

Emotional intelligence and workplace incivility among casual dining restaurant employees in CALABARZON: Basis of a framework for turnover intention

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Abstract

This study aimed to propose a framework for turnover intentions among casual-dining restaurant employees in CALABARZON region. The researcher determined the emotional intelligence and assessed the experienced workplace incivility and turnover intention of the employees in casual-dining restaurants in CALABBARZON region. It tested the significant differences when grouped according to demographic profiles of the respondents and tested the significant relationship among given variables. The researcher used correlational-descriptive and quantitative research design. The respondents of the study were 344 casual-dining restaurant employees. The instrument was adapted from three different studies. Further the statistical test used for the study was based on the Shapiro Wilk test, Kruskal Wallis Test, Mann Whitney U-test to test the significant differences while, Spearman Rho for the rest of relationship, then Regression Analysis to determine the predictor variables of emotional intelligence, workplace incivility, and turnover intentions. The study concluded that majority of the respondents are female, aged 18-25 years old, single, college graduates, currently working for more than 6 months less than a year and are waitresses. They have a high level of emotional intelligence as they can greatly direct their emotions to positive performance and have distinct self-awareness that they understand their own feelings and emotions. Moreover, co-workers and superiors rarely exhibit incivility towards employees and have low intent for turnover. Lastly the research paper proposed a framework and provided relevant recommendations.

Keywords: emotional intelligence, workplace incivility, turnover intention

Emotional intelligence and workplace incivility among casual dining restaurant employees in CALABARZON: Basis of a framework for turnover intention

1. Introduction

Organizations are increasingly realizing the importance of emotional intelligence (EI) as a crucial factor influencing employee behavior and performance in today's fast-paced and fiercely competitive business environment. The 21st century emphasis on work-life balance and skilled labor shortages makes emotional intelligence even more critical for restaurants to retain staff (Guchait et al, 2023). Emotional intelligence is a growing trend in the 21st century business organization, and it is especially beneficial during the hiring process and retaining employees. On the other hand, workplace incivility is also a growing problem in the 21st century, experienced by majority of employees across different industries, especially prevalent among millennials and women (Maravelas, 2020). Workplace incivility can have a magnified negative effect, driving employees away faster than ever before. By prioritizing emotional intelligence and fostering a respectful work environment, restaurants can position themselves to succeed in this competitive job market (Chen et al, 2019).

Emotional intelligence is the ability to monitor one's own and other people's feelings and emotions and use that information to guide one's thinking and actions (Martin, 2020). It is the ability to effectively recognize, comprehend, control, and use one's own emotions as well as those of others (Bru-Luna., et al, 2021). On the other hand, incivility in the workplace has grown to be a major concern for businesses everywhere. It shows up in behaviors like making disparaging remarks, ignoring coworkers, or ignoring others, being disrespectful, or a rude behavior that flouts the rules of respect for one another at work. Incivility at work can create a toxic workplace, lower employee morale, and lessen job satisfaction. Additionally, it may negatively impact employee retention, which introduces the idea of turnover intention (Selamat & Irsan, 2019).

Over the past century, labor turnover has been a significant area of study in the social sciences, spanning fields including economics, industrial relations, human resource management, organizational behavior, individual and organizational psychology, and health sciences (Bolt, et al., 2022). Turnover intention is the tendency of an employee to quit his current job and look for employment elsewhere. Organizations that experience high turnover rates may incur costs related to recruitment, training, and lost productivity. To create effective strategies to keep their top talent, organizations must first understand the factors that influence turnover intention. It is crucial to investigate how emotional intelligence affects workplace uncivility and turnover intentions given the growing significance of emotional intelligence in the workplace. An intriguing idea worth investigating is the belief held by some that people with higher emotional intelligence might behave more politely and show greater commitment to their organizations.

Additionally, employee retention initiatives should be culturally sensitive because there are differences in the links between turnover intention and its antecedents across national cultures (Park & Min, 2020). A research gap identified during the review was the antecedents of turnover intention wherein most research on turnover intention were conducted in foreign organizations and only a few in the Philippines specifically among front line employees. This shows that turnover intention among restaurant frontline employees is a relevant topic and worthy of investigation.

While employee turnover intentions in the restaurant business are a well-established research topic worldwide, there seems to be a gap in the literature focusing on the CALABARZON region of the Philippines. Local studies may not represent the complexity of the CALABARZON restaurant industry. Factors such as tourist dependence, employee skill set, and workplace climate may have a distinct effect on employee motivation and turnover rates compared to the national average. Regional studies can help guide legislative decisions about minimum wage, benefit mandates, and training programs to enhance working conditions in the restaurant

business. Understanding the exact reasons for turnover intention in CALABARZON would enable restaurants to create customized solutions. This could include enhancing work-life balance for employees in tourist destinations with lengthy working hours or offering career advancement possibilities in industrial areas with a high demand for skilled labor.

A framework of turnover intention in a restaurant business may have a substantial impact on its success, profitability, and overall well-being. Restaurant businesses can significantly reduce turnover intention, enhance employee morale and engagement, and ultimately create a more successful and lucrative business by developing an entire approach that addresses these issues. This study aimed to advance understanding of turnover intention and how the workplace dynamics affect it shedding light on the elements that contribute to a healthy and productive environment at work by investigating the relationship between emotional intelligence, workplace incivility, and turnover intention. In the end, using the proposed research framework, businesses may create civil workplaces, lower rudeness, and retain their valuable staff. The proposed framework may be utilized as a foundation for further research to create and evaluate focused interventions aimed at lowering employee turnover in the restaurant sector. This can help the larger hospitality and service sectors while also contributing to the restaurant industry. It can also contribute to a more comprehensive knowledge base about the workforce in the restaurant business by offering a greater understanding of turnover intention which consequently may be able to influence industry best practices and policy decisions.

Objective of the Study - This study investigated how emotional intelligence and workplace incivility experienced by restaurant employees affected employee's turnover intention. Specifically, it described the demographic profile of the respondents in terms of Sex, age, civil status, educational attainment, length of service and position; determined the level of Emotional Intelligence of the respondents in terms of self-emotion appraisal, others' emotion appraisal, use of emotion, and regulation of emotion ; examined the level of workplace incivility of the respondents in terms of hostility, privacy invasion, exclusionary behavior, and gossiping; examined the level of turnover intentions of the respondents in terms of subjective social status, organizational culture , career growth, personal orientation, and expectation; tested the significant difference of the responses when grouped according to profile variables; and tested the significant relationship between turnover intention and the variables emotional intelligence and workplace incivility. Finally, the study proposed a framework of turnover intention.

2. Methodology

Research Design - The researcher employed descriptive correlational research method in this study to achieve and collect necessary data about the level of emotional intelligence, level of experienced workplace incivility, and level of turnover intention of employees of casual dining restaurants in CALABARZON, and to examine the relationship between those variables. Descriptive research generates quantitative data that define the state of nature at a point in time. Its value is based on the premise that problems can be solved, and practices improved through observation, analysis, and description. According to Siedlecki, S. L. (2020). It is conclusive in nature as opposed to exploratory. He stated that descriptive research gathers quantifiable information that can be used for statistical inference on your target audience through data analysis.

Participant of the Study - The respondents of the study were 348 restaurant employees (e.g., waiter, waitress, receptionist, bartender, barista, chef, cook, dish washer, kitchen helper) of DTI registered casual-dining restaurants in CALABARZON who should have worked for at least 6 months in the establishment. To determine the respondent employees and the subject restaurants of the study the researcher utilized a two-stage sampling process.

Data Collection Instrument - The questionnaire consists of five parts. The first part is the introduction and a formal letter of consent addressed to the participant. This includes the purpose of the study and the researcher's responsibility that the results would be treated with utmost confidentiality. The second part consists of questions

that would validate the qualification of the respondent. This includes the sex, age, civil status, educational attainment, length of service and position.

The third part is the instrument that measures emotional intelligence adopted from the study of Chen, Wang, Chih-Hung (2019) Incivility, satisfaction, and turnover intention of tourist hotel chefs: moderating effects of emotional intelligence utilized at the Wong and Law emotional Intelligence Scale. It is an instrument used to provide a short measure of emotional intelligence (EI) suitable for research in the workplace. It has four dimensions with four questions each which are self-emotion appraisal, others' emotion appraisal, use of emotions and regulation of emotion. While the fourth part is the study adopted from Hashim, Ghazali, Mohamad, Rasdi, and Othman, (2019). The Effect of Distress and Social Support on Workplace Incivility and Turnover Intention among Malaysian Casual Dining Restaurant Employees: A Proposed Framework. It utilized the scale of Martin and Hine (2005) Uncivil Workplace Behavior Scale-Revised. It is a standardized test used to measure multiple aspects of incivility in the workplace. It includes dimensions such as hostility, privacy invasion, exclusionary behavior and gossiping with four questions each. The fifth and last part is the turnover intention instrument adopted from the study of Ike et al (2022). Expanded-Multidimensional Turnover Intentions: Scale Development and Validation. It is an instrument that measures multiple dimensions of employee turnover intention and includes dimensions such as subjective social status, organizational culture, and career growth, personal orientation, and expectation. The questionnaire was subjected to face validation by the research advisers and content validation by three industry experts and statisticians. Thereafter, it underwent pilot testing among 40 respondents' data of which were treated for internal consistency using the Cronbach alpha. The Cronbach alpha results showed the high reliability of the questionnaires, namely emotional intelligence .845, workplace incivility .959, and turnover intention .976.

Data Gathering Procedure - After validating the survey questionnaire, the following steps were undertaken. First, a formal letter was sent to the Human Resource Office of the restaurant requesting approval for their employees to be the respondents for this research. Second, a letter of consent was distributed by the researcher to the front-line employees. The survey questionnaire form was self-administered by the respondents. Third, the data that were collected were placed inside an envelope labeled confidential for the researcher and statistician only. Fourth, all the data collected were tallied by the researcher and sent to the statistician for statistical treatment.

Data Analysis - Frequency distribution and percentage were used to assess the demographic profile of the respondents. Weighted mean and ranking were used to easily tabulate the results on the level of emotional intelligence in self-emotion appraisal, others' emotion appraisal, use of emotion, and regulation of emotion, experienced workplace incivility in hostility, privacy invasion, exclusionary behavior and gossiping and turnover intention through subjective social status, organizational culture, career growth, personal orientation, and expectation. The variables were measured using Likert scale assigned with their respective values as follows: for Emotional Intelligence A 7-point Likert scale with range of 5.00-7.00 for high; 3.00-4.99 for moderate and 1.0-2.99 for low; for Workplace Incivility A 4-point Likert scale with range of 3.50-4.00 for very often; 2.50-3.49 for often ; 1.50-2.49 for rarely and 1.0-1.49 for never ; for Turnover Intentions A 4-point Likert scale with range of 3.50-4.00 for strongly agree; 2.50- 3.49 for agree; 1.50-2.49 for disagree and 1.0-1.49 for strongly disagree. The Shapiro-Wilk Test result indicates that the p-values for major variables are less than 0.05, indicating that the data set is not normally distributed. Thus, the Mann-Whitney U test was used to determine significant differences between two groups and the Kruskal Wallis to determine significant differences between three groups or more as part of the non-parametric tests. Similarly, Spearman rho and Regression Analysis were used to determine the significant relationship between emotional intelligence, workplace incivility and turnover intention.

Ethical Consideration - The researcher provided a consent letter to the participants of the study which explains its purpose and guidelines for the participants to be well-informed that their opinions and statements would be treated with strong confidentiality and that this study would impose no harm to them. The research

study remained private throughout the study and the researcher used its real name in the research consent letter. The researcher followed ethical standards for the public to believe and support the study. The specialist guaranteed that the data of the respondents was secured. The names of the restaurants were changed into alphabetical representations to protect their names and to answer the call of the Data Privacy Act of 2012 of the Republic of the Philippines.

3. Results and Discussion

Table 1

Demographic Profile of the Respondents

| Profile Variables | Items | Frequency | (%) |
|------------------------|------------------------------|-----------|------|
| Sex | Male | 142 | 40.8 |
| | Female | 206 | 59.2 |
| Age | 18-25 | 211 | 60.6 |
| | 26-33 | 98 | 28.2 |
| | 34-41 | 34 | 9.8 |
| | 42-49 | 5 | 1.4 |
| | 50 & above | 0 | 0 |
| Civil Status | Single | 282 | 81.0 |
| | Married | 66 | 19.0 |
| Educational Attainment | Primary | 3 | 0.9 |
| | Secondary | 70 | 20.1 |
| | College Undergraduate | 114 | 32.8 |
| | College Graduate | 161 | 46.3 |
| Length of Service | 6 months to less than a year | 158 | 45.4 |
| | 1 year to less than 3 years | 131 | 37.6 |
| | 3 years to less than 5 years | 27 | 7.8 |
| | More than 5 years | 32 | 9.2 |
| Position | Receptionist | 46 | 13.2 |
| | Waiter/Waitress | 185 | 53.2 |
| | Barista/Bartender | 56 | 16.1 |
| | Chef/Cook | 51 | 14.7 |
| | Dishwasher/Kitchen Helper | 7 | 2.0 |
| | Others | 3 | 0.9 |

Table 1 shows the profile of the restaurant's employees. In terms of sex, there are more females (59.2%) than males (40.8%). It is observed that the female dominated the males as restaurant staff members in the restaurant industry. Female employees show more dependable characteristics that the employers look for in a front liner in a restaurant. This finding shows similarity with the research conducted by Blau (2021) and Gates (2021) Lemoine and Blum (2021), who stated respectively that typical restaurant frontline employees were young females and that females are stronger on understanding the behaviors of people as well as having more trust to their leaders than males.

In terms of age, most of the respondents range from 18-25 (60.6%), higher than other age groups such as 26-33 (28.2%), 34-41 (9.8%) and 42-49 (1.4%). It was observed that the young workers dominate other age brackets in the restaurant industry. Younger workers often have the endurance and flexibility necessary to meet the physical demands of the profession, such as standing for extended periods of time and being able to quickly adapt to changing environments. Research shows that the restaurant industry is very dependent on the younger workforce; hence, younger workers outnumber older workers (Golubovskaya, et al., 2019).

It can also be gleaned in the table that there are more single (81.0%) than married (19.0%) respondents in terms of their civil status. This indicates that single employees dominate the restaurant workforce in Calabarzon. This can be explained by the high job demand of working in the restaurant industry. Being single, these employees may have flexible time than married employees. Hence, they can give more time and focus on work because they don't have a family to look after. This finds support in the study of Park, et al (2021) who expounded that single persons are economically advantaged gaining more opportunities outside marriage and embracing more privilege which are great factors in maintaining a better financial life as well as a healthier and a

less stressful life.

When it comes to their educational attainment, college graduates (46.3%) are the ones who got the highest number of responses. Next is the college undergraduates (32.8%) followed by secondary (20.1%) and primary (.9%). Most of the restaurants' employees were college graduates. The result indicates that the employers preferred employees who are knowledgeable enough about the scope of the work. A college degree may not be a requirement to be hired as a restaurant front liner thus it gives the employee an advantage for a promotion. Elobeid, et al (2019) proposed that the education of employees has positive effect in the restaurant specifically on food handling; those who had higher education have proper food handling practices unlike having low level of education. In addition, food workers and servers have positive attitudes and proper food training when they have higher level of education (Al-Kandari et al., 2019).

In terms of length of service, 45.4% of the respondents posted 6 months to less than a year. Meanwhile, one year to less than three years posted second (37.6). It is followed by more than 5 years (9.2%) and 3 years to less than 5 years (7.8%). These results indicate a high turnover rate in the restaurant industry and that most of the respondents are newly hired. Long shifts, standing for extended periods of time, and fast-paced situations are common in the restaurant industry. Given how physically and emotionally draining this can be, some workers may decide to move on to less demanding professions. The restaurant business is known for having a high employee turnover rate that is noticeably higher than in other industries (Dogru, et al. 2023). This industry was greatly affected by the COVID-19 pandemic, which resulted in a significant rise in turnover rates in 2020 (Akinyooye & Nezamis, 2021).

In terms of the respondent's position in the restaurant, most of them disclosed that they work as waiter/waitress (53.2%), followed by barista/bartender (16.1), chef/cook (14.7%), receptionist (13.2%), dishwasher/kitchen helpers (2.0%) and others (0.9%) such as cashier. It was observed that majority of the respondents were waiters or waitresses comparatively higher than other positions. It indicates that restaurants have more frontline employees rather than back of the house staff. According to Knodel (2019), it is believed that early dining establishments, particularly casual ones, had simplified menus and operations that called for fewer chefs. The waiters and waitresses were probably the most important employees because table service was the focus. It was to be considered that front-of-house service, especially in fine dining required more social graces and manners than kitchen duties.

Table 2
Assessment of Emotional Intelligence

| Indicators | Cronbach Alpha | Weighted Mean | Verbal Interpretation | Rank |
|---------------------------|----------------|---------------|-----------------------|------|
| Self-emotion Appraisal | 0.822 | 6.15 | High | 2 |
| Others' emotion appraisal | 0.897 | 6.14 | High | 3 |
| Use of emotion | 0.784 | 6.40 | High | 1 |
| Regulation of emotion | 0.884 | 6.07 | High | 4 |
| Composite Mean | 0.845 | 6.19 | High | |

Legend: .1.0-2.99 = low, 3.00-4.99 = moderate; 5.00-7.00 = high

Table 2 summarizes the assessment on emotional intelligence. The table shows an overall mean of 6.19 with a verbal interpretation of high. The table demonstrates a high level of emotional intelligence among restaurant employees (6.19), which can be gleaned through the indicators, self-emotion appraisal, others' emotion appraisal, use of emotion and regulation of emotion. Emotional intelligence is an important asset for any restaurant. It eventually contributes to the prosperity and longevity of the company by promoting a positive working atmosphere and exceptional customer service (Genc & Akoglan Kozak, 2020). Hence, from the same table, the respondent's high emotional intelligence is contributed by use of emotion (6.40) which ranked first, and self-emotion appraisal (6.15) that ranked second. Employees with self-motivation can use emotions as a source of enthusiasm. Some employees are genuinely enthusiastic about the culinary arts and the satisfaction of providing a memorable dining experience. This passion motivates them to constantly learn, improve, and provide exceptional service.

On the other hand, restaurants can be frustrating places. A long wait time or a demanding customer can spur action. Rather than dwelling on the negative, employees can channel their frustration into finding solutions. This could include prioritizing orders, recommending alternative menu items, or calmly escalating issues to a manager. Employees can effectively navigate the opportunities and obstacles of the restaurant business by being aware of their own emotional environment, which makes their work experience happier and more fruitful. As the restaurant industry is a stressful environment, employees with high self-awareness and empathy can identify early signs of anxiety and frustration. It allows them to relax or distance themselves from others. They are also less likely to have emotional outbursts, whereas those with empathy can de-escalate customer frustration. This reduces workplace conflict and improves operational efficiency.

Use of emotion or self-motivation where is an ability to identify emotions of disappointment or irritation and use those feelings to solve problems or ask for assistance from peers (Alam, 2020). People that use emotion to stay motivated concentrate on providing high-quality service even in times of urgency. Self-motivated employees can recognize good feelings, like as enthusiasm following a successful interaction with a customer, and channel that positive energy toward establishing and achieving personal objectives inside the restaurant, such as exceeding sales targets or perfecting a new dish (Luo, 2019). People with emotional intelligence are very conscious of their own emotions, they can identify emotions when they occur, comprehend what sets them off, and comprehend how these feelings may affect their actions and ideas (Kanesan, & Fauzan, 2019). Because of their self-awareness, they control their emotions and keep them from being taken over by negativity or rash decisions (Alzoubi & Aziz, 2021).

On the other hand, others' emotion appraisal, 6.14 ranked third, the regulation of emotion, 6.07 ranked fourth in the assessment of emotional intelligence among restaurant employees. This indicates high emotional intelligence in terms of other's emotion appraisal and regulation of emotion among the respondents. This suggests that employees empathize with others and control their emotions including negative and positives feelings. This means understanding the feelings of others, commonly referred to as empathy, provides a myriad of benefits in all facets of life. People with high EQ can change from being passengers to drivers of their emotions. Moreover, they remain calm despite a very stressful situation or could immediately shift from negative to positive emotion before the circumstances worsen. Employees use their emotional energy to drive themselves toward goals and build healthy relationships by being aware of and in control of their emotional state. More success on both a personal and professional level results from this (Baker, 2019).

Additionally, employees who are sensitive to their coworkers' feelings promote a happier and more productive workplace (Layous, 2019). Employees with emotional intelligence can resolve conflicts with coworkers because they can approach the issue empathically and come up with solutions that take consideration of everyone's concerns (Jordan & Troth, 2021). According to the study of Koc, & Boz (2019), managing one's emotions is a vital skill for employees in restaurants. It gives them the confidence to make good decisions, effectively deal with stress, provide outstanding customer service, and form strong relationships with colleagues and superiors. Being calm under pressure is a proven prescription for success in the high-stress industry of restaurants (Schwepker Jr & Dimitriou, 2021). Emotionally stable employees are less likely to argue with colleagues or respond negatively to constructive criticism. They listen intently, speak assertively, and resolve conflicts amicably. Everyone feels appreciated and respected in a more enthusiastic and positive environment as a result (Yang et al., 2020).

Table 3
Assessment of Workplace Incivility

| Indicators | Cronbach Alpha | Weighted Mean | Verbal Interpretation | Rank |
|-----------------------|----------------|---------------|-----------------------|------|
| Hostility | 0.830 | 1.90 | Rarely | 1 |
| Privacy Invasion | 0.918 | 1.46 | Never | 4 |
| Exclusionary Behavior | 0.908 | 1.82 | Rarely | 2 |
| Gossiping | 0.944 | 1.68 | Rarely | 3 |
| Composite Mean | 0.959 | 1.71 | Rarely | |

Legend: 1.0-1.49 (Never), 1.50-2.49 (Rarely), 2.50- 3.49 (Often), 3.50-4.00 (Very Often)

Table 3 shows the summary of responses of the assessment on workplace incivility having an overall mean of 1.71 with a verbal interpretation of rarely. This suggests that the respondents rarely experienced incivility in the workplace. Hence, from the same table, the respondents rarely experienced hostility (1.90) from co-workers and superiors which ranked the highest. This result suggests that hostility is happening in the restaurant workplace but in moderation. There are more than just rude customers at restaurants that might be hostile. A substantial number of restaurant workers also encounter hostility from superiors and fellow employees. Considering that this internal hostility comes from the people you rely on for support and collaboration makes it potentially even more detrimental. Supporting this is a study by Aliane & Sadiq (2023) which reveals that facing criticism, insults, or intimidation from coworkers and supervisors can undermine confidence and lower morale. Workers can have low self-esteem and feel unappreciated, which would discourage them from working hard. Restaurant employees frequently work long hours and have tough workloads, particularly during peak periods.

Lastly, the respondents concurred that they never experienced privacy invasion (1.46) from co-workers and superiors which ranked the least. This means that solitude in the workplace is occurring and workers in the restaurant industry respect the personal belongings and boundaries of their colleagues. It's not only morally right to respect restaurant employees' privacy and belongings, but it's also an appropriate economic decision. Supporting this is a study by Ghaffar, Butt, and Irshad (2020), it suggests that restaurants with a well-established company culture values its employees' privacy and respects it profoundly. It can be communicated through written policies, instructional programs, and leadership that demonstrates this behavior.

Table 4
Assessment of Turnover Intention

| Indicators | Cronbach Alpha | Weighted Mean | Verbal Interpretation | Rank |
|-----------------------------|----------------|---------------|-----------------------|------|
| 1. Subjective social status | 0.891 | 1.83 | Disagree | 5 |
| 2. Organizational culture | 0.933 | 1.96 | Disagree | 4 |
| 3. Career Growth | 0.839 | 2.26 | Disagree | 2 |
| 4. Personal Orientation | 0.939 | 2.04 | Disagree | 3 |
| 5. Expectation | 0.880 | 2.40 | Disagree | 1 |
| Composite Mean | 0.976 | 2.10 | Disagree | |

Legend: 1.0-1.49 (Strongly disagree), 1.50-2.49 (Disagree), 2.50-3.49 (Agree), 3.50-4.00 (Strong Agree)

Table shows the summary of responses to the assessment on workplace incivility. The table shows an overall mean of 2.10 with a verbal interpretation of rarely. It can be observed from table that the respondents disagreed on the statements that they have intentions to leave their organization. Among the indicators of turnover intention, expectation has the highest mean of (2.40). The restaurant industry, which is known for its creativity and fast-paced service, has a challenging endeavor ahead of it, matching employee expectations for compensation and benefits with the actual circumstances of the company. For workers in restaurants, the idea of a fulfilling career could come into conflict with the harsh reality of inadequate wages and limited benefits. Restaurant employees desire compensation that matches the hard work and challenging nature of their job.

Restaurant employees often require long hours, irregular schedules, and fatigue from the busy setting of the job. Thus, compensation that enables front- and back-of-house employees to cover their basic needs and lead comfortable lives is a fundamental expectation. In a similar study of Jolly, McDowell, Dawson, and Abbott (2021), they revealed that pay is one of the main causes of turnover intention. Working in a restaurant can be associated with low pay and little benefits Hence, the subjective social status (1.83) ranked the least in the assessment of turnover intention of restaurant employees. This indicates that the respondents feel fulfilled, valued, and respected as restaurant employees and as a result lower their intention to leave the job. While some may seek prestigious job titles, restaurant employees leave for far more pressing reasons. Financial concerns, work-life balance issues, and a lack of growth opportunities are the primary causes of turnover. By addressing these fundamental issues, restaurants can create a more appealing and supportive work environment, resulting in a more stable and committed workforce.

Table 5

Emotional intelligence and workplace incivility among casual dining restaurant employees in CALABARZON

Difference of Response on Variables When Grouped According to Profile Variables

| Sex | U / λ 2c | p-value | Interpretation |
|---------------------------|------------------|---------|----------------|
| Emotional Intelligence | | | |
| Self-emotion Appraisal | 11327.500 | 0.000 | Significant |
| Others' emotion appraisal | 12100.000 | 0.006 | Significant |
| Regulation of emotion | 9326.500 | 0.000 | Significant |
| Workplace Incivility | | | |
| Hostility | 12412.500 | 0.015 | Significant |
| Gossiping | 12279.000 | 0.009 | Significant |
| Turnover Intention | | | |
| Career Growth | 11516.500 | 0.001 | Significant |
| Personal Orientation | 11174.500 | 0.000 | Significant |
| Expectation | 10625.500 | 0.000 | Significant |
| Age | | | |
| Emotional Intelligence | | | |
| Self-emotion Appraisal | 14.840 | 0.002 | Significant |
| Others' emotion appraisal | 19.542 | 0.000 | Significant |
| Use of emotion | 12.438 | 0.006 | Significant |
| Regulation of emotion | 19.607 | 0.000 | Significant |
| Workplace Incivility | | | |
| Hostility | 5644.000 | 0.000 | Significant |
| Turnover Intention | | | |
| Subjective Social Status | 18.422 | 0.000 | Significant |
| Organizational Culture | 13.739 | 0.003 | Significant |
| Career Growth | 19.151 | 0.000 | Significant |
| Personal Orientation | 10.718 | 0.013 | Significant |
| Civil Status | | | |
| Emotional Intelligence | | | |
| Regulation of emotion | 6857.000 | 0.001 | Significant |
| Workplace Incivility | | | |
| Hostility | 5644.000 | 0.000 | Significant |
| Turnover Intention | | | |
| Organizational Culture | 7299.500 | 0.006 | Significant |
| Career Growth | 7783.000 | 0.037 | Significant |
| Personal Orientation | 7103.000 | 0.003 | Significant |
| Expectation | 7185.500 | 0.004 | Significant |
| Educational Attainment | | | |
| Emotional Intelligence | | | |
| Others' emotion appraisal | 32.042 | 0.000 | Significant |
| Use of emotion | 9.449 | 0.024 | Significant |
| Regulation of emotion | 13.982 | 0.003 | Significant |
| Workplace Incivility | | | |
| Privacy Invasion | 13.228 | 0.004 | Significant |
| Turnover Intention | | | |
| Subjective Social Status | 40.987 | 0.000 | Significant |
| Organizational Culture | 22.418 | 0.000 | Significant |
| Career Growth | 23.334 | 0.000 | Significant |
| Personal Orientation | 19.488 | 0.000 | Significant |
| Expectation | 9.415 | 0.024 | Significant |
| Length of Service | | | |
| Emotional Intelligence | | | |
| Others' emotion appraisal | 20.285 | 0.000 | Significant |
| Use of emotion | 12.407 | 0.006 | Significant |
| Regulation of emotion | 20.521 | 0.000 | Significant |
| Workplace Incivility | | | |
| Hostility | 37.025 | 0.000 | Significant |
| Privacy Invasion | 39.368 | 0.000 | Significant |
| Exclusionary Behavior | 8.278 | 0.041 | Significant |
| Gossiping | 14.697 | 0.002 | Significant |
| Turnover Intention | | | |
| Expectation | 21.206 | 0.000 | Significant |

| Position | | | |
|--------------------------|--------|-------|-------------|
| Emotional Intelligence | | | |
| Self-emotion Appraisal | 17.177 | 0.004 | Significant |
| Regulation of emotion | 41.785 | 0.000 | Significant |
| Workplace Incivility | | | |
| Hostility | 58.037 | 0.000 | Significant |
| Privacy Invasion | 33.904 | 0.000 | Significant |
| Exclusionary Behavior | 55.962 | 0.000 | Significant |
| Gossiping | 14.741 | 0.012 | Significant |
| Turnover Intention | | | |
| Subjective Social Status | 38.610 | 0.000 | Significant |
| Organizational Culture | 21.227 | 0.001 | Significant |
| Career Growth | 11.700 | 0.039 | Significant |
| Expectation | 34.052 | 0.000 | Significant |

Legend: Significant at p-value < 0.05

Focusing on fair compensation, promoting work-life balance, and cultivating an appreciation culture can all help to retain valuable employees, regardless of the perceived social status of the job. It is about creating a work environment in which employees feel valued and respected, rather than just a steppingstone to a higher social standing. Restaurant employees play an important role in our communities, and their contributions should be recognized (Higgins-Desbiolles & Wijesinghe, 2021). Although societal attitudes are changing, there is still room for improvement. By ensuring fair compensation, promoting industry stability, and emphasizing the skills and dedication required to excel in these roles, we can foster a society that values restaurant workers (Kulshreshtha & Sharma, 2022).

From the post hoc test conducted, it was found out that female has higher assessment than male when it comes to self-emotion appraisal, others emotion appraisal and regulation of emotion. However, female employees experience greater hostility than male. The restaurant industry has a reputation for being male dominated, particularly in leadership positions such as head chef or manager. This can result in unconscious bias against women, who are perceived as less competent or qualified for leadership positions. This inequality may exhibit as hostility or negativity toward female employees (Gebbels, 2022). Female employees have higher intention of turnover compared to their male counterparts. Many restaurants have limited parental leave or childcare support options. It can be a significant barrier for mothers returning to work after childbirth, prompting them to seek positions with more family-friendly policies. (Cotilla & Campos-Soria, 2021).

From the post hoc test conducted, it was found that employees aged 34-41 have lower assessment on self-emotion appraisal compared to other age brackets. In the workplace, emotional intelligence is a relatively recent idea. employees aged 34 to 41 or the established employees experience more hostility and gossiping compared to those aged 42- 49 and are most likely to experience exclusionary behavior compared to those aged 26-33 years old. Employees aged 18-25 have more intention of quitting compared to employees aged 26–33-year-old and 34-41year old due to subjective social status. According to Chen and Ayoun (2019), restaurant employees aged 18 to 25 are more concerned with their peers' perceptions and the social image associated with their jobs. They may be attending school and juggling other responsibilities, making the demanding schedule even more difficult.

It was found out that married employees have better assessment on regulation of emotion compared to single employees. Single restaurant employees experienced hostility rather than married employees. A combination of factors and community assumptions can lead to a situation in which hostility is more likely. Restaurant work frequently fosters close bonds because of common experiences. If the existing social circles at work are mostly made up of married individuals, a single person may struggle to fit in and feel like someone who is excluded (Yazicioğlu & Kizanlikli, 2019). Employees who are single have higher intention to quit than married employees due to unhealthy organization culture, lack of career growth, personal orientation, and unmet salary and benefit expectations. Organizational culture has a major impact on restaurant employee retention. A poisonous culture characterized by unjust treatment, a lack of respect, or a poor work-life balance can drive employees, particularly

those who are single, to seek new possibilities (Yu et al., 2022).

The result also indicated that college graduates have better assessment on regulation of emotion compared to primary graduate. Also restaurant employees who were college graduates resent other restaurant work or consider themselves as superior to their colleagues There an assumption that the those with college degrees is "overqualified" for the position and can cause colleagues to question their work conduct or commitment, possibly leading to probing inquiries regarding future endeavors or career goals (Bochoridou & Gkorezis, 2023). employees who are degree holders have higher intentions of leaving the organizations due to subjective social status, organizational culture and personal orientation compared to their college undergraduates and secondary graduates' counterparts. A college degree can be viewed as a springboard for employees' advancement in life. After gaining experience, graduates may feel the need for a job that better reflects their qualifications and improves their social standing in their field (Ali, Mahmood, & Mehreen, 2019).

In the pos hoc test, it was revealed that employees working for one year to less than three years have higher assessment on others emotional appraisal and regulation of emotion compared to employees working for six months to less than a year and more than five years. Restaurant employees that are working for more than five years have greatly experienced workplace incivility compared to employees working for six months to less than a year and three years to less than five years. After 5 years or more, an employee may be more prone to exhaustion, frustration, or negativity which colleagues may perceive as unfavorable (Kim & Qu, 2019).

It is revealed in the post hoc test that barista and bartenders have better assessment on self-emotion appraisal compared to dishwashers or kitchen helpers. The table also revealed that a receptionist is better at regulating own emotion compared to all other positions. According to Dedeoğlu (2023), chef/cook and dishwasher/kitchen helpers or the back of the house employees are also more likely to experience exclusionary behavior compared to the front of the house employees. According to Follmer and Jones (2022), staff members who interact directly with customers may form a stronger bond due to shared experiences and the pressures of assisting guests. Dishwashers or kitchen helpers have higher turnover intention compared to other restaurant positions Dishwashing and kitchen assistance jobs are sometimes viewed as menial labor. This might make staff feel unappreciated and insignificant inside the restaurant hierarchy. Kitchen culture can be hierarchical and demanding. Dishwashers and kitchen assistants are consistently spoken down to or treated harshly by chefs or other staff, it can be a big demotivator, leading them to seek a job where they feel more valued (Wilson, E. R. Y. 2020).

Table 6
Relationship between Emotional Intelligence and Workplace Incivility

| Emotional Intelligence Overall | <i>r_s</i> | p-value | Interpretation |
|--------------------------------|----------------------|---------|-----------------|
| Hostility | 0.018 | 0.735 | Not Significant |
| Privacy Invasion | 0.055 | 0.310 | Not Significant |
| Exclusionary Behavior | .106* | 0.049 | Significant |
| Gossiping | -0.012 | 0.824 | Not Significant |
| Workplace Incivility Mean | 0.026 | 0.634 | Not Significant |

Legend: **. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

The table shows the significant relationship between emotional intelligence and workplace incivility. The table shows the significant relationship between emotional intelligence and workplace incivility. It was observed that there is a high significance between self-emotion appraisal and hostility (0.001), and exclusionary behavior (0.006). Binning and Wagner (2002) disclosed that an employee who clearly states the demands might be seen as aggression, especially in passive-aggressive organizations. On the contrary, researchers suggest that self-emotion appraisal, a component of emotional intelligence, can be a buffer against hostility in the workplace. Recognizing the initial signals of irritation, anger, or anxiety enables a more controlled response. Employees who are self-aware can tell the difference between a personal emotional trigger and a work-related issue. This promotes empathy, allowing people to approach situations from a colleague's point of view and potentially de-escalate conflict (Meisler, 2024; Lim & Lee, 2023; Kim & Qu, 2019; Chen & Wang, 2019).

Table 7
Relationship between Emotional intelligence and Turnover Intention

| Emotional Intelligence Overall | <i>r_s</i> | p-value | Interpretation |
|--------------------------------|----------------------|---------|--------------------|
| Subjective social status | -.163** | 0.002 | Highly Significant |
| Organizational culture | -.106* | 0.048 | Highly Significant |
| Career Growth | -.148** | 0.006 | Highly Significant |
| Personal Orientation | -.235** | 0.000 | Highly Significant |
| Expectation | 0.000 | 0.999 | Not Significant |
| Turnover Intention MEAN | -.193** | 0.000 | Highly Significant |

Legend: **. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

It can be seen from the table that emotional intelligence and turnover intention are significantly negatively related with the computed rho values of -.193 which indicates strong negative correlation and p-values less than the alpha level(.000). This significant negative relationship shows that the higher the emotional intelligence, the lower their intentions to leave the organization. Hwang, Shi and Wang (2021), who disclosed that a person with a high emotion appraisal for others is able to identify subtle signs and develop complex social dynamics inside the organization. This can prevent them from taking a lack of respect personally or from misinterpreting situations. Similarity in the study of Ratasuk (2023) which reveals that self-motivated employees have the capacity to explain oneself clearly and convincingly and can be an effective strategy. They can advocate for themselves, set limits with disrespectful coworkers, and engage in meaningful discussions about their needs. This forceful communication can result in better working circumstances and a higher sense of control in the workplace.

Table 8
Relationship between Workplace Incivility and Turnover Intention

| Workplace Hostility Overall | <i>r_s</i> | p-value | Interpretation |
|-----------------------------|----------------------|---------|--------------------|
| Subjective social status | .486** | 0.000 | Highly Significant |
| Organizational culture | .496** | 0.000 | Highly Significant |
| Career Growth | .323** | 0.000 | Highly Significant |
| Personal Orientation | .340** | 0.000 | Highly Significant |
| Expectation | .494** | 0.000 | Highly Significant |
| Turnover Intention MEAN | .458** | 0.000 | Highly Significant |

Legend: **. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

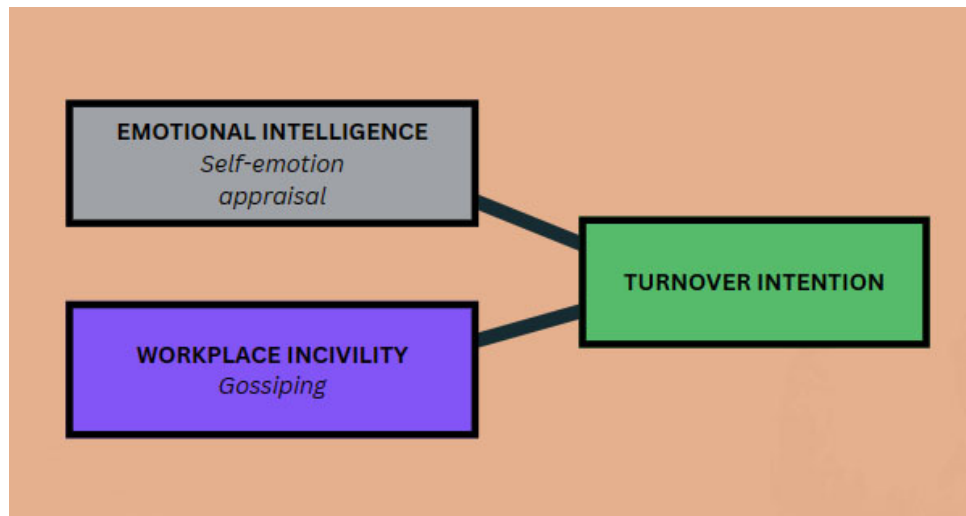
It is clearly shown in table 8 that significant relationships exist between the two main variables workplace incivility and turnover intention with the computed rho values which indicate strong direct correlation and the resulted p-values which were less than the alpha level. This finding suggests that the more the employees experience workplace incivility, the higher their intentions to leave the organization. Restaurant work might already be hard, but hostility can make the entire experience unpleasant. Furthermore, hostility can have a negative impact on mental health, including depression, anxiety, and poor well-being, all of which contribute to turnover (Yang, Lu & Huang, 2020). Excessive monitoring can make employees feel as if their work is not trusted, reducing their sense of autonomy and responsibility for their tasks. This lack of control over their work environment can be demotivating, prompting them to seek more empowering work experiences (Hodge & Penk, 2023). The findings support the study by Salama et al. (2022) which revealed that unpleasant environment at work arises when employees perceive that their privacy is continuously compromised. As a result, there is a decline in morale, productivity, and an increase in turnover intention.

The suggested framework adds to the body of knowledge on turnover intention. Although there are several individual research that discussed the significance of emotional intelligence towards turnover intention and how workplace incivility contributes to turnover intention. By analyzing the relationship of emotional intelligence and workplace incivility towards turnover intention, the framework adds a new element to the current literature, therefore extending knowledge of how restaurant can retain employees which can be beneficial to the business. The framework above has the goal of reducing turnover intention by boosting the employee self-emotional appraisal and reducing perceived workplace incivility of gossiping. Applying this theoretical foundation gives researchers the chance to keep exploring the significance of intelligence to the work environment. Additionally,

this provides new data to deepen the understanding of restaurant employees.

Figure 1. Figure 1. Proposed Framework of Turnover Intention

Nolasco's Framework for Turnover Intention Among Restaurant Employees in CALABARZON Region



Employee turnover, or the costly instances of employees leaving an organization, has affected organizations for decades. Understanding the elements that contribute to this departure is critical for fostering retention and creating a thriving workplace. Employee turnover is a major concern, and understanding the variables that contribute to this exodus is critical for boosting retention. A framework that considers self-emotion appraisal and gossiping to turnover intention dives into a complicated emotional pathway, revealing how internal evaluations, informal communication channels, and, eventually, the desire to quit are closely interconnected. Turnover intention frameworks provide useful insights, but to truly understand the usefulness, it is important to examine first the underlying assumptions and ideas that define its structure. Additionally, the concept of emotional awareness is also a crucial assumption in this framework. It asserts that individuals can identify and comprehend their emotions in the workplace. This awareness includes knowing how emotions influence their perspective of work instances and, ultimately, decision. Moreover, the framework is based on self-emotion appraisal, in which understanding feelings of dissatisfaction can either indicate frustration with a job or motivate an individual to seek answers and challenge themselves. It emphasizes the significance of considering the surroundings as well as the individual's coping strategies.

The effectiveness of this framework depends on the organizational environment. A workplace culture that encourages open communication, emotional intelligence training, and support mechanisms for employees dealing with unpleasant emotions would allow them to use self-emotion appraisal more successfully to manage problems and stay motivated. A further significant principle is the idea of emotional contagion. This approach acknowledges negative gossip, which includes rumors, criticism, or complaints, and can cause anxiety, mistrust, or anger in those who hear it, even if they are not directly engaged. This emotional contagion could distort their impression of the workplace, possibly leading to an intention to leave. However, the above framework has its limitations. It is critical to remember that emotional intelligence differs by individual. Some employees may struggle with self-awareness or emotional regulation, making them more vulnerable to negative emotions that affect their work experience and increase turnover intentions. Next is that individual personality traits come into play. Some employees may be more vulnerable to the emotional impact of gossip than others.

4. Conclusion and Recommendation

Most of the respondents are single educated young women, at the early stage of their career as restaurant frontlines. This implies that the restaurant industry has a young workforce that may be developed given the appropriate training to achieve organizational goals. The respondents have a high level of emotional intelligence.

This implies that restaurant employees, equipped with distinct self-awareness and understanding of their own feelings and emotions can direct their emotions to positive performance. With the high premium they put on the emotion of other individuals, employees can regulate their own emotions contributing to better organizational performance. Most of the respondents rarely experienced workplace incivility shown by moderate hostility and exclusion towards employees by co-workers and superiors, occasional experience being target of gossip in the organization and no experience of privacy invasion. This implies a healthy organizational environment that can motivate employees to work hard for the success of the organization.

The respondents have a low turnover intention expressing their contentment towards salary, benefits, and career advancements and their feeling of belongingness brought about by the respect and recognition they receive from their superiors. This implies the serious desire and commitment of the management to create and provide for its employees a professional and healthy environment where their employees can work more comfortably, productively and without fear. The level of emotional intelligence, frequency of experiencing incivility and the intensity of the desire to leave the organization depends on the employees' demographics. This implies the need for management to understand the specific demographic attributes of the employees that may somehow impact on their performance. The significant negative correlation between emotional intelligence and turnover intention implies that the higher the employees' emotional intelligence, the lower is the intention to leave the organization. On the other hand, the significant positive correlation between workplace incivility and turnover intention implies that the more employees experience workplace incivility, the higher is the intention to leave the organization. These findings imply the need for management to create a safe environment free from incivility where employees will be kept motivated to work and stay in the organization.

The researcher proposed a framework to address possible turnover intention among employees in the restaurants in the CALABARZON REGION. Restaurants may offer EQ workshops and training programs in collaboration with DOLE, local government, and training providers, that focus on developing EQ skills such as self-awareness, empathy, communication, and conflict resolution. It may include short, engaging microlearning modules on EQ concepts that can be incorporated into daily routines or shift briefings. A process manual and employee handbook may be revisited for an update of different policies and guidelines in terms of performance appraisal, training needed, and employee related policies and concerns. Different restaurant establishments may consider using and implementing the proposed framework for the employees to promote emotional intelligence, civility, and retention in the workplace. Restaurant industry practitioners may start spreading the awareness of emotional intelligence and workplace incivility about its positive and negative effects to the employees, the restaurant, might affect the whole industry. Future research may be conducted using a combination of experimental and survey approaches to control social desirability bias to study more variables that can be connected or may result to turnover intention.

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