

Improving Emotional Intelligence in Halal Hotel Employees: An Assessment of Training Strategies

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Abstract

Purpose: This study explored the training strategies that can improve the Emotional Intelligence of Halal Hotel employees.

Design/methodology/Approach: A systematic content analysis and reference to existing literature review helped in finding the various training strategies to achieve the purpose of this paper.

Findings: This review demonstrates that Emotional Intelligence (EI) training methods based on Goleman's mixed model and Salovey and Mayer's ability model, when administered through a variety of blended formats like coaching, scenario-based learning, multi-session workshops, and reflective journaling, successfully foster the development of core emotional competencies in hospitality workers.

Research Limitations/Implications: The focus of future research should be on culturally appropriate EI interventions that were created in collaboration with specialists in Islamic hospitality and include pre- and post-training tests as well as follow-up assessments of staff performance and visitor satisfaction.

Originality/Value: This paper has developed on the basis of the existing published literature review.

Keywords: Emotional Intelligence, Halal Hotel Environment, Hospitality, Halal Hotels, Training Strategies.

Paper Type: Conceptual Paper

1. Introduction

Emotional intelligence (EI), defined as the capacity to perceive, understand, manage, and utilize emotions effectively, has been consistently linked to improved service quality and enhanced job performance in hospitality workers. A meta-analysis in the hospitality industry found a strong positive correlation ($\rho \approx 0.54$) between EI and job performance across diverse cultural settings. Higher EI also supports greater job satisfaction, reduced burnout, and stronger customer orientation among hotel staff. Since hotels require constant emotional labor—managing expressions and relationships—EI becomes essential for achieving both guest satisfaction and employee well-being.

Research in various sectors demonstrates that EI is a trainable skill using structured interventions such as didactic sessions, reflective exercises, role-play, and coaching. These interventions often combine theoretical models—like Mayer–Salovey–Caruso and Goleman—with practice and feedback, producing sustained gains in emotional competencies. Despite such evidence in healthcare and education, the hospitality field lacks a comprehensive synthesis of which specific training strategies are most effective for hotel employees. No systematic literature review has categorized EI training models, delivery formats, training duration, and assessment tools in the hotel context.

Moreover, existing studies focus primarily on general or luxury hotels without investigating the unique cultural and religious dimensions that define halal-certified properties. Halal hotels operate under Islamic values and service norms that may influence both the design and effectiveness of EI training among employees. Yet, literature addressing EI training in halal hospitality—its models, culturally adapted methods, and performance outcomes—remains virtually non-existent. This gap limits practitioners' ability to implement evidence-based EI programs suited to halal operational contexts. To address these gaps, this literature review aims to:

- *To systematically identify and assess existing training strategies aimed at enhancing emotional intelligence (EI) among Halal Hotel Employees.*
- *To evaluate the documented impacts of EI training on Halal Hotel employee performance.*

Introduction to Halal Hotels:

The Arabic term "halal" from the Muslim holy book of the Qur'an simply means "permissible," in accordance with Islamic doctrine. However, a new cultural phenomenon has emerged as a result of the need to formally verify goods and processes before labeling them. Expectations about what halal is and should be, as well as demands to carry overt labels and messaging, are growing both inside and outside of Muslim regions worldwide. (Wilson, The halal phenomenon: An extension

or a new paradigm?, 2014). As a result of technology and economic factors, the halal industry is increasingly shifting from being solely a religious requirement enforced by the clergy to a leading group of businesses. Additionally, the halal industry has reached a turning point in its history, with discussions centered on whether halal presents chances for brand and product extensions, making it a niche marketing strategy, or whether it actually offers the chance to establish a new business paradigm.

Halal hotels provide services to Muslim travelers who are followers of Islamic principles. These services include Halal Food and Beverage services, offering prayer facilities so that they will enjoy comfortable stay without compromising their belief. As we observe Muslim market is increasingly an attractive market for Tourism Industry. Total population of 1.6 billion from total world population Muslim Market is very lucrative. Halal Tourism is the need of the hour to accommodate Muslim tourists. the visit of the Muslim tourist to Halal Hotels is depends upon the facilities that they offer to them such as Ibadah(Worship), Sala(Praying),mat for praying, facility for ablution, the hotel provides a sign of Ka'bah direction, staff wearing modest dress, wet toilet (water instead of tissue) in toilet, , no pork on food, no alcohol, relevant music with Islamic atmosphere, no adultery entertainment. When they are traveling, They are concern whether the hotel is Muslim Friendly and could welcome their Halal Life style. (Aam Bastaman, 2019). One of the conceptual paper written by Erhan Bogan on Halal Hotels in Turkey, he mentioned that Turkey is one of the most visited Halal Tourism Destination in the world. The conceptual paper focuses on to fill the gap through evaluating recent Halal hospitality development in Alanya,Turkey. With increasing number of Muslim tourists the Halal Hotels are increasing in Turkey. (Bogan, 2020). The success of developing and marketing Halal Tourism destination must be guided by the adoption of Islamic teachings and principles in all aspects of tourism activities. (Battour & Ismail, 2016). The perception of Non-Muslim Tourists towards Halal Tourism in Malaysia and Turkey is increasing positive approach towards purchasing certain types of halal products. There are six major aspects of perception of Non- Muslim tourists. This positive approach is helpful in destination Marketing. (Mohamed Battour, 2018). Halal Friendly travel motivation factors plays vital role in retention of Muslim Customers. (Heesup Han, 2019) (Wilson & Liu, 2010). The Halal friendly destination attributes in South Korea helps in creating destination image and tourists behavioural intentions. The study offers a halal decision-making framework as a foundation for creating memorable and captivating brands. The halal paradigm is the foundation that instills in Muslims the idea that halal is important. Due to hypersensitivity and environmental factors impacting Muslim conceptions of what is halal, this is a dynamic and cyclical process with a finite and perishable final conclusion. (Jonathan A.J. Wilson, 2011). Understanding and implementing halal consumption in daily life for Muslim consumers in the UK and Denmark. How people rationalize purchasing and consuming meat and non-meat items is the specific area of study. The way Muslim consumers in the UK and Denmark perceive and use halal

food on a daily basis is another significant topic that has been examined. The study demonstrates that the relationship between contextual and relative factors and Muslim customers' purchasing behavior is fully mediated by religiosity. (Syed Shah Alam & Hisham, 2011). While halal services have little effect on the intention to return to halal tourism destinations, the study shows that halal social environment, halal food and beverages, halal entertainment, halal staff attire, and emotional attachments have a significant positive impact on emotional attachments toward halal tourism destinations. Furthermore, the association between the halal social environment, halal food and beverages, halal services, and halal tourism destinations revisit objectives is partially mediated by emotional attachments. (Hasan, 2024). The two primary reasons for sampling halal cuisine at a tourist location were novelty and flavor. Experiences with halal cuisine evoked feelings of "love" and "joy." Taste, time spent with family and friends, novelty, quality and safety, hospitality, ambience (setting/servicescape), and incorporating other cultures through food are all aspects of the suggested conceptual framework for great halal eating experiences. (Sthapit, Björk, & Piramanayagam, 2023). In terms of business research, halal tourism is still in its infancy while being a rapidly expanding market. It has the potential to be a lucrative and specialized area of travel. Fundamental to the long-term growth of this specialized tourism industry. (Ekka, 2024).

2. Literature review

2.1. Theoretical Models and Core Competencies of Emotional Intelligence

Training strategies to enhance emotional intelligence (EI) among hospitality employees are grounded in two dominant conceptual frameworks: Salovey and Mayer's ability model, which emphasizes perceiving, understanding, using, and managing emotions, and Goleman's mixed competency model, incorporating self-awareness, self-regulation, empathy, social skills, and intrinsic motivation (Mayer, 1990); (Goleman, 2002). These frameworks posit that EI is not only measurable but also trainable through structured interventions. Evidence shows that ability-based assessments capture unique variance over trait EI and cognitive ability, suggesting that EI skills can strengthen performance outcomes even among those with average cognitive intelligence (Carolyn Maccann et al, 2019). In service roles demanding emotional labor—like hospitality—EI competencies are essential: emotionally intelligent individuals are better at reading customer cues and modulating their expressions to foster positive service experiences (Miao, 2021).

2.2 EI Interventions: Design, Methods, and Delivery

EI training in hospitality typically employs blended, experiential learning approaches to deepen both awareness and behavioural change. Core features include group workshops, reflective exercises, case discussions, feedback sessions, coaching, and longitudinal follow-ups. For instance, Six Seconds administered the SEI (Six Seconds Emotional Intelligence Assessment) across 440 hotel supervisors to identify and

reinforce key EI competencies linked to early- career success (Six Seconds, 2021). This approach blends theory with self-reflection and peer learning in immersive settings. Moreover, case examples such as Crowne Plaza’s “Dare to Connect” programme in the UK highlight structured EI modules—spanning vulnerability, anticipation, perseverance—and supporting tools like empathic check-in postcards. Post- intervention, the programme registered 4–5% increases in guest satisfaction scores and elevated employee morale (Greenup, 2021). These interventions combine emotional literacy, hands-on practice, supportive managerial endorsement, and strategic follow-up, forming a robust framework for sustainable EI development.

2.3. Empirical Effects on Employee Performance and Organizational Outcomes

A growing body of research underscores the strong positive relationship between EI and performance in hospitality roles requiring emotional labor. A meta-analysis reported an average correlation of $\rho = .54$ between EI and job performance across hospitality studies, with even stronger effects in emotionally demanding and culturally feminine contexts (Miao, Humphrey, & Qian, 2021). Cross-sectional examinations further support this trend: a study in Spanish establishments found that hospitality workers’ EI significantly predicted job performance and quality of service outcomes, with greater experience linked to higher EI (MDPI, 2023). In Indian five-star hotels, EI correlated positively with employee attitudes, customer satisfaction, organizational commitment, and lower turnover intentions (various sources, including Marmara Business Review, 2014; ResearchGate, 2020). Moreover, EI predicts better coping with stress, enhanced leadership, and proactive emotional labor strategies, consistent with broader organizational psychology evidence linking EI to job satisfaction, performance, and well-being under stress (ResearchGate, 2020; Wikipedia, 2025; Frontiers, 2023).

2. 4. Contextualizing EI Training for Halal Hotel Environments

Despite robust findings across mainstream hospitality, research specifically investigating EI training within halal-certified or culturally sensitive Muslim hospitality settings remains sparse. Evidence from Mongolian and Egyptian study samples suggests EI training enhances management performance, staff cooperation, emotional labor capacity, and job satisfaction (Academia.edu, 2018). Yet, most research remains generalized rather than tailored to halal contexts. Considering the intercultural emotional labor and religious values integral to halal hotels—including respectful communication, shared communal norms, and spiritual sensitivity—there is a clear need for context-specific EI training programmes that seamlessly incorporate both Islamic ethos and cultural competencies. Such programmes should adapt Goleman’s competencies through culturally attuned examples (e.g., empathy framed by Islamic hospitality values), and equip employees to navigate nuanced guest expectations while maintaining spiritual authenticity.

2.5. Gaps

While existing literature demonstrates that EI training boosts performance, guest satisfaction, and employee well-being, significant gaps remain. A lack of longitudinal, experimental, or randomized-controlled design studies—especially within halal hotel settings—limits causal inference and long-term validity. There is also a shortage of standardized curricula and rigorously validated instruments suited to the cultural nuances of Muslim-majority environments (MDPI, 2023; Marmara Business Review, 2014). Accordingly, future research should prioritize culturally adapted EI interventions co-developed with Islamic hospitality experts, incorporating pre–post training assessments and follow-up evaluations of employee performance and guest satisfaction. Embedding EI competencies within HR processes through leadership development, performance appraisals, and mentoring—can institutionalize emotional intelligence as part of organizational culture. Such an integrated approach holds potential to enhance both employee effectiveness and service excellence in halal-aware hospitality sectors.

3. Research Methodology

Conceptual papers aimed to suggest fresh connections between ideas or concepts. Their aim is to construct coherent and thorough arguments regarding these relationships, rather than conducting empirical testing (Jaakkola, 2020). Both empirical and conceptual papers aim to create new knowledge by synthesizing carefully selected sources of information. While empirical papers rely on traditional data, conceptual papers integrate evidence from existing theories and concepts, building on empirical research (Hirschheim, 2008). Stakeholder theory has gained prominence in tourism and hospitality research, offering a holistic approach to understanding value creation and management practices (Barakat & Wada, 2021). It emphasizes the importance of considering various stakeholders' interests, including local communities, in organizational decision-making (Chaudhary et al., 2025b). The theory has evolved across multiple disciplines, including management and social sciences, with five main themes emerging: stakeholder definition, stakeholder actions, firm actions, firm performance, and theoretical debates (Laplume et al., 2008). In responsible tourism and hospitality, stakeholder theory intersects with sustainable tourism, consumer behaviour, and environmental management (Gao et al., 2024). While the theory challenges the primacy of shareholder wealth maximization, it offers strategic benefits for organizations (Laplume et al., 2008). The focus of this research is on exploring how tree ambulance as government major stakeholders helps contributing in promoting responsible tourism practices in star-rated hotels through combined effort of all stakeholders and Artificial intelligence.

3.1. Database selection:

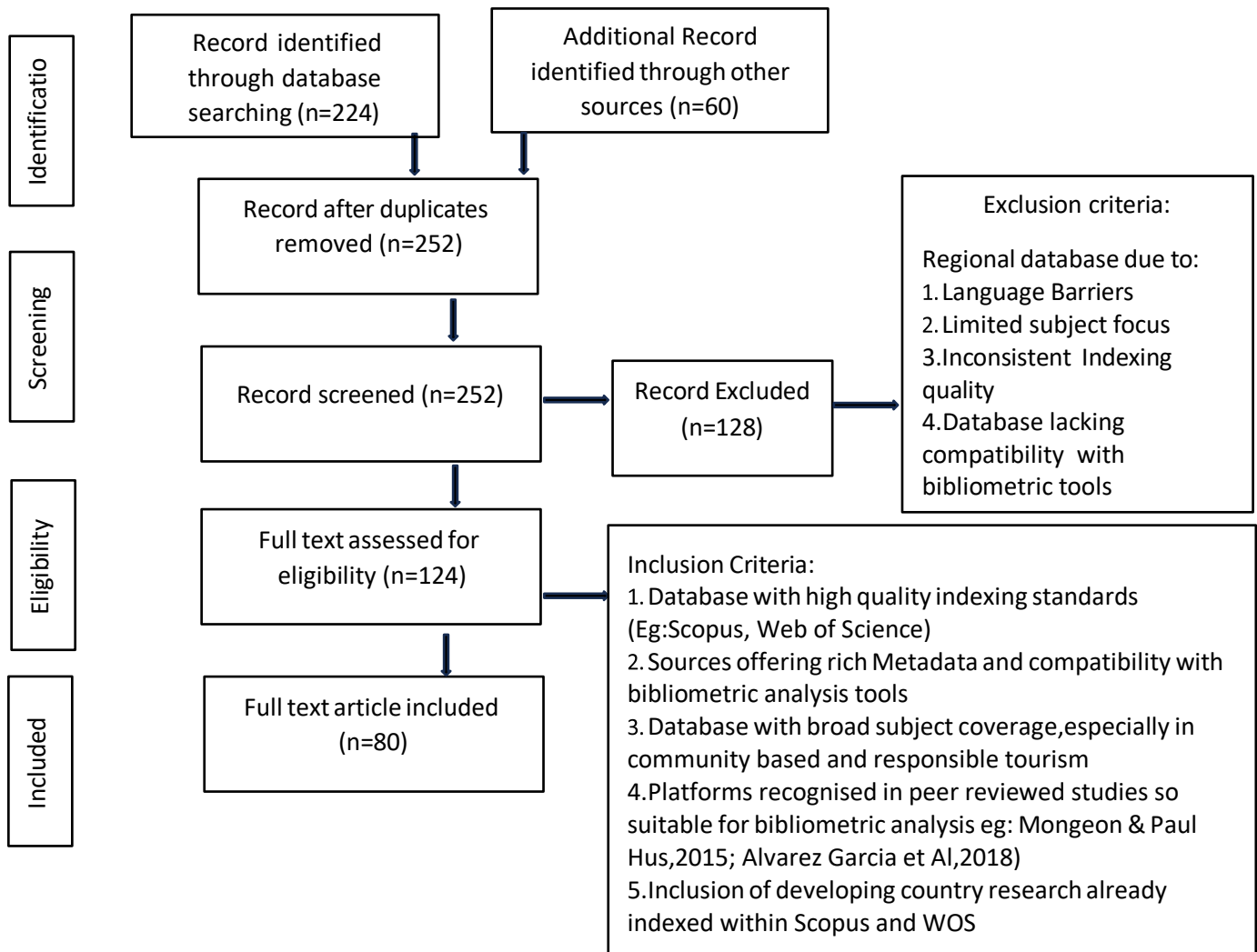


Figure 1: Inclusion and Exclusion criteria for selecting literature in the review

As shown in Figure 1, we selected Scopus and Web of Science (WoS) for our article search based on their rigorous indexing standards, extensive disciplinary coverage, and robust compatibility with bibliometric analysis tools. These databases are widely recognized in academic literature as the leading sources for high-quality scholarly information, making them suitable for conducting systematic reviews and bibliometric studies (García et al., 2018; Mongeon & Paul, 2016). Our choice was further supported by recent comparative studies demonstrating that, while both databases exhibit certain biases—such as a preference for English-language and natural science publications—Scopus tends to offer broader coverage in fields relevant to our study, including emotional intelligence and halal hotels (Álvarez-García et al., 2018; Salouw et al., 2024). Moreover, these platforms are not mutually exclusive but rather complementary, each contributing unique records and perspectives to the academic discourse.

We deliberately excluded regional databases due to known limitations such as language constraints, restricted subject focus, and inconsistent indexing quality.

Nevertheless, many relevant regional studies are already indexed within Scopus and WoS, ensuring our review remains comprehensive. Bibliometric analyses performed using these platforms reveal an increasing research focus on responsible tourism, especially in developing countries, with an emphasis on economic outcomes and sustainability (Ranasinghe, 2024; Salouw et al., 2024). Despite some limitations, Scopus and WoS remain indispensable resources for conducting thorough and methodologically sound bibliometric investigations.

3.2. Search strategy

The desk research method was selected for this study due to its effectiveness in offering comprehensive insights across various dimensions of training strategies aimed at enhancing emotional intelligence (EI) among Halal Hotel Employees. This method is widely recognized and applied in social science and hospitality research (Mahajan et al., 2023). Desk research involved the systematic collection and analysis of publicly available data, including online reports and documents that reflect impacts of EI training on Halal Hotel employee performance

To identify relevant literature and documents, we developed a finalized set of keywords through iterative refinement based on prior literature and thematic relevance. These keywords were designed to reflect the multifaceted nature of training strategies aimed at enhancing emotional intelligence (EI) among Halal Hotel Employees, incorporating both established concepts and emerging innovations. The selected terms include: ('Emotional intelligence*' OR 'Halal Hotel' OR 'training strategies *' OR 'training strategies for emotional intelligence *') AND ('star- rated hotels*').

Collectively, these terms reflect a holistic view of responsible tourism in the hospitality industry. Boolean operators ('AND', 'OR') and wildcards ('*') were used to ensure comprehensive retrieval of variations in terminology. In our search, we excluded secondary sources such as conference proceedings, editorials, letters, book chapters, case studies, theses, and dissertations. This helped us focus strictly on original research findings, minimizing duplication and avoiding overrepresentation of secondary or derivative works. To further mitigate bias, we ensured rigorous and consistent application of inclusion and exclusion criteria across multiple high-quality databases, as outlined in Figure 1.

3.3. Data Analysis

A comprehensive systematic screening process was conducted, resulting in the selection of 80 articles from an initial pool of 124 for analysis. Thereafter, a content analysis was performed of the pool of relevant studies to extract themes and subthemes on the basis different stakeholder perspective using coding. Content analysis is a "research technique for making replicable and valid inferences from texts (or other meaningful matter) to the contexts of their use" (Croucher, 2018). The goal is to achieve a concise yet comprehensive description of the phenomenon. The analysis

results in concepts or categories that describe the phenomenon. Typically, these concepts or categories are used to develop a model, conceptual system, conceptual map, or categories (Naeem et al., 2023). This step segmented the reviewed literature into four major themes to systematically address RQ1 and RQ2, this process allowed for a structured approach to understanding training strategies aimed at enhancing emotional intelligence (EI) among Halal Hotel Employees. This synthesis not only enriched the theoretical understanding but also facilitated the construction of models that visually represent the relationships and dynamics at play. This comprehensive methodology enables a thorough exploration of the research questions while providing visual aids that enhance the clarity and communication of the findings.

3.3.1. Coding procedure

Following a deductive-approach to coding, the standardised codebook used in content analysis by Camprubí (2016) in tourism research was utilised in the present study, with the addition of several codes developed to capture training strategies aimed at enhancing emotional intelligence (EI) among Halal Hotel Employees. Same coding procedure used in many studies like (Pryde et al., 2024) used to examine 200 videos from popular TikTok fitspiration hashtags (fitness, fitspo, gymtok, fittok),(Marsh & Domas White, 2003) to assess the relationship between images and text. Only the data related to objective and research question were coded, excluding any content other than this. Detailed descriptions of each coding category are presented in Table 1. Coding rules were followed for each item. Literature and published were initially coded to determine the category of content: The credibility of the information was established by cross-referencing data from reliable sources such as Scopus, Web of Science, Google Scholar, encyclopaedias, ScienceDirect, and print media reports. To ensure the reliability of each code, two independent subject experts served as coders, utilizing a standardized codebook that included definitions and examples of the variables. This approach confirmed the validity and reliability of the coding process (Pryde et al., 2024).

4. Result and analysis

Emotional intelligence (EI) training strategies in hospitality consistently draw from foundational constructs such as Salovey and Mayer's ability model and Goleman's mixed model, embedding competencies like self-awareness, emotional regulation, empathy, and social skills into practical training curricula. These programs typically utilise blended adult- learning methodologies—such as multi-session workshops, reflective journaling, role-playing scenarios, and ongoing coaching and feedback loops—to translate theoretical EI concepts into tangible workplace behaviours (Hospitality Insights, 2023). While documented implementations are largely in mainstream hospitality, these frameworks offer a strong basis for adaptation to halal hotel contexts, where it's possible to augment standard training modules with culturally resonant themes like ikhlas (sincerity), muraqabah (mindfulness), and haya (emotional

dignity), providing not only emotional skill enhancement but also alignment with Islamic ethical values. However, formal, structured EI training tailored explicitly for halal- certified hotel employees remains largely underdeveloped.

The impacts of EI training on employee performance have been comprehensively documented. Meta-analytic findings among hospitality workers reveal a substantial positive correlation ($\rho \approx 0.54$) between EI and job performance, across diverse cultural contexts. Empirical studies further illustrate that EI fosters key outcomes—enhanced conflict resolution, emotional labour management, organizational citizenship, and customer-orientation—all of which are critically linked to superior service delivery (Lim et al., 2017; *Frontiers in Psychology*, 2023). Real- world applications, such as Crowne Plaza's “Dare to Connect” initiative, documented a 4–5% rise in service scores and guest experience ratings following pilot EI training in multiple UK locations, demonstrating that emotionally intelligent practices can directly improve both staff morale and customer satisfaction. These findings are mirrored in related hospitality contexts— such as halal restaurants—suggesting that performance gains from EI interventions are likely transferable to halal hotel environments as well.

From an organizational perspective, the ROI of EI training is equally compelling. Vocational programs, including hospitality-specific initiatives, report measurable benefits such as reduced turnover, enhanced employee well-being, and productivity gains, sometimes yielding ROI rates as high as 40% . Leadership-level EI also plays a crucial role in job retention and culture- building. Emotionally intelligent leaders foster supportive climates, effectively managing stress, conflict resolution, and team cohesion—thereby reinforcing the positive outcomes of EI training at both individual and systemic levels. While direct evidence from halal-certified hotel settings is still missing, the strong, replicable links between EI training and both employee well-being and performance in broader hospitality settings clearly indicate latent potential. Future research should therefore prioritize culturally-sensitive EI program design, integrate Islamic ethical values into training modules, and rigorously evaluate outcomes through pre- post assessments, control comparisons, and longitudinal metrics including guest satisfaction, staff retention, and financial performance.

Table 1: Theme and sub theme

Theme	Sub-theme	Description	Sources (APA-style)
	Theoretical models & curriculum design	Employs ability and mixed EI models (Salovey & Mayer, Goleman), integrated into adult-learning frameworks with blended learning components like workshops, role-play, reflection, and coaching.	Salovey & Mayer (1990); Goleman (1996); Hospitality Insights (2023); MDPI (2024) (hospitalityinsights.ehl.edu, academia.edu, researchgate.net, academia.edu)

1. EI Training Strategies	Blended delivery formats	Multi-session interventions combining group facilitation (e.g., Crowne Plaza “Dare to Connect”), self-assessment tools, scenario exercises, and reinforcement mechanisms.	Greenup (2021–2022); Hospitality Insights (2023)
	Cultural adaptation for Halal context	Adaptation of training modules to align with Islamic values—mindfulness (muraqabah), sincerity (ikhlas), dignity (haya)—although formal frameworks remain scarce.	Framework of Halal practices (Malaysia) ; cultural inference based on Halal principles
	Job performance and service quality improvement	EI training correlates with better conflict resolution, emotional labor management, productivity, customer satisfaction, and organizational citizenship behaviors.	Mayer et al. (2013) ; Miao et al. (2021) ; Aripin et al. (2023) (academia.edu)
2. Impacts on Employee Performance	Quantitative outcomes in hospitality pilots	Crowne Plaza EI pilot delivered a 4 % boost in service scores and 5 % rise in guest experience ratings, also improving employee morale.	Greenup (2021); Chamberlain & Zhao (2019)
	Organizational benefits & ROI	Broader gains reported via vocational educational EI programs: higher efficiency, reduced turnover, improved staff well-being, and positive ROI (e.g., up to 40 %).	Hospitality Insights (2023); EHL VET reports

4.1. Systematic Identification and Assessment of EI Training Strategies for Halal-Hotel Employees

Emotional intelligence (EI) training in hospitality typically integrates well-established theoretical models—such as Salovey and Mayer’s ability model and Goleman’s mixed model—with interactive, adult-learning methodologies (Salovey & Mayer, 1990; Goleman, 1996). Core competencies often include self-awareness, emotional regulation, empathy, social skills, and motivation, which are imparted through multi-session workshops, role-plays, group discussions, reflective journaling, and follow-up coaching (Hospitality Insights, 2023; Boz, 2024). While most documented interventions are in general hospitality settings, these strategies can be adapted to halal-certified hotels by embedding cultural and religious nuances relevant to Islamic contexts. For instance, the Crowne Plaza “Dare to Connect” pilot in the UK adopted a blended methodology—delivering departmental facilitation of modules on vulnerability, anticipation, and empathy, coupled with tools like “Destination Postcards”—officially improving service scores by 4–5% and enriching employee emotional competencies (Greenup, 2021; Hospitality Insights, 2023). Additionally, programs like EHL’s Vocational Education and Training (VET) combine e-learning, on-site workshops, and simulations to enhance both soft and technical skills in hospitality, underscoring the value of customized, multi-modal EI interventions (EHL

Insight, 2023). Although these programs offer frameworks transferable to halal-hotel settings, targeted adaptation is scarce, thereby indicating a need for structured cultural customization that aligns Islamic values—such as sincerity (ikhlas), mindfulness (muraqabah), and emotional dignity (haya)—with established EI modules.

4. 2. Documented Impacts of EI Training on Halal-Hotel Employee Performance

Empirical evidence consistently links enhanced EI with improved employee performance and guest satisfaction across hospitality contexts. A meta-analysis by Miao et al. (2021) revealed a moderate-to-strong correlation ($\rho \approx .30-.54$) between EI and job performance, highlighting that EI skills—particularly emotional regulation and perception—directly uplift service interactions and responsiveness. Studies in hotel settings (e.g., Kota Kinabalu Imperial Hotel) show employees with stronger EI exhibit superior conflict management, adaptability to organizational change, organizational citizenship behaviors, and customer service excellence. (David d Mayer et al, 2013) Specifically, EI competencies have been empirically associated with increased productivity, profitability, and guest satisfaction metrics—factors critical to service quality and financial performance in hotels (Mayer et al., 2013; (Ismail, 2025). Interventions like Crowne Plaza's "Dare to Connect" not only boosted service and experience scores but also positively impacted staff morale and emotional resilience (Greenup, 2021). Broadly, effective hospitality training—including EI-focused content—yields improvements in task efficiency, job satisfaction, and turnover rates (EHL VET reports up to 40% ROI), emphasizing that emotionally intelligent employees contribute to sustainable organizational success (Hospitality Insights, 2023) (Shah & Kumari, 2024). While direct studies in halal- certified environments are missing, analogous findings in Islamic hospitality contexts (e.g., halal restaurants) confirm positive associations between EI and service outcomes, thereby reinforcing the value of targeted investment in EI training as a strategy to enhance employee effectiveness in halal hotel services.

5. Conclusion and implications

This review confirms that EI training strategies grounded in Salovey and Mayer's ability model and Goleman's mixed model—delivered through blended formats such as multi-session workshops, reflective journaling, scenario-based learning, and coaching—effectively develop core emotional competencies in hospitality employees. Empirical evidence supports substantial positive outcomes: meta-analyses consistently show moderate-to-strong relationships between EI and job performance ($\rho \approx .30-.54$), while case studies like Crowne Plaza's "Dare to Connect" reveal 4–5% improvements in service quality and guest satisfaction following EI training. However, while these approaches are well validated in general hospitality, there is a notable lack of research and implementation in halal-certified hotel environments, signaling a critical opportunity to adapt and extend proven EI training models to culturally specific contexts.

5.1 Theoretical Implications

Theoretically, this study underscores the need to adapt dominant EI frameworks by integrating Islamic ethical values—such as sincerity (ikhlas), mindfulness (muraqabah), and emotional dignity (haya)—into adult-learning-based EI curricula for halal hospitality. Such an integration advances the theoretical boundary of EI models, demonstrating flexibility and relevance across cultural and religious contexts. Moreover, it enriches the cross-cultural literature on EI by illustrating how foundational models can be extended to accommodate distinct value systems—particularly the ethical service orientation inherent in halal-certified environments, thereby providing a culturally responsive, theory-driven enhancement to EI scholarship.

5.2. Managerial Implications

From a managerial perspective, the documented effectiveness of EI training—spanning improved conflict resolution, emotional labor regulation, teamwork, and service excellence (ρ

$\approx .54$)—along with tangible service gains observed in initiatives like the Crowne Plaza pilot (4–5% improvement in guest satisfaction), underlines the operational value of embedding EI development into organizational systems. Managers in halal-certified hotels should consider embedding EI-centric modules into staff training, performance appraisal, and leadership development programs. Aligning these modules with Islamic service values may enhance employee motivation, guest experience, and brand differentiation, thereby driving higher employee engagement, retention, and financial outcomes in a culturally congruent manner.

5.3. Limitations & Future Research

Notwithstanding the strong evidence in general hospitality, this review identifies key gaps: first, there is a lack of empirical EI training research specifically within halal-certified hotel contexts; second, existing studies often rely on cross-sectional or small pilot designs lacking rigorous controls and longitudinal evaluation. Future research should prioritize culturally adapted EI interventions in halal hotel settings, using experimental or quasi-experimental designs—including pre/post assessments, control groups, and longitudinal metrics such as service quality, guest satisfaction, RevPAR, staff well-being, and turnover. Additionally, scholars should investigate how emotionally intelligent leadership influences team dynamics and mentoring in these contexts, supporting scalable and culturally aligned EI frameworks that deliver both ethical and performance-related value.

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