, empathy has a calculated t-value of 5.391, and a corresponding significant value/probability value (pv) of 0.001. This shows that empathy has statistical significant relationship or influence on organizational effectiveness of the study organizations.

In the same vein, customer relationship management has a calculated t-value of 9.442, and a corresponding significant value/probability value of 0.000. Using the statistical decision criterion, t-cal = 9.442 > t-tab (0.01, 83) = 1.96, as a result, the null hypothesis is therefore rejected. This reveals that customer relationship management impacts on organizational effectiveness of hospitality and tourism firms in Port Harcourt, and the relationship is statistically significant.

Table 3: Summary of Pearson’s correlation and multiple regression findings and statistical values of the relationship effectiveness of hospitality and tourism firms in Port Harcourt, Nigeria. N = 83

<table>
<thead>
<tr>
<th>Dimensions</th>
<th>r-value</th>
<th>t-value</th>
<th>p-value</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self-awareness</td>
<td>.770</td>
<td>2.041</td>
<td>.002</td>
<td>Statistical significant relationship</td>
</tr>
<tr>
<td>Self-regulation</td>
<td>.616</td>
<td>2.760</td>
<td>.000</td>
<td>Statistical significant relationship</td>
</tr>
<tr>
<td>Motivation</td>
<td>.629</td>
<td>9.448</td>
<td>.000</td>
<td>Statistical significant relationship</td>
</tr>
<tr>
<td>Empathy</td>
<td>.712</td>
<td>5.391</td>
<td>.001</td>
<td>Statistical significant relationship</td>
</tr>
<tr>
<td>Customer relationship management</td>
<td>.652</td>
<td>9.442</td>
<td>.000</td>
<td>Statistical significant relationship</td>
</tr>
</tbody>
</table>

D. Conclusions

Emotional intelligence competencies have been found to be associated with effective performance of many organizations in today’s dynamic and rapidly changing workplace.
environment, as well as in globalized economy. When it comes to happiness and effectiveness in both individuals and organizational life, emotional intelligence comes to fore. The study revealed that organizational effectiveness of hospitality and tourism firms in Port Harcourt is made possible as a result of emotional intelligence competencies. This enabled organizational members to build stronger relationship with their colleagues and customers in the workplace environment. All the emotional intelligence variables exhibited strong positive and significant relationship and this enhanced organizational effectiveness of hospitality and tourism firms in Port Harcourt, Nigeria.

**Recommendations**

The recommendations of our study were based and drawn from the study results, findings and discussions. To enhance the needed effectiveness of hospitality and tourism firms in Port Harcourt and beyond, the study recommends the identification of the emotional competencies characteristic of each strategic manager or staff. Training of strategic staff in the areas of emotional intelligence competency versatility is also recommended.

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