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## **EMOTIONAL INTELLIGENCE AS A TOOL FOR EFFECTIVE MANAGEMENT OF THE TOURISM INDUSTRY**

Emotional intelligence is increasingly of interest in managerial and organizational psychology and behavior, providing a foundation of skills and abilities that enable people to succeed in life and work environments. The development of tourism as an engine of national economic growth includes new phenomena emerging in line with the technological and cultural evolution of modernity. In addition, the increasing importance of human capital, business interactions contribute to the benefits of the application of emotional intelligence. Therefore, the aim of this paper is to analyze the impact of emotional intelligence on the management process in tourism industry organizations.

Since services in the tourism and hospitality industry are produced and consumed simultaneously, including a high level of employee-customer interaction, the development of emotional intelligence of employees in organizations in this industry is essential. The concept of emotional intelligence is associated with „the ability to recognize and manage emotions, intentions, motivation, desires of both own and others“ [1]. The model of emotional intelligence, which includes the perception, understanding, allows the application of the received information to realize the goals, thereby influencing not only the private life of the person, but also his/her professional activity. In the tourism and hospitality industry, emotional intelligence plays a dual role. On the one hand, a high level of emotional intelligence is necessary for successful service delivery. Thus, the degree of customer satisfaction depends on the activity, communicativeness of employees, who should be able to foresee the needs or desires of customers before they are voiced. It is very important to be able to „read“ customers, that is, to understand their expectations of service, feelings and emotions and, having gathered this information, to offer them appropriate services and care. In addition, the employee’s own emotional state has a significant impact on the work process. This brings up a second role for emotional intelligence: its high level on the part of the manager is necessary for building a strong team that is motivated to give its all towards a common goal. In a team where feelings are valued and a culture of empathy and understanding exists, employees are more likely to feel comfortable and perform at their best.

So, understanding your own emotions and the emotions of those around you, and being able to manage them, opens up opportunities for any business, particularly the travel industry, such as winning new customers: many purchasing decisions are made based on emotions. By understanding the emotional needs of potential customers, it is possible to help them choose, for example, the travel programme that will satisfy those needs. In addition, applying emotional intelligence helps to work effectively with the organization’s suppliers. Thus, the best partnerships are not built on contracts but on relationships. Using emotional intelligence to establish personal

connections with partners leads to better opportunities for the organization, creative collaboration and a higher level of customer service [2].

Thus, being in an active movement, striving for meaningful achievements and rapid development, it becomes more difficult to cope with one's own emotions and those of others. In particular, the specifics of the tourism industry is that the success of this sphere depends not only on the quality of services provided, but also on the emotional contact of the employee with the client, which is explained by the development of the employee's emotional intelligence. And also a high level of emotional intelligence of a manager allows making effective decisions in critical situations, acting rationally, increasing the level of cooperation, teamwork, motivation and forming a positive working environment.

### References

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