Decoding Emotional Intelligence of Hospitality Workforce in Bali: Generation Z Perspectives

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Abstract

Emotional intelligence plays a central role in the hospitality industry as it significantly influences service quality, workplace relationships, and hotel reputation. However, empirical studies on emotional intelligence in previous literature have not specifically focused on Generation Z, the youngest generation entering the workforce. This research aims to identify the emotional intelligence of Generation Z employees. The research adopts a sequential explanatory mixed-method approach, utilizing a questionnaire distributed to 115 Generation Z employees and conducting interviews with middle and top managerial levels in five-star hotels in Bali. The research findings indicate that the emotional intelligence of Generation Z employees varies at different levels across various dimensions. While employees demonstrate an understanding of their own emotions and effectively manage them in service delivery, there is a need for improvement in their ability to comprehend the emotions of others. The practical implications of these findings suggest that hotel management should focus on creating a supportive work environment that enhances employee well-being, including adjustments to work schedules, stress management, and well-being programs to maintain their emotional balance. This study may significantly contribute to the development of effective strategies to optimize the potential of Generation Z employees in achieving service excellence and organizational success.

Keywords: hospitality, psychological capital, subjective well-being

A. Introduction

The emergence of Generation Z into the labor market has brought about significant changes in organizational dynamics. Generation Z comprises individuals born between the mid-1990s and early 2010s, representing the youngest generation currently active in the workforce. Growing up in an era of advanced digital technology and global connectivity, Generation Z exhibits distinctive characteristics, including technological proficiency, autonomy, and a desire to influence positive change on a global scale (Dorina Racolț a-Paina & Dan Irini, 2020). This generation holds a unique perspective on work and career. They tend to seek employment that provides meaning, a healthy work-life balance, and opportunities for continuous learning and development. Moreover, Generation Z places importance on values such as inclusivity, diversity, and sustainability in the workplace (Gabrielova & Buchko, 2021). They actively look for companies that embrace these values and provide a space for them to contribute meaningfully (Indrayani, 2022). As the torchbearers of future leadership, members of Generation Z bring a fresh and innovative approach to the professional landscape, influencing positive changes in organizational cultures and shaping the trajectory of the global workforce. As a generation accustomed to technology, Generation Z possesses robust digital skills. Their proficiency in using social media, data analytics, and online communication adds value across various professional domains. Consequently, the emergence of Generation Z in the workforce has enriched workplace dynamics and propelled the widespread adoption of technology in various industry sectors, including the hospitality industry (Machová et al., 2022).

The presence of Generation Z in the hospitality industry stands as a crucial force in the global workforce market. The technological literacy possessed by Generation Z enables them to adapt more easily to the systems and devices utilized in hotels. Additionally, this generation tends to exhibit innovative and creative thinking, allowing them to bring fresh ideas and creative solutions to enhance guest experiences and create uniqueness within the hospitality industry (Ozkan & Solmaz, 2015). Growing up in the digital era and being globally connected, Generation Z possesses innovative and creative mindsets influenced by their exposure to diverse sources of information and varied experiences (Mahmoud et al., 2021; Twenge, 2010). Their unique perspective and familiarity with emerging technologies position them as catalysts for introducing novel approaches and solutions that can contribute to the continuous evolution of the hospitality industry. As the industry increasingly embraces digitalization and seeks novel ways to engage guests, the innovative thinking of Generation Z becomes a pivotal factor in shaping the future of hospitality services.

The hospitality industry is centered around delivering high-quality customer service and providing a positive experience for guests. Success in achieving these objectives is highly dependent on the ability of employees to interact with guests effectively, understand their needs and preferences, and manage emotions in challenging situations (Chan et al., 2021). Therefore, emotional intelligence becomes a critical factor in the hospitality industry. Emotional intelligence refers to an individual's ability to understand, manage, and recognize emotions, both in oneself and others. It encompasses the ability to recognize and interpret emotional expressions, manage emotions effectively, communicate efficiently, demonstrate empathy, and build strong relationships with both guests and colleagues (Choi et al., 2019). However, despite the remarkable technological prowess owned by Generation Z, concerns arise about their potentially lower emotional intelligence, especially in service-oriented industries like hospitality (Prentice et al., 2020). The emotional intelligence of Generation Z may influence their interactions with guests, the quality of service provided, as well as their relationships with colleagues and management.

In the hospitality industry, which is rich in human interactions, emotional intelligence plays an exceptionally crucial role. Hospitality workers with high emotional intelligence possess a unique ability to read and manage their own emotions effectively (Wen et al., 2019). They can recognize their emotional states and navigate the stress that may arise in their daily work. This directly impacts the quality of service they provide to guests. Hospitality workers with high emotional intelligence possess the ability to read and understand guest emotions. They can capture non-verbal cues, facial expressions, and body language to identify the needs and expectations of guests. With their emotional sensitivity, they can provide personalized, responsive service tailored to guest preferences (Kwon et al., 2019). In a team composed of diverse backgrounds and personalities, hospitality workers can communicate effectively, listen empathetically, and provide sensitive responses to the feelings and needs of others (Prentice et al., 2020). The ability to handle emotions skillfully contributes to creating positive guest experiences, fostering loyalty, and enhancing the overall reputation of the hospitality establishment (Extremera et al., 2018; Prentice et al., 2020). Consequently, the role of emotional intelligence becomes a cornerstone in the success of hospitality professionals in managing diverse and sometimes unpredictable human interactions.

Several studies have been conducted to provide initial insights into emotional intelligence of Generation Z. One such study conducted by Amponsah-Tawiah and Annan (2018) investigated the relationship between Generation Z's emotional intelligence and performance in the hospitality sector. This research involved Generation Z respondents working in various positions

within the hospitality industry. The findings indicated a positive influence of emotional intelligence on the performance of Generation Z. This study offers a preliminary understanding of the significance of emotional intelligence within the context of the hospitality industry. Furthermore, research conducted by Filimonau et al. (2019) delved into the emotional intelligence of Generation Z and the influencing factors within the hospitality industry. This study identified factors such as social support, work climate, and leadership that play roles in the development of Generation Z's emotional intelligence. These studies provide valuable groundwork for a deeper understanding of the role of emotional intelligence in the performance and development of Generation Z within the hospitality sector.
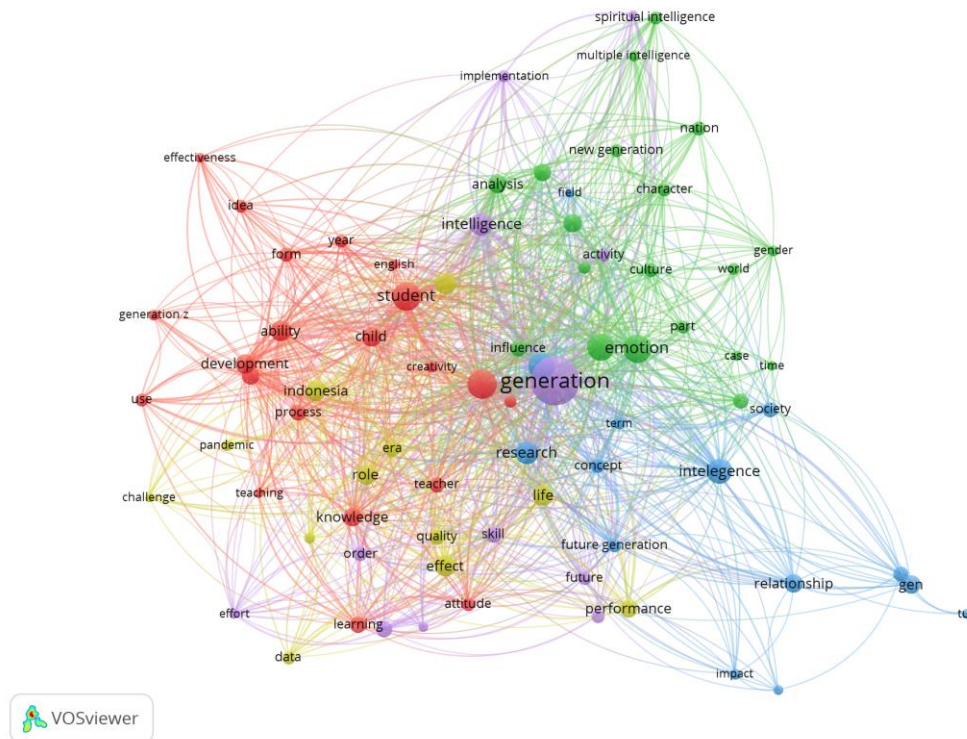

Figure 1. Visualization of limited research on emotional intelegence
Source: Data processed by researchers (2023)

While previous research provides an initial understanding of Generation Z's emotional intelligence in the hospitality industry, it is imperative to note that more comprehensive studies are still required to expand the academic knowledge on this subject (Barreiro & Treglown, 2020; Priyadarshi & Premchandran, 2019). As presented in Figure 1, research on the emotional

intelligence of Generation Z in the hospitality industry remains limited for several reasons. The constrained research focus stands as a significant contributing factor. Generation Z's emotional intelligence may not yet be a primary priority within the research community, which is more inclined towards other fields such as technology or consumer behavior. Due to the relative newness of Generation Z in the workforce, understanding their characteristics, attitudes, and behaviors within the context of the hospitality industry is still limited. Time is needed to accumulate sufficient data and analyze emerging trends. Lastly, the complexity of emotional intelligence, involving various dimensions such as self-emotion management, empathy towards others, and interpersonal interaction skills, poses a complex challenge for researching Generation Z's emotional intelligence in the hospitality industry.

In this context, further research is crucial to deepen the understanding of Generation Z's emotional intelligence and its impact on their performance and experiences in the hospitality industry. Previous empirical studies on emotional intelligence have not specifically focused on Generation Z. This research aims to identify the emotional intelligence of Generation Z workforce in the hospitality industry in Bali. Specifically, the discussion on this topic will be conducted through exploring two perspectives: the viewpoint of Generation Z itself and the perspective of managers. Thus, the novelty proposed in this research lies in broadening the view of emotional intelligence among Generation Z employees in hotels from two perspectives, with the aim of providing a more holistic and comprehensive understanding. Consequently, this study will make a significant contribution to understanding the challenges and opportunities faced by Generation Z in the workplace and assist in the development of effective strategies to optimize their potential in achieving customer service excellence and organizational success.

B. Literature Review

Emotional intelligence is a highly essential ability in both personal and professional aspects of daily life. It involves the capacity to recognize, understand, manage, and effectively utilize emotions. Individuals with high emotional intelligence can identify emotions within themselves and others, comprehend the causes and meanings of these emotions, regulate and control emotions effectively, and use emotions as a source of motivation and guidance in decision-making and interactions with others (Bayighomog & Arasli, 2022).

In everyday life, emotional intelligence plays a crucial role in fostering healthy and constructive interpersonal relationships. Individuals with strong emotional intelligence skills can understand and respond to others' emotions with empathy and social sensitivity (Chen & Wang, 2019). They can interpret facial expressions, body language, and physiological changes associated with

emotions, enabling them to respond appropriately to various situations. In a professional environment, emotional intelligence is highly valued as well. Individuals with high emotional intelligence tend to excel in managing stress and workplace pressure. They can navigate conflicts wisely, maintain harmonious relationships with colleagues, and face challenges with a positive attitude. Moreover, emotional intelligence plays a pivotal role in the ability to adapt, innovate, and collaborate effectively within a team (Park & Kim, 2021).

In conclusion, it can be asserted that emotional intelligence is a crucial and highly valued ability in both everyday life and the professional environment. Through the capacity to recognize, understand, manage, and effectively utilize emotions, individuals can enhance the quality of interpersonal relationships, navigate challenges more adeptly, and achieve success across various facets of life. Consequently, the development of emotional intelligence holds significant importance for individuals in confronting a myriad of situations and challenges they encounter.

Since the proposal of the concept of emotional intelligence, two main understandings have emerged, primarily represented by Salovey and Mayer as emotional ability and by Goleman as a mixed ability, positing emotional intelligence as a blend of personality and capability (Zhan, 2012). American psychologists Salovey and Mayer (1990) were the first to introduce the concept of emotional intelligence. They viewed emotional intelligence as part of social intelligence, defined as an individual's ability to monitor their own and others' emotions, recognize emotions, and use emotional information to guide thinking and behavior. Emotional intelligence, according to them, encompasses three types of abilities: the ability to appraise and express emotions, regulate emotions, and use emotions to solve problems. This theory was later revised, ultimately forming a four-dimensional model of emotional intelligence, including emotion recognition, emotion integration, emotion understanding, and emotion management (Mayer et al., 2004). Goleman (1995) defined emotional intelligence as the ability to recognize one's own and others' emotions, self-motivate, manage emotions, and handle relationships.

Emotional intelligence is a concept comprising interconnected dimensions, and in the context of Generation Z as hotel employees, the four dimensions of emotional intelligence are of utmost importance. They need to possess a high level of self-awareness regarding their own emotions, the ability to read others' emotions, proficiency in managing emotions effectively, and the capability to use emotions productively in the workplace (Chen & Wang, 2019). These dimensions play a crucial role in enabling them to cultivate positive relationships with customers, work efficiently within a team, navigate challenges judiciously, and contribute to creating a positive guest experience in the hospitality industry.

In the context of emotional intelligence consisting of four dimensions, namely Self Emotion Appraisals (SEA), Others' Emotion Appraisals (OEA), Regulation of Emotion (ROE), and Use of Emotion (UOE), the following provides a brief explanation of each dimension and its significance in the context of Generation Z as hotel employees (Prentice et al., 2020; Priyadarshi & Premchandran, 2019): (1) Self-Emotion Appraisals (SEA); (2) Others' Emotion Appraisals (OEA); (3) Regulation of Emotion (ROE); (4) Use of Emotion (UOE).

Self-Emotion Appraisals (SEA), this dimension refers to an individual's ability to recognize and understand their own emotions. Generation Z as hotel employees needs to have a high awareness of their own emotions, such as recognizing the emotions that arise, understanding why these emotions emerge, and how these emotions impact their behavior and job performance. The ability to engage in self-reflection and comprehend oneself emotionally will assist them in managing emotions more effectively (Prentice et al., 2020; Priyadarshi & Premchandran, 2019).

Others' Emotion Appraisals (OEA), this dimension relates to an individual's ability to read and understand the emotions of others. For Generation Z as hotel employees, this skill is crucial as they frequently interact with customers and colleagues. By being able to read the emotions of others, they can be more attuned to the needs and expectations of customers and can adjust their communication and responses effectively (Prentice et al., 2020; Priyadarshi & Premchandran, 2019).

Regulation of Emotion (ROE), this dimension refers to an individual's ability to manage and regulate their own emotions. For Generation Z as hotel employees, they need to be able to control emotions that may arise in challenging work situations, such as dealing with dissatisfied customers or facing high work pressure. The ability to manage emotions well will help them stay calm, make appropriate decisions, and maintain positive relationships with customers and colleagues (Prentice et al., 2020; Priyadarshi & Premchandran, 2019).

Use of Emotion (UOE), this dimension is related to an individual's ability to use emotions productively in the workplace. Generation Z as hotel employees need to be able to recognize how emotions can affect their performance, such as using positive emotions to enhance motivation, overcome challenges, and innovate. They also need to be able to express emotions appropriately in communication and interaction with customers and colleagues.

C. Research Methods

The population is a well-defined group, specifically all employees in the hotel industry in Bali classified as Generation Z. The population criteria for this research include: 1) hotel employees belonging to Generation Z born within the range of 1995-2010, 2) employed as permanent or contract employees, 3) minimum one-year tenure. To represent the research population, determining the research sample size is crucial. The sample size is expected to be no less than 30 and no more than 500. Thus, the sample in this research consists of a minimum number of 100 Generation Z employees working in 4-star and 5-star hotels in the Sarbagita area (Denpasar, Badung, Gianyar, Tabanan) as research respondents. This area is selected based on the analysis of the hospitality industry's development in the Sarbagita region, which indicates more significant growth compared to other regions. This is reflected in the statistically higher prevalence of the number of hotels compared to other areas in Bali. To deepen and confirm the findings from the quantitative results, several hotel managers will also play a role as informants in this research. The sampling technique employed in this research is simple random sampling. Simple random sampling involves randomly selecting individual units from the population, where each unit has an equal chance of being chosen as a sample. In this research, various data collection techniques are employed to amalgamate qualitative and quantitative data are questionnaire, interviews, and Observation.

The questionnaire is employed to collect quantitative data on the emotional intelligence of Generation Z in the hotel industry. It comprises structured questions with Likert scale measurements, facilitating data that can be computed and statistically analyzed. The intelligence is measured using 16 statements from the Wong Law Emotional Intelligence Scale (WLEIS, Wong and Law, 2002). The scale encompasses four dimensions: Self Emotion Appraisals (SEA), Others' Emotion Appraisals (OEA), Regulation of Emotion (ROE), and Use of Emotion (UOE). An example statement is, "I am sensitive to the feelings and emotions of others."

The researcher conducts interviews with hotel managers who lead Generation Z employees to gain in-depth insights into their perspectives on the emotional intelligence of Generation Z in managing emotions and interacting with guests. The interviews are conducted offline through face-to-face meetings with star-rated hotel managers. The managers referred to are Human Resources Managers or Heads of Departments who oversee teams consisting mainly of Generation Z employees.

Directly observing Generation Z individuals working in the hotel industry to observe and record their behavior in interacting with guests and managing emotions. The observation is conducted in a non-participatory manner by observing subjects from a distance over a specific period, referring to an

observation checklist. The checklist is structured based on the four dimensions of emotional intelligence. The research adopts a sequential explanatory mixed-method approach. In this approach, both quantitative and qualitative descriptive analyses are utilized to offer a comprehensive insight into the examined variables. This analysis involves the exploration and interpretation of qualitative data collected, such as interviews, observations, or field notes.

D. Result and Discussion

All distributed questionnaires were fully completed and processed for this study (response rate 100 percent, usable rate 100 percent). Based on the research findings and questionnaire collection, respondent characteristics is presented in Table 1.

Table 1. Characteristic of respondents

Characteristic	Classification	Number of People	%
Gender	Male	67	58.26
	Female	48	41.74
Age	17 - 20 years old	55	47.83
	21 - 24 years old	47	40.87
	25 - 28 years old	13	11.30

Source: Data processed by researchers (2023)

The majority of respondents in this study are male, constituting 58.26 percent, followed by female respondents at 41.74 percent. This indicates that the gender composition of respondents can provide valuable insights regarding differences in emotional intelligence aspects among Generation Z individuals working in the hotel industry. There might be variations in the expression, understanding, or management of emotions between males and females in the context of employment in the hotel sector in Bali. Furthermore, this information can also offer insights into potential differences in emotional intelligence levels between females and males. In terms of age, it can be observed that 47.83 percent of respondents fall within the age range of 17 to 20 years, followed by the age range of 21 to 24 years at 40.87 percent, and the age range of 25 to 28 years at 11.30 percent. The diverse age range provides insights into the evolution of emotional intelligence development as age increases. In the context of employment in the hotel industry, differences in experience, job demands, and the ability to manage emotions can significantly impact job quality and interactions with guests.

Table 2. Data Distribution of Self Emotion Appraisals

Item	N	Min	Max	Mean	Standar Deviasi
SEA1	115	1	5	3,930	0,599
SEA2	115	1	5	4,035	0,541
SEA3	115	1	5	3,939	0,623
SEA4	115	1	5	4,113	0,646
Average = 4,004 (high)					

Source: Data processed by researchers (2023)

For each indicator, the highest average is 4.113, specifically for the indicator "always being aware of whether one is happy or not" (SEA4), indicating a pronounced emphasis on self-awareness and comprehension related to feelings and emotions. The lowest average score is 3.930 for the indicator "having a good understanding of the reasons behind specific feelings" (SEA1), implying that participants in this research may encounter challenges in comprehending and reflecting upon the underlying causes of their emotions. Examining Table 2 reveals that all standard deviation values are considerably smaller than their corresponding mean values. Thus, it can be inferred that the mean values in this sample effectively represent the mean values across the entire population.

Table 3. Data Distribution of Other's Emotion Appraisals

Item	N	Min	Max	Mean	Standar Deviasi
OEA1	115	1	4	3,748	0,620
OEA2	115	1	4	3,678	0,618
OEA3	115	1	4	3,843	0,664
OEA4	115	1	4	3,679	0,638
Average = 3,737 (high)					

Source: Data processed by researchers (2023)

For each indicator, the highest average is 3.843, specifically for the indicator "sensitive to the feelings and emotions of others" (OEA3). The lowest average score is 3.678 for the indicator "good observer in understanding the emotions of others" (OEA2). Examining Table 3 reveals that all standard deviation values are considerably smaller than their corresponding mean values. Thus, it can be inferred that the mean values in this sample effectively represent the mean values across the entire population.

Table 4. Data Distribution of Use of Emotions

Item	N	Min	Max	Mean	Standar Deviasi
UOE1	115	1	5	4,122	0,608
UOE2	115	1	5	3,974	0,575
UOE3	115	1	5	4,035	0,660
UOE4	115	1	5	4,209	0,651
Average = 4,085 (high)					

Source: Data processed by researchers (2023)

For each indicator, the highest average is 4.209 for the "pushing oneself to be the best" (UOE4) indicator, depicting a high level of enthusiasm and motivation among the majority of respondents. Conversely, the lowest average score of 3.974 for the "telling oneself that I am a competent person" (UOE2) indicator indicates potential self-doubt among Generation Z workers. From Table 4, it can be observed that all standard deviation values are significantly smaller than their respective mean values. Therefore, it can be concluded that the mean values in this sample effectively represent the mean values across the entire population.

Table 5. Data Distribution of Regulation of Emotions

Item	N	Min	Max	Mean	Standar Deviasi
ROE1	115	1	5	3,939	0,636
ROE2	115	1	5	3,922	0,655
ROE3	115	1	5	3,861	0,660
ROE4	115	1	5	3,913	0,677
Average = 3,909 (high)					

Source: Data processed by researchers (2023)

For each indicator, the highest average is 3.939 for the "able to control anger in difficult situations" (ROE1) indicator. On the other hand, the lowest average score of 3.861 for the "always able to remain calm quickly when angry" (ROE3) indicator indicates room for development in terms of a quick response to angry emotions. From Table 5, it can be observed that all standard deviation values are significantly smaller than their respective mean values. Therefore, it can be concluded that the mean values in this sample effectively represent the mean values across the entire population.

Among the four dimensions of emotional intelligence, the dimension with the highest mean is the Use of Emotions with a value of 4.085, while the lowest mean is in the Other's Emotion Appraisals dimension with a value of 3.737. In this study, 115 Generation Z respondents fall within the age range of 17 to 28

years. Respondents are grouped into nearby age ranges within a four-year span, resulting in three different age groups: 17-20 years, 21-24 years, and 25-28 years. From these different age groups, the level of emotional intelligence based on its four dimensions can be observed. Interesting findings can be seen in Tables 2, 3, 4, and 5, where the highest mean values in all dimensions are in the 17-20 age group. These findings will be discussed further in the discussion section through reinforcement and elaboration from the qualitative approach perspective based on observation and interviews with hotel managers.

To deepen the findings obtained from the quantitative analysis regarding the emotional intelligence of Generation Z workers in the hotel industry, a series of interviews were conducted with several hotel managers. Interviews took place at several hotels representing the four targeted regions in the study, including Four Star Hotel by Trans (Denpasar), The Apurva Kempinski Resort & Spa (Badung), The Dukuh Retreat (Tabanan), and Royal Casa Ganesha (Gianyar). The purpose of these interviews is to gain deeper insights into the implementation of emotional intelligence in the operational context of hotels, explore the role of managers in managing and enhancing the emotional skills of Generation Z employees, and understand the impact of emotional intelligence on service quality and interactions with guests. Through direct interaction with hotel managers, it is expected that the information obtained can provide valuable qualitative dimensions and complement the findings from quantitative analysis, making the research results more holistic and contextual.

Self Emotion Appraisals

Self Emotion Appraisals is one of the dimensions of emotional intelligence that assesses an individual's ability to understand and manage their own emotions. In the context of Generation Z workers in the hotel industry in Bali, this dimension has a significant impact. Generation Z workers with strong Self Emotion Appraisals skills can better comprehend their own feelings and emotions, effectively managing them. This enables them to respond wisely in challenging situations often encountered in the hotel sector, involving interactions with guests, colleagues, and diverse situations. This ability allows them to maintain composure in situations that may trigger high emotions, avoid unnecessary conflicts, and enhance the quality of service to guests. Conversely, a lack of proficiency in Self Emotion Appraisals may pose challenges for Generation Z workers in managing stress, understanding and addressing their own emotions, and interacting effectively in the workplace.

The questionnaire results regarding "self emotion appraisals" mentioned above are further supported by insights gained from interviews conducted by the author with hotel management, including those at both managerial and supervisory levels. They stated that employees belonging to Generation Z

generally excel in managing their emotions, particularly during communication and interaction with peers and customers. One of the questions addressed the perspective of the managers on the reactions and attitudes of subordinates in handling guests who complain about dissatisfaction with their service.

> *"In my view as their superior, it is evident that our employees, whether permanent, contract, or trainee, exhibit excellent attitudes and ethics. When providing service to demanding guests, our staff continues to smile and perform their duties effectively. They do not reciprocate negativity, maintaining their smiles and greetings. In essence, they continue to serve hotel guests well. Our staff's ability to control their emotions under pressure is something we can guarantee."*

Additionally, this is also attributed to the guidance provided by our management team, instilling in young generation workers the understanding that an inability to control anger and emotions can have unfavorable consequences for themselves and for the hotel where they work or train."

Other's Emotion Appraisals

The dimension of Other's Emotion Appraisals in the context of emotional intelligence among Generation Z workers in hotels in Bali holds significant implications. The ability to understand and respond to the emotions of others is a key skill in the hospitality industry, which often involves interactions with various guests, colleagues, and diverse situations. Generation Z workers who excel in this dimension possess the ability to accurately read and interpret emotional signals from colleagues or guests. They can respond empathetically, foster better relationships, and provide more personalized and responsive service. This skill can also help in avoiding unnecessary conflicts and enhancing team collaboration.

On the other hand, a lack of proficiency in Other's Emotion Appraisals can result in misunderstandings, conflicts, or discomfort in interpersonal relationships in the workplace. Therefore, the development of this skill is crucial for Generation Z workers in the hospitality industry. Training and education focused on understanding the emotions of others, sensitivity to guest needs, and the ability to read non-verbal signals can provide significant benefits in enhancing service quality, building stronger relationships, and creating a more harmonious work environment. Thus, the dimension of Other's Emotion Appraisals is a crucial aspect in the development of emotional intelligence among Generation Z workers, ultimately improving job quality and guest satisfaction in the hospitality industry in Bali.

Based on the interview results conducted by the author with hotel leaders regarding "how the capabilities and understanding of subordinates, especially those in the Generation Z zone, about understanding the emotions of others, be it colleagues, superiors, or guests/customers?", it is mentioned that the

staff's understanding of others' emotions is indeed crucial because comprehending the emotions of the individuals they serve can lead to satisfactory outcomes. However, it seems that the staff still lacks the skills to understand the emotions of those around them. They are not yet sufficiently aware and sensitive to the diversity of people's emotions. They are unable to read or guess the emotions of their colleagues, superiors, and guests, especially when the guests come from diverse cultural backgrounds.

> *"Considering this, we will certainly provide training that can activate the staff's understanding, enabling them to better read and comprehend the emotions of others. This will undoubtedly benefit them in delivering quality and excellent service. We are aware of the importance of understanding the emotions of others, including those of colleagues, superiors, and the staff's understanding of guests' emotions. As part of the management, we will strive to assist the staff so that they can be more aware of others' emotions, ultimately creating a harmonious, comfortable, and safe working environment. This, in turn, contributes to customer/guest satisfaction and happiness."*

Use of Emotions

On the other hand, a lack of proficiency in the Use of Emotion dimension can lead to challenges in managing stress, making decisions under pressure, and responding effectively to dynamic situations in the hospitality industry. Therefore, developing the Use of Emotion dimension becomes crucial for Generation Z workers, enabling them to leverage emotions positively, enhance their performance, and contribute to creating a positive and dynamic working environment in the hospitality sector in Bali.

The Use of Emotion dimension plays a crucial role in the hospitality industry, where customer service is paramount. In this context, emotional intelligence becomes a distinguishing factor, separating highly effective workers from others. Effectively managing emotions, including empathy towards the feelings of guests and colleagues, enables Generation Z workers to forge strong relationships with guests, enhance their overall experience, and ensure each visit is memorable. Therefore, cultivating skills in the Use of Emotion dimension is essential for improving service quality, guest satisfaction, and performance in the hospitality sector. Generation Z workers with strong emotional intelligence in utilizing emotions are more likely to be valuable assets in facing day-to-day challenges in the dynamic work environment of the hospitality industry.

The hotel managers emphasize that Generation Z workers tend to effectively utilize their emotions in the workplace, particularly in customer service situations. They state that employees' ability to express emotions positively can have a favorable impact on the guest experience. For instance, friendly, positive, and empathetic emotional expressions can create a pleasant and warm atmosphere for guests, enhance positive impressions of the hotel,

and ultimately contribute to guest satisfaction. From the interview results with the managers, it is also noted that Generation Z workers show a tendency to use emotions adaptively and judiciously. They can adjust their emotional expressions according to the situation and needs, which ultimately aids in managing challenging situations more effectively. These managers appreciate this adaptability as a positive aspect, especially in the often dynamic and high-risk hotel environment.

However, interviews also revealed some challenges faced by Generation Z workers related to the dimension of Use of Emotion. Some managers stated that, in their efforts to express emotions positively, some employees might struggle to conceal their dissatisfaction or frustration. This can occur, especially when they confront difficult situations or dissatisfied guests. Managers argue that additional training or resources to help employees manage their negative emotions could enhance their abilities in this regard. In response to these findings, some managers have implemented additional training programs that focus on emotion management and positive interactions with guests. Such training includes an understanding of the importance of aligning emotional expressions with guest needs, even in challenging situations. Managers also emphasize the need to provide emotional support to employees, such as counseling sessions or a space to discuss the challenges they face in the workplace.

In addition, interviews with managers provide insight into how technology plays a role in the Use of Emotion by Generation Z employees in the hotel environment. Managers reported that this generation tends to integrate technology well into their work, including interactions with guests and daily task management. The use of mobile applications, technology-based guest management systems, and internal communication platforms facilitates effective communication and aids in monitoring operational situations. However, managers also noted that excessive reliance on technology can hinder the development of direct interpersonal communication skills. Therefore, there are efforts to align the use of technology with the development of strong interpersonal communication skills, particularly in the context of customer service.

Regulation of Emotions

The dimension of Regulation of Emotion in the context of emotional intelligence among Generation Z employees in the hotel industry in Bali holds significant importance. The ability to control and regulate emotions in challenging situations is a crucial skill in a work environment often filled with challenges, as encountered in the hospitality industry. Generation Z workers with strong emotional intelligence in this dimension can maintain composure in

situations that may trigger high emotions, make wise decisions, and avoid unproductive emotional responses.

In the hospitality industry, where employees often face time pressure, interact with diverse guests, and encounter potentially challenging situations, the ability in Regulation of Emotion is key to delivering responsive service and avoiding unnecessary conflicts. Generation Z workers who can control their emotions effectively ensure that each guest receives professional and high-quality service, even in stressful situations. Therefore, the development of emotional intelligence in the dimension of Regulation of Emotion is a crucial step in enhancing the effectiveness and well-being of Generation Z workers in the hospitality industry. Employees who can regulate their emotions can face challenging situations with composure, make sound decisions, and ensure that their work continues smoothly without being affected by negative emotions.

> *"In an effort to deepen the understanding related to the dimension of Regulation of Emotion among Generation Z workers in the hotel industry, a series of interviews were conducted with hotel managers. The primary focus of these interviews was to explore how emotional intelligence is reflected in their ability to manage and regulate emotions, especially in challenging or stressful situations. A noteworthy excerpt from an interview with the Human Resources (HR) Manager at The Apurva Kempinski provides valuable insights regarding the emotional management of Generation Z employees. 'They tend to adapt well in dynamic situations, such as serving guests with various needs or facing emergency situations. They bring diversity and positive energy that refreshes the work environment. However, of course, there are certain challenges that we have identified.'"*

Furthermore, it is known that when there is a discrepancy between guest expectations and reality, some Generation Z workers may find it challenging to restrain negative emotions. This can be a difficulty when dealing with highly critical guests or facing situations that require strict hotel policies. Providing additional support and training in stress management is believed to be more effective in maintaining their emotions and delivering optimal service. These findings offer deeper insights into how Generation Z workers manage their emotions in the hotel workplace. While there is good adaptability in facing dynamic situations, specific challenges arise in maintaining positive emotions in challenging situations. Understanding this, hotels can design appropriate training programs to enhance emotional skills, supporting the development of service quality and achieving higher guest satisfaction.

Emotional Intelegence of Generation Z Workforce in Hospitality Sector

From the presented findings above, it can be concluded that the emotional intelligence of Generation Z workers in the hotel industry in Bali is a variable factor, with varying abilities in different dimensions of emotional

intelligence. In the dimension of Self Emotion Appraisals, the majority of respondents demonstrate a reasonably good understanding of their own feelings and emotions. However, there is room for development in understanding the reasons behind specific emotions. While in the dimension of Other's Emotion Appraisals, most respondents exhibit sufficient abilities in understanding and responding to the emotions of others, though there is potential for improvement in carefully observing the emotions of others.

On the other hand, the dimension of Use of Emotion reveals that a significant portion of Generation Z workers tend to push themselves to excel and use their emotions as motivation in their work. However, there are challenges in maintaining confidence as competent individuals. Lastly, in the dimension of Regulation of Emotion, most respondents can control their anger in challenging situations, although there is room for development in the ability to calm down quickly when angry.

From interviews with various hotel managers, it was found that Generation Z workers tend to have a high level of adaptability in managing their emotions. They can transition quickly from one situation to another, providing responsive and friendly service. Managers highlight that, despite the good adaptability, some workers may struggle to restrain negative emotions when faced with challenging situations. These situations may involve dissatisfied guests or emergency conditions requiring a quick response. The HR Manager from The Apurva Kempinski emphasizes the need for additional support and training in stress and emotion management. Such training is expected to assist Generation Z workers in maintaining composure in stressful situations, minimizing the impact of stress, and delivering consistently professional and quality service.

Hotel managers simultaneously note that the emotional skills of Generation Z workers directly impact service quality. When emotions are well-regulated, the guest experience becomes more positive, creating a strong image for the hotel and enhancing overall impressions of the brand. Additionally, managers emphasize that the pressure in the hotel environment, with high levels of activity and diverse guest demands, can create situations where employees must be able to manage their emotions quickly and effectively. There is consensus among managers that the use of technology, such as task management applications or specialized emotional intelligence software, can provide additional support to Generation Z workers in managing their emotions.

Overall, the emotional intelligence of Generation Z workers in hotels in Bali shows potential for further development. Enhancing skills in Self Emotion Appraisals, Other's Emotion Appraisals, Use of Emotion, and Regulation of Emotion can support the improvement of service quality, better interpersonal

relationships, and effectiveness in facing challenging situations. Therefore, training and coaching efforts focused on emotional intelligence can be highly beneficial in enhancing the performance of Generation Z workers in the hospitality industry in Bali.

E. Conclusion

The perspectives of Generation Z employees in the hospitality industry regarding their emotional intelligence in providing service to guests exhibit variations. The research findings indicate that certain aspects of emotional intelligence, such as self-awareness and understanding of one's own feelings and emotions, may be relatively proficient. However, other facets, like the ability to comprehend and respond to the emotions of guests, might necessitate further attention. Generation Z employees tend to possess a solid understanding of their own emotions, yet there could be room for improvement in comprehending the emotions of others. From the perspective of hotel managers in Bali, it appears that Generation Z employees tend to exhibit high adaptability in managing their emotions. However, challenges arise in maintaining positive emotions in challenging situations. Training support and further understanding of stress management are expected to enhance their emotional skills, strengthen service quality, and increase guest satisfaction.

The emotional intelligence of Generation Z employees contributes to their ability to manage stress and pressure in the hotel industry. Generation Z workers with proficiency in the Regulation of Emotion can maintain composure in situations that may trigger high emotions, supporting service quality and avoiding unnecessary conflicts. This ability is a crucial asset in dealing with the pressures of a dynamic work environment, particularly in the hospitality industry. In conclusion, emotional intelligence is a crucial factor in the hotel industry, especially for Generation Z workers. Developing emotional intelligence skills, particularly in understanding one's own emotions and those of others, as well as regulating emotions in stressful situations, can assist Generation Z employees in becoming more effective in providing responsive service and building positive relationships with guests and colleagues. This also serves as a valuable asset for hotel managers aiming to achieve high service quality levels in this competitive industry.

There are several recommendations for Generation Z employees. Generation Z employees may consider participating in specialized training for stress and pressure management in the workplace. Techniques such as meditation, breathing exercises, and time management can assist in maintaining composure and emotional balance in challenging situations. Employees are encouraged to leverage feedback from managers and colleagues to enhance

their emotional intelligence. Actively listening and responding to constructive feedback can help improve interactions with guests and colleagues.

Hotel management can design emotional intelligence training as part of the employee development program. This initiative aims to assist Generation Z employees in enhancing their abilities to understand and respond to the emotions of guests and colleagues. Hotel management can create an environment supportive of the well-being of Generation Z employees, including adjusting work schedules, stress management interventions, and wellness facilities that aid employees in maintaining emotional balance.

Further research could delve deeper into the impact of Generation Z employees' emotional intelligence on guest satisfaction and productivity in the hospitality industry. This will contribute to a better understanding of the relationship between emotional intelligence and business outcomes. Subsequent studies could focus more on the most effective training strategies for improving the emotional intelligence of Generation Z employees. Comparative studies comparing the emotional intelligence of Generation Z employees with other generations in the hotel industry could provide additional insights into the differences and similarities among these generational groups regarding emotional intelligence capabilities.

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