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# SOCIAL INTELLIGENCE AND ORGANIZATIONAL SUSTAINABILITY OF HOTELS IN IKOT EKPENE METROPOLIS

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## ABSTRACT

*The study was conducted to examine social intelligence and organizational sustainability of Hotels in Ikot Ekpene Metropolis, Akwa Ibom State. Four specific objectives were developed which metamorphosed into four research questions and four research hypotheses. A survey research design was adapted for the study and a sample size of 64 respondents was drawn from the population of sixty-four (64). Census sampling technique was adopted in the study where the entire population of sixty-four (64) employees in the Hotels was examined. Adapted questionnaire was used in generating the needed primary data for the study. The data obtained were analyzed using Pearson Product Moment Correlation Analysis (PPMC), to test the extent and effect of relationship the Statistical Package Social Science (SPSS version 21) was used and the following result was shown; that there is a significant relationship between social awareness and organizational sustainability ( $r=0.847$ ,  $p<0.003$ ); that there is a significant relationship between empathy and organizational sustainability ( $r=0.755$ ,  $p<0.001$ ). The researcher concluded that there is a significant relationship between social intelligence and organizational sustainability. From the findings, it was concluded that social intelligence had positive and significant relationship on sustainability of Hotels in Ikot Ekpene Metropolis, Akwa Ibom state. It was recommended from the findings that Attention should be devoted on those social intelligence variables which have positive relationship on organizational sustainability of Hotels under study.*

**Keywords:** Social Intelligence, Social Awareness, Empathy, Organizational Sustainability

## **Introduction**

Throughout the world, measures are deliberately taken or developed to ensure organizational performance in order to enhance its sustainability, and one of such measures is social intelligence. Social intelligence has to do with the ability to know oneself and also to know others, as this is crucial to the sustainability and survival of any organization since man is central to its existence. One of the basic needs of man is social relationships; this is because human beings are considered social creatures by their nature due to the fact that they cannot live alone away from each other. When people do not get their needs satisfied by the organization, they will be more anxious, depressed, and socially isolated, and only the practice of social relationships will help human success on the personal and professional levels. Organizational sustainability, on the other hand, is dependent on maximizing profits from existing competences, and this is achieved through dedicated and motivated employees who influence the success of any organization (Osborne & Hammoud, 2017). Emphasis has it that the definition of social intelligence cannot be complete without referring to Edward Thorndike, a psychologist who proposed way back in 1920 what social intelligence is.

Scholars have stated the importance of organizational sustainability. For instance, Liang et al. (2016) see sustainability as a critical part of most organizations today, and one of the basic rationales behind organizational sustainability is to improve organizational effectiveness. This implies that for organizational sustainability strategies to be successful, organizations must pay careful attention to the demands of their current economic operating environment.

Sustainability can be achieved if organizations motivate staff by training them in social intelligence skills such as communication, listening, persuasion, self-control, trustworthiness, accurate self-assessment, and self-confidence in order to sharpen their social skills (Nwokorie & Obiora, 2018). Since social intelligence is all about reading the mind and reflectively regulating the emotions of your customers, It is worthy of note that, for workers to deliver effective service, they should acquire these social skills, which will help them act wisely in diverse situations in order to achieve organizational sustainability.

### **1.1 Statement of the Problem**

Against the background that social intelligence leads to organizational sustainability, most organizations that had performed effectively at one time suddenly became ineffective despite huge investments in human resources. This, of course, leads to a lack of profitability, which in turn works against the sustainability or survival of the organization. Social intelligence plays a pivotal role in the functioning of any organization. It is the ability to understand oneself as well as others that, in turn, creates room for internal and external mutual coexistence, which enhances organizational sustainability. Since people are social assets, they need to meet both their physiological and psychological needs in order to survive (Dogan & Cetin, 2018). It can be said that the most important of these needs emerge within the social networks of people, since every person needs the presence of another person to survive in the working environment (Mohoric & Taksic, 2016).

The Hotels under study, as seen by the researcher, lack this strong human relationship among the managers, workers, and customers, which invariably is one of so many factors that affect organizational sustainability. The ability of the manager to recognize these personal and social characteristics of its workers and their high social intelligence helps the manager's ability to make decisions in times of crisis in order to sustain the workings of the organization.

As a matter of fact, if any organization wishes to survive and achieve their goals, they should pay close attention to strong, committed human relationships, especially between managers, workers, and customers. In Nigeria, despite the growing literature on social intelligence, scholars have directed their attention to variables that affect managers in establishing social relationships in the organization, such as social intelligence and organizational performance, social intelligence and intention to stay, and so on, but there is no record highlighting social intelligence and the sustainability of Hotels in Akwa Ibom State. This constitutes a research gap that this study seeks to fill. Thus, since organizational sustainability is influenced by social intelligence too, this study attempts to assess the relationship between social intelligence and organizational sustainability in Hotels in Ikot Ekpene Metropolis, Akwa Ibom State.

### **Objectives of the Study**

This study was undertaken to find the relationship between social intelligence and sustainability in Hotels in Ikot Ekpene Metropolis. However, the following specific objectives are to be achieved:

1. To investigate the relationship between social awareness and organizational sustainability in Hotels in Ikot Ekpene Metropolis.
2. To assess the relationship between empathy and organizational sustainability in Hotels in Ikot Ekpene Metropolis.

### **Research Questions**

1. What is the relationship between social awareness and the organizational sustainability of Hotels in Ikot Ekpene Metropolis?
2. What is the relationship between empathy and the organizational sustainability of Hotels in Ikot Ekpene Metropolis?

### **Statement of Hypotheses**

The following null hypotheses were formulated for this study:

**H<sub>01</sub>:** There is no significant relationship between social awareness and the organizational sustainability of Hotels in Ikot Ekpene Metropolis.

**H<sub>02</sub>:** There is no significant relationship between empathy and the organizational sustainability of Hotels in Ikot Ekpene Metropolis.

### **Significance of the Study**

The significance of this study is to investigate the relationship between social intelligence and organizational sustainability. The findings of this study were of immense benefit to the management of Hotels in Ikot Ekpene metropolis as well as students who may be carrying out further studies in this direction. Management of the studied organization could benefit from the findings of the study as they will help them properly understand the social reflection of the environment in which the employees work, which is crucial to customer satisfaction. The findings were of immense help to the management under study in knowing the need for social intelligence training. Also, the acquisition of these skills helps workers deliver effective service and minimizes unnecessary conflict in the work environment.

One point that is noteworthy is the fact that the study solely relies on models and approaches. They are adopted from foreign countries. These models and approaches can be adopted by our indigenous business environment; consequently, the findings from this study will spur further research among management scholars on the need to develop indigenous models that will be practicable, effective, and operationally efficient in their application to our indigenous organizations, such as hotels. It will also increase the researcher's knowledge by adding to the researcher's understanding of the role played by social intelligence in sustaining organizations.

### **Scope of the Study**

The study centered on social As such, the scope of the study covered the concept of social intelligence, its dimensions, and the concept of sustainability. Equally, the social intelligence variables used in the study are social awareness, empathy, situational awareness, and social skills. In terms of unit/analytical scope, individual's intelligence and organizational sustainability were considered sample sizes for the study, as were the managers, supervisors, and waiters and waitresses at the operational unit. Geographically, this study was carried out in different Hotels in the Ikot Ekpene metropolis of Akwa Ibom State. This study is a survey study that involves the use of questionnaires to generate responses that were gathered from the respondents. Hence, the results of this study were limited to the truthfulness of the responses that were gathered from the respondents. More so, social intelligence variables that predict organizational sustainability in Hotels in the Ikot Ekpene Metropolis of Akwa Ibom State may not be generalized to other organizations.

### **Limitations of the Study**

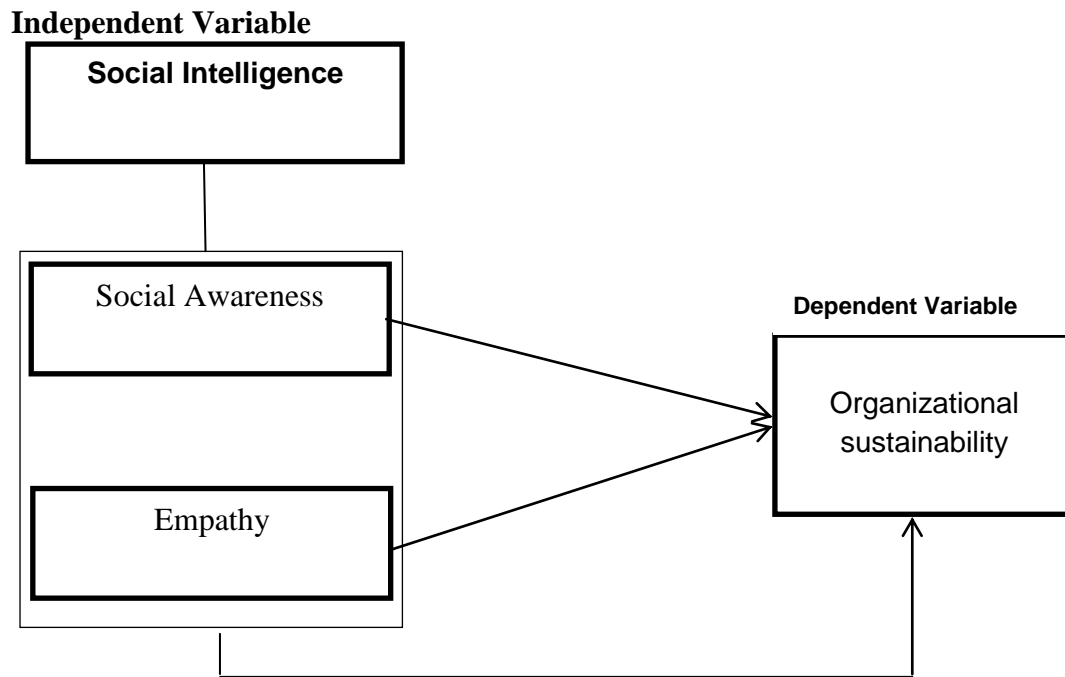
The study centered on social intelligence and organizational sustainability. As such, the study is limited to the content scope of social intelligence and organizational sustainability. Equally, the social intelligence variables that will be used in the study are social awareness, empathy, situational awareness, and social skills. Geographically, the study was limited to Hotels in the Ikot Ekpene metropolis here in Akwa Ibom State.

The study made use of a questionnaire to generate responses from the respondents; hence, the results of this study will be limited to the truthfulness of the responses that will be generated from the respondents. Most of the respondents sampled will be careful in disclosing what they refer to as "classified information," as the information is perceptively reserved for the organization's internal operations. The researcher resolves this challenge by asking questions that will not elicit information on sensitive issues within the organization.

## **REVIEW OF RELATED LITERATURE**

### **Conceptual Framework**

The conceptual framework below demonstrates the interrelationship between social intelligence and organizational sustainability for the purpose of this study. The mentioned independent variable proxies influenced sustainability of Hotels in Ikot Ekpene Metropolis as shown in the diagram below.



Source: Goleman and Boyatzis (2008).

### Concept of Social Intelligence

The concept of social intelligence gained significance in 1982, when Harvard psychologist Howard Gardner proposed the theory of multiple intelligences in his work "Frame of Minds". The author found out that human beings possess not only cognitive intelligence but also social intelligence (Gardner, 1983). Social intelligence is a valuable aspect of one's life that helps an individual interact socially in his or her work environment. It is from this perspective that this concept attracts the attention of scholars and researchers. The idea of social intelligence is related to the postulation of different mental decisions and aptitudes that deal with social content by having a set of talents (Rahim, 2016). This set of talents helps individuals resolve their social complications, which include the aptitude to understand the feelings, thoughts, and actions of others in different circumstances and social situations, as shown in Eshghi et al., (2013).

Gardner (2013) defined social intelligence as the ability to recognize and understand others according to mood, desire, motivation, and intentions. In the words of Eshghi et al. (2013), they defined social intelligence as the ability to read non-verbal cues and the ability to achieve the relevant objectives of specific social situations. Goleman (2006) has argued that a full understanding of social intelligence requires

Frankovsky and Birknerová (2014) claim that social intelligence depends on knowledge and awareness, which means that it is not enough to know, be aware of, and predict the behavior and experience of others; in addition to this, it is imperative to know and comprehend our own capacities and abilities. It is clear that there are many definitions of social intelligence. Although there are many researchers in different fields and disciplines, they all agree on one definition: the ability of individuals to understand and respond to others in social situations through interacting with others, following verbal and non-verbal communication, and influencing them. Therefore, we can measure the social intelligence of individuals because it is "acquired knowledge," not inherited, as Goleman (2008) indicated. This is why it is

important to learn, understand, and improve it in our lives. From the researcher's point of view, social intelligence is a set of practices, including social awareness, social skills, empathy, situational awareness, and situational response, that are exercised by managers in their work.

### **Social awareness**

It is the ability to understand and appreciate the culture, values, and norms of employees at an organization (Goleman & Boyatzis, 2008). The procedural definition of organizational awareness is: It is a set of practices that are exercised to understand the attitudes of employees, appreciate their customs and traditions, beliefs, and values, and try to understand unspoken norms in the organization. The first category of social intelligence, social awareness, encompasses primal empathy, atonement, empathic accuracy, and social cognition. Social awareness is the ability to accurately notice the emotions of others and "read" situations appropriately. It is about sensing what other people are thinking and feeling and being able to take their perspective using your capacity for empathy. Goleman (2006) explains that our ability actually comes from neurons in an extended circuit connected to the amygdala. They read another person's face, voice, etc. for emotion and help direct us on how we should speak to them.

### **Empathy**

Abdul-Saheb (2014) suggests the definition of empathy as the ability of the employee to put himself or herself in another's place: behavior, feelings, actions, and thoughts. In other words, "I put myself in his shoes". The procedural definition of empathy is: It is a set of practices that are exercised to understand moods, share feelings with employees, and give a hand to them. Luca and Tarricone (2001) define empathy as the "capacity to see the world from another person's perspective". In the context of emotional intelligence, empathy is the ability of an individual to understand the feelings transmitted through verbal and nonverbal messages, understand the links between others' emotions and behavior, and provide emotional support to people when needed (Polychroniou, 2009).

In the workplace, empathy is regarded as the ability to understand and interpret colleagues' feelings and be able to identify with their feelings on issues through understanding their perspective (Goleman, cited in Luca and Tarricone, 2001). According to Luca and Tarricone (2001), empathic team members are aware of the diversity of personalities and are more accepting of the diversity of people and the impact culture can have on interactions within a team environment. This competence is critical when dealing with a diverse workforce or client base. In a diverse workforce, unnecessary animosity can prevail if managers and leaders are unable to understand and manage the different dynamics that make a group tick.

### **Concept of Organizational Sustainability**

A generic definition of organizational sustainability does not exist; rather, various researchers took on the charge to define organizational sustainability in their own ways (Nawaz and Koç, 2019). Neubaum and Zahra (2006) defined organizational sustainability as the ability of a firm to nurture and support growth over time by effectively meeting the expectations of diverse stakeholders. On a similar level, Funk (2003) described sustainable organizations as those whose characteristics and activities are intended to bring about a desirable future state for their stakeholders. Similarly, Marshall and Brown (2003) defined sustainable organizations as firms that take a systems perspective to ensure that natural resources are not

consumed faster than the rates of renewal, recycling, or regeneration of those resources. Accordingly, Hart and Milstein (2003) described organizational sustainability as the contribution of organizations in the process of achieving human development in an inclusive, equitable, and secure manner by simultaneously delivering economic, social, and environmental benefits.

Hotels pay more attention to environmental, economic, and social values. These values can improve the hotel's attractiveness (Boley and Uysal, 2013) and the quality of the consumer experience (Becker, 2009; Han and Back, 2008). Hotels use new methods in their business to improve consumer service and satisfaction. On the other hand, a sustainable competitive benefit is provided by innovation in Hotels by introducing new features that will create more value (O'Sullivan & Dooley, 2009).

Many consumers prefer it if the company has responsibility; it will help the company gain more consumer loyalty (Lebe and Vrecko, 2014). Hotels need high-quality management and social intelligence to create a sustainable competitive advantage (Benavides-Velasco et al., 2014). In pursuing the sustainability of an organization, different approaches, measures, or strategies could be applied. Depending on the organization, examples of such strategies include waste management, zero carbon footprint, environmental quality, the extent of the share of renewable energy, education of employees, partnerships with conservative groups, and community-based fundraising (Eweje, 2011).

### **Economic sustainability**

Economic sustainability refers to the employment of diverse tactics for making the best use of already-available resources so that a positive and responsible balance may be attained over the long run. Economic sustainability' implies a system of production that satisfies present consumption levels without compromising future needs. Economic sustainability is the capacity of an economy to sustain a specific level of economic output over an extended period of time (Jeronen, 2020). The main concept is how businesses continue to operate. Weak sustainability makes a connection between economic sustainability, productivity, and economic growth. so economically. Utilizing a variety of tactics to best use already-existing resources is what is meant by sustainability so that over time, a positive and reasonable equilibrium can be reached. in the exterior. Strong sustainability is stressed, regardless of stakeholder viewpoint.

### **Social Sustainability**

Social sustainability involves recognizing and overseeing the effects that a business has on individuals, encompassing both favorable and adverse outcomes. Establishing and nurturing strong relationships and active involvement with stakeholders is crucial for a company's success in this regard. In the most basic sense, 'social sustainability' implies a system of social organization that alleviates poverty. In a more fundamental sense, however, 'social sustainability' establishes the nexus between social conditions (such as poverty) and environmental decay (Ruttan, 1991). Drawing from the Global reporting initiative (Gri) G4 framework for sustainability reporting, the social sustainability indicators are in four categories, including: labour practices & decent work, human rights, society, and product responsibility (Gri, 2013a; Gri, 2013b; Gri, 2013c), labour and decent work practice, which covers aspects such as employment; labour/management relations; occupational health and safety; training and education; diversity and equal opportunity; equal remuneration for women and men; supplier assessment for labour practices; and labour practices grievance

mechanisms stresses employee involvement in organisational affairs as an important facet of social sustainability.

Social sustainability plays a crucial role in organizational success as it involves managing the impacts of businesses on people and fostering positive relationships with stakeholders. Here, we will discuss the link between social sustainability and organizational success, supported by relevant citations and references. Enhancing Reputation and Trust: Social sustainability practices, such as fair treatment of employees, community engagement, and ethical behavior, contribute to building a positive reputation and fostering trust among stakeholders. Research has shown that organizations with strong social sustainability performance tend to enjoy enhanced reputation and trust, leading to improved organizational success (Crane et al., 2014). Organizations that prioritize social sustainability are more likely to attract and retain top talent. Employees today value companies that demonstrate a commitment to social and environmental responsibility. Studies have found a positive relationship between social sustainability practices, employee engagement, job satisfaction, and organizational commitment (Othman et al., 2019). This, in turn, enhances organizational success by fostering a motivated and dedicated workforce.

### **Environmental Sustainability**

Environmental sustainability' requires maintaining natural capital as both a provider of economic inputs (called "sources") and an absorber (called 'sinks'). Of economic outputs (called 'wastes') (Daly, 1973; 1974; Pearce & Redclift, 1988; Pearce et al., 1990; Ser-Ageldin, 1993). At the 'source site', harvest rates of resources must be kept within regeneration rates. At the 'sink site', waste emissions from industrial production must be controlled so as to not exceed the capacity of the environment to assimilate them without impairment (Goodland, 1995). It has become commonplace for 'sustainable development' or 'sustainability' to be defined strictly in terms of 'environmental sustainability'. This misconception holds that what is wrong with the contemporary pattern of international development is simply that it is destroying the environment. This view is superficial in the extreme, however, for it ignores the market forces and social inequalities that are driving environmental degradation.

Environmental sustainability plays a vital role in the success of organizations. By incorporating environmentally responsible practices, businesses can mitigate risks, reduce costs, enhance their reputation, and contribute to long-term viability. Implementing environmental sustainability practices can lead to significant cost savings and operational efficiencies for organizations. Research has shown that energy efficiency measures, waste reduction strategies, and resource conservation initiatives can result in direct financial benefits, improving the bottom line of businesses (Rusinko, 2017).

### **Relationship between Social Intelligence and Organizational Sustainability**

Greenspan (1979) indicated that social intelligence enables psychological interpretation, meaning that socially intelligent people can justify other people's motivation and demonstration of behavior, understand personal characteristics, and interpret emotions (Ford & Miura, 1983). This implies that workers with a high degree of social intelligence can interpret and observe other people, which can be beneficial to the organization at large. Greenspan (1979) further added that people with high social intelligence can showcase positive social communication and encourage other people's behavioral models to be more agreeable with their own needs. Research has proven that effective management increases



commitment, productivity, mutual trust, and loyalty among customers and will improve organizational productivity, job satisfaction, relative intelligence, integrity, team performance, innovation, and organizational communication (Moghaddam et al., 2013).

Another study shows that social intelligence is the ability of people to relate to others, understand them, and interact effectively with them. Managers need, therefore, to develop their level of social intelligence to enable them to get along well with customers and make them cooperate and patronize them. Managers with high social intelligence will be highly effective compared to those with low social intelligence. According to Albretch (2006), people with high social intelligence are nourishing, while those with low social intelligence are toxic. Nourishing behavior induces the feeling of being appreciated, respected, competent, and motivated among people and customers. Toxic behavior induces feelings of anger, frustration, guilt, or other negative and inadequate emotions among people.

As an individual is exposed to a continuing pattern of toxic behavior, his or her social intelligence level reduces, negatively affecting his or her ability to connect with people and influence them effectively. A continuing pattern of nourishing behavior will lead to a higher degree of effective interaction with others and also influence them effectively. He added that people with high social intelligence attract others to them, whereas those with low social intelligence repel others. He went further to explain that building up social intelligence among managers and professionals will promote collaboration, reduce conflict, and replace bigotry and polarization with understanding. This applies to managers as well. Managers with high social intelligence nourish their customers to ensure maximum satisfaction in the services rendered to them, which will foster good relationships in the workplace (hotels) and also positively influence customers' patronage. This will in turn positively affect the customers' commitment to organizational sustainability.

### **Social Awareness and Organizational Sustainability**

Social awareness covers a spectrum of understanding, from empathy—sensing another person's inner state or understanding their thoughts and feelings—to grasping a complex social situation. Leaders cannot be effective if social awareness is not inherent in them. With social awareness ability, leaders bring others into agreement with their position on an issue, which impacts the energy level of a group and helps sustain the organization. It is the ability to understand and appreciate the culture, values, and norms of employees at an organization (Goleman and Boyatzis, 2008). The procedural definition of organizational awareness is: It is a set of practices that are exercised to understand the attitudes of employees, appreciate their customs and traditions, beliefs, and values, and try to understand unspoken norms in the organization. The first category of social intelligence, social awareness, encompasses primal empathy, atonement, empathic accuracy, and social cognition. Social awareness is the ability to accurately notice the emotions of others and "read" situations appropriately. It is about sensing what other people are thinking and feeling and being able to take their perspective using your capacity for empathy.

### **Empathy and Organizational Sustainability**

Empathy is defined as the skill of understanding others' feelings, predicaments, and challenges better (Holt & Marques, 2010). Empathy, also defined as the skill of sensing other people's emotions, allows for understanding beyond someone's apparent surface behavior by putting oneself in another's shoes and taking an active interest in their concerns (Goleman, 2000; Mencl & May, 2009). According to Voss et al. (2010), empathy skills allow leaders to

better understand other people's perspectives and opinions, making the work environment more enjoyable and productive. Holt and Marques (2010) states that, to achieve leadership effectiveness, leaders must develop empathy skills to their fullest potential since empathy enhances a sense of leadership by providing leaders with the awareness to listen, serve their followers, and have a greater understanding of interrelationships within the group. Thus, followers may be more likely to invest energy and commitment in their performance for the group.

Gardner and Stough (2002) point out that by placing themselves in the same position as their employees, leaders are using empathy to help motivate their employees by earning their trust. They noted that empathy helps leaders increase their capacity and willingness to understand situations and accept proposed changes and the opinions of others. Empathy enables leaders to be sensitive towards others so that they can create an atmosphere of openness, making these leaders more flexible and open to new ideas and perspectives that lead to effective leadership (Goleman, 2001). Empathy has become increasingly important to the success of leadership because empathic leaders are more likely to have an appropriate degree of openness about diversity and the differences between cultures (Atwater & Waldman, 2008; According to Martinovski et al. (2007), empathy also plays an important role in developing trust in leader-employee relationships, which leads to organizational sustainability.

### **Theoretical Framework**

We looked at the theoretical framework that supported this work. They were appraised one after the other.

#### **Social Exchange Theory (SET) Blau (1964)**

The social exchange theory was propounded by Blau in 1964. Blau (1964) posits that people enter into relationships because of the social or economic benefits. In the words of Blau (1964), social benefit is built on trust that someone to whom good gestures have been extended would definitely reciprocate in the future, while economic exchange is purely based on economic gains, such that there would be an adequate pay for good performance and patronage by customers. Put together, the basic mantra of social exchange theory is that a good gesture that is being demonstrated between contractual parties will eventually elicit positive behaviors such as trust, commitment, loyalty, support, and continuous engagement in helping behaviors. Such positive attitudes create a norm of reciprocity, which would serve as a template whereby each party would always reciprocate for kind gestures received (Gouldner, 1960).

#### **Human Relations Theory Elton Mayo (1933)**

The Human Relations (HR) theory propounded by Elton Mayo (1933) was adopted as the theoretical framework. The HR theory attempts to provide a perspective on organizations and the imperativeness of cooperative relationships. This theory was propounded by Elton Mayo, a sociologist. The human relations approach or theory starts with the postulate that in organizations, there is always disorder. This disorder emanates as a result of the widened gap between technological development and social development (Ekpenyong, 1993). In organizations, frantic efforts are usually made to advance the cause and usage of technology, while a less commensurate effort is made on the nature and mode of the social relationships existing in the organization or organizations. This widening gap between technological advancement and social development tends to have adverse consequences for social disorder in the workplace. Elton Mayo, being a social scientist, was therefore concerned and worried

about the consequences of this imbalance. His uttermost focus was therefore on how order and stability can be restored and maintained in a disorderly and unstable organization.

### **Self-Determination Theory by Deci and Ryan (1985)**

Self-Determination Theory (SDT), propounded by Deci and Ryan (1985), is an important theory of motivation that addresses issues of extrinsic and intrinsic motivation. People have three innate psychological needs: competence, relatedness, and autonomy. The theory argues that if these needs are met, people will function and grow optimally to actualize their inherent potential. The social environment needs to nurture these needs. However, self-determination theory (SDT), as defined by the authors, is a macro theory of human motivation and personality that concerns people's inherent growth tendencies and innate psychological needs (Deci & Ryan, 1985, 2000, 2006). It is concerned with the motivation behind the choices people make without external influence or interference. SDT focuses on the degree to which an individual's behavior is self-motivated and self-determined.

### **Self-efficacy Theory Bandura (1977)**

Self-efficacy, propounded by Bandura (1977), refers to an individual's belief in his or her capacity to execute behaviors necessary to produce specific performance attainments (Bandura, 1977, 1986, 1997). Self-efficacy reflects confidence in the ability to exert control over one's own motivation, behavior, and social environment. These cognitive self-evaluations influence all manner of human experience, including the goals for which people strive, the amount of energy expended toward goal achievement, and the likelihood of attaining particular levels of behavioral performance. Unlike traditional psychological constructs, self-efficacy beliefs are hypothesized to vary depending on the domain of functioning and the circumstances surrounding the occurrence of behavior.

### **Empirical Review**

Past studies have been carried out to assess social intelligence and organizational sustainability. In this section of the study, a few such studies are reviewed, as shown hereunder: Mohadesi (2021) carried out a study on the relationship between social intelligence and organizational commitment among the school managers of Kashmar and Khalilabad. The main objective of this research is to examine the relationship between social intelligence (SI) and organizational commitment (OC) among male and female managers of boys' and girls' schools in the two Iranian cities of Kashmar and Khalilabad. The statistical population of the study included all the managers of the aforementioned schools in two cities, for a total of 204 people based on the information received from the local education bureaus. The study is based on the correlation method. Pearson's correlation coefficient, multiple regressions, and an independent t-test were carried out using the Statistical Package for the Social Sciences software for data analysis. The results revealed that there was a relationship between SI and OC; meanwhile, SI could somehow predict and explain the alterations in OC. Also, there was a meaningful association between the subscale of patience and OC, where patience had an impact on OC and its dimensions.

Serrieh (2017) carried out a study to investigate the impact of social intelligence on the organizational conflict management strategies of Jordanian telecommunication companies. The main objective of this study is to determine the impact of social intelligence on organizational conflict management strategies. In order to achieve the objectives of this study, the data were collected through answering questionnaires by using simple random numbers for a sample of 350 employees who are working at Jordanian telecommunication

companies (Orange and Umniah). In addition, the researcher used the Statistical Package for Social Science (SPSS) version 21 for descriptive and analytical statistics. The study concluded that there is an impact of social intelligence on organizational conflict management strategies in Jordanian telecommunication companies.

Moreover, the results show that there is a strong impact among social intelligence variables (organizational awareness, social skills, empathy, situational awareness, and situational response) on organizational conflict management strategies (integrating, obliging, dominating, avoiding, and compromising). This study recommends the organizations in the Jordanian telecommunication sector should carry out training to raise awareness of social intelligence among all employees. In addition, the organizations have to encourage employees to exchange experiences that will reduce conflict among themselves. Finally, the study recommends studying organizational conflict management strategies from other psychological perspectives.

Tamunosiki-Amadi et al. (2020) carried out a study on social intelligence and employee commitment in the Bayelsa State Health Sector. The main objective of the study is to examine the relationship between social intelligence and employee commitment in the health sector in Nigeria. The research design adopted for this study is a cross-sectional survey design. A total of 339 questionnaires were distributed, out of which 313 were retrieved, of which 273 were found usable. The study employed Taro Yamene's technique to arrive at the sample size of 339. Spearman's rank-order correlation coefficient was used for the bivariate analysis, and partial correlation was used for the multivariate analysis with the aid of SPSS 20.0. The findings revealed a highly significant level of relationship between the dimension (clarity) of social intelligence and the measures (affective, continuance, and normative commitment) of employee commitment. In conclusion, the study found that social intelligence influences employee commitment, which enhances outcomes such as maintaining high performance standards and achieving high performance goals.

Ebrahimpoora et al. (2013) carried out a study of the relationship between social intelligence and organizational performance among Ardabil Regional Water Company's managers. The main objective of this study was to investigate the relationships among dimensions of social intelligence, social skills, social information processing, social awareness, and the social desirability of organizational performance. Methods: This research was a descriptive study. The population in this study comprised all experts, assistants, and managers of regional water companies in Ardabil province and was about 164 randomly selected people. And to gather data from field methods, questionnaires were used. The Tromso questionnaire was chosen and designed to measure social intelligence and organizational performance by assessing specific questions about the Balanced Scorecard as an independent variable. To achieve the multiplier effect of each variable on the dependent variable, a Pearson correlation test was performed. Results indicated that social skills, social information processing, social awareness, and social desirability of improving organizational performance played the most important roles in social information processing, and social awareness and social skills played a secondary role in improving performance.

Marecki (2014) carried out a study on the importance of social intelligence for entrepreneurial leaders. The main objective of this study is to explore the importance of social intelligence for entrepreneurial leaders, with particular regard to encouraging entrepreneurial attitudes and behaviors in employees. In order to explore this, a qualitative study in the form of standardized, open-ended, in-depth interviews was conducted. The population selected for this study is composed of leaders and managers, respectively, who are

represented by a sample unit consisting of different types of managers of both profit and non-profit organizations. Defining an appropriate sample size for qualitative studies is rather difficult since no rule of thumb exists. However, following Ritchie, Lewis, and Elam (2003), sample sizes in qualitative studies are mostly under 50. Mason (2010), who conducted research on sample sizes in qualitative studies, has found out that most of the researchers, namely 80%, follow Bertaux's (1981) guideline of a sample size of at least 15. He adds that a sample size of 20 to 30 is the most common sample size in qualitative interviews. Hence, this study determines a sample size of 25 managers, namely the median of 20 to 30, as the most common sample size. The selection of the 25 managers was based on purposeful criterion sampling, meaning managers were chosen based on whether they met specific criteria and requirements (Patton, 1990). Managers had to meet two requirements: having at least one year of experience in a leadership position and at least three direct reports. The sample of 25 managers is composed of 21 male and 4 female managers, all of them aged between 25 and 62. All 25 managers are leaders in companies located in Germany. As a result, a causal-network model was developed to present the connections that have arisen from the findings. The findings illustrate that an entrepreneurial leadership style might encourage entrepreneurial attitudes and behaviors in employees.

### **Gap in Knowledge**

The empirical works reviewed in this study indicate that this study is anchored on social intelligence (SI) and organizational sustainability. Nevertheless, there are common features among the studies reviewed. Most of the studies reviewed were not undertaken to assess the specific effects of social intelligence (SI) variables on organizational sustainability. Where there is an attempt in this direction, different variables not considered were used in this present study. A few of such studies include those by Tamunosiki-Amadi et al. (2020), among others. Equally, a few studies that were conducted were not carried out in Nigeria, thus creating a generalization challenge in the application of the findings. Examples of such studies are: Marecki (2014), Ebrahimpoora et al. (2013), Serrieh et al. (2017), and Mohadesi (2021). Thus, these identified variations created a gap in the available literature that the present study wants to fill in the aspect of organizational sustainability using proxies that include social awareness and empathy.

### **METHODOLOGY**

This section of the study focused on the research method. The rationale of this study, among others, was to provide certain parameters that the researcher used in arriving at the needed conclusions. Also, it provides a quantitative framework that guided the course of this study. Features of this section of the study considered were: research design, population of the study, sample size and sampling technique, instrumentation, validity of the research instrument, reliability of the research instrument, method of data analysis, method of data collection, and decision. In turn, these features of this section were considered as shown here under:

**Research Design:** A survey research design was applied in the course of this study. This was done as the study describes social intelligence and organizational sustainability.

#### **Population of the Study**

The population of this study consists of three (3) selected Hotels in Ikot Ekpene metropolis, based on their newness, technology employed, and application of standard hotel management principles. However, the total number of staff in these Hotels is put at 64. The Hotels are St.

Naths Hotels, Runic Hotels, and South Hills Hotels in Ikot Ekpene Metropolis. This number of employees consisted of the hotel's managers, supervisors, and waiters and waitresses.

### **Sample/Sampling Technique**

The population of the studied Hotels in Ikot Ekpene Metropolis of Akwa Ibom State is relatively small; therefore, the study did not derive a sample size. The study worked with the entire population (64) respondents. Therefore, the census sampling technique was adopted. The census sampling method is a process where all the population in the study is used.

### **Method of Data Collection**

This study makes use of primary data. The data was generated using questionnaire from different sources. Accordingly, the questionnaire was structured into two sections: section A and section B. Section A of the questionnaire comprised demographic questions concerning the respondents. Equally, Section B of the questionnaire elicits information that would help the researcher test the formulated null hypotheses.

### **Operational Measurement of Variables**

This study centered on social intelligence and organizational sustainability in selected Hotels in the Ikot Ekpene metropolis. In the course of the study, social intelligence was measured using social awareness, empathy, and situational awareness. These variables (both from the independent and dependent variables) are measured using a Likert scale of five levels (strongly agreed, agreed, disagreed, undecided, strongly disagreed, and disagreed).

### **Validity of the Research Instrument**

The validity of the research instrument used was assessed on its face, content, and constructs by experts in this field. While assessing the research instrument through these means, the questions (or items) designed with respect to each of the selected constructs were equally assessed. Also, the cognitive ability of the respondents and the accuracy of the questions in eliciting the right responses from the respondents were equally considered.

### **Reliability of the Research Instrument**

The reliability is determined through the test-re-test reliability technique. In doing this, the research questionnaire were administered to thirty (30) respondents who were randomly selected. After a period of two weeks, the same questionnaires were re-administered to the same respondents. The Cronbach's alpha model was employed to test the reliability of the instrument used in the survey. A Cronbach's alpha reliability co-efficient of 0.784 was achieved.

### **Method of Data Analysis**

These sections specify the statistical tools that were used for data analysis. The description statistics, such as percentages, were used in analyzing research questions.

## Data Analysis and Result

A total of 64 copies of the questionnaire were administered to respondents, and a total of 64 copies, representing 100%, were retrieved.

### Responses to Research Questions One

**Table 4.1: Analysis of Responses to Social Awareness**

S/N	Social Awareness Dimension	SA	A	UN	D	SD	Total
1	I find it difficult to get along with others	15 (23.4%)	26 (40.6%)	7 (10.9%)	9 (14.1%)	7 (10.9%)	64 (100%)
2	I reject my fellow worker opinion about a project	23 (35.9%)	14 (21.9%)	4 (9.4%)	11 (17.2%)	12 (18.5%)	64 (100%)
3	I do have a trait that match the people I am currently working with	20 (31.2%)	18 (28.1%)	7 (10.9%)	7 (10.9%)	12 (18.5%)	64 (100%)

Source: Researcher's Compilation (2023)

The analysis in Table 4.1 shows that a total of 15 respondents representing 23.4% strongly agreed that they find it difficult to get along with others; a total of 26 respondents representing 40.6% agreed; 7 (10.9%) ticked undecided; 9 (14.1%) disagreed; and 7 (10.9%) strongly disagreed.

With regards to the second question on the table, a total of 23 respondents representing 35.9% strongly agreed that they reject my fellow worker's opinion about a project; a total of 14 respondents representing 21.9% ticked agree; 4 (9.4%) were undecided; 11 (17.2%) respondents disagreed; and 12 (18.5%) respondents strongly disagreed.

Finally, 20 respondents representing 31.2% strongly agreed that they do have a trait that matches the people I am currently working with; a total of 18 respondents representing 28.1% ticked agree, 7 (10.9%) were undecided, 7 (10.9%) respondents disagreed, and 12 (18.5%) respondents strongly disagreed.

### Responses to Research Questions Two

**Table 4.2: Analysis of Responses to Empathy**

S/N	Empathy Dimension	SA	A	UN	D	SD	Total
1	I give individual attention to every customer	18 (28.1%)	17 (26.5%)	11 (17.2%)	9 (14.1%)	9 (14.1%)	64 (100%)
2	I treat each customer in the light of his challenge	17 (26.6%)	23 (35.9%)	6 (9.4%)	11 (17.2%)	7 (10.9%)	64 (100%)
3	Customers make repeat visits to our facility	24 (37.5%)	18 (28.1%)	5 (7.8%)	10 (15.6%)	7 (10.9%)	64 (100%)

Source: Researcher's Compilation (2023)

The analysis in Table 4.2 shows that a total of 18 respondents representing 28.1% strongly agreed that they give individual attention to every customer, a total of 17 respondents representing 26.5% ticked agree, 11 (17.2%) ticked undecided, 9 (14.1%) respondents disagreed, and 9 (14.1%) respondents strongly disagreed.

With regards to the second question on the table, a total of 17 respondents, representing 26.6%, strongly agreed that they treat each customer in light of his challenge. A total of 23 respondents (35.9%) ticked agree, 6 (9.4%) were undecided, 11 (17.2%) disagreed, and 7 (10.9%) strongly disagreed. Finally, 24 respondents, representing 37.5%, strongly agreed that customers make repeat visits to their facility. A total of 18 respondents (28.1%) ticked agree, 5 (7.8%) were undecided, 10 (15.6%) disagreed, and 7 (10.9%) strongly disagreed.

### Testing of Hypotheses

#### Hypothesis One:

**H<sub>01</sub>:** There is no significant relationship between social awareness and organizational sustainability.

Pearson Product Moment Correlation Analysis was used to analyze the data in order to determine the relationship between the variables using Statistical Package for Social Science (SPSS version 21).

**Table 4.3 Correlations between Social Awareness and Organizational Sustainability.**

<i>Correlations</i>			
		<b>Org. Awareness</b>	<b>Sust.</b>
Social Awareness	Pearson Correlation	1	.847
	Sig. (2-tailed)		.003
	N	64	64
Org. Sustainability	Pearson Correlation	.847	1
	Sig. (2-tailed)	.003	
	N	64	64

\*\*. Correlation is significant at the 0.03 level (2-tailed).

**Source: SPSS Computation**

From the table above, the correlation (r) value of 0.847 indicates that there is a relationship between social awareness and organizational sustainability. Also, since the p-value (0.003) is less than the level of significance of 0.05 (2-tailed), therefore, the null hypothesis was rejected. This means that there is a significant relationship between social awareness and organizational sustainability.



**Hypothesis Two:**

Ho: There is no significant relationship between empathy and organizational sustainability.

**Table 4.4 Correlations between Empathy and Organizational Sustainability.**

<i>Correlations</i>			
		<b>Empathy</b>	<b>Sust.</b>
Empathy	Pearson Correlation	1	.755
	Sig. (2-tailed)		.001
	N	64	64
Org. Sustainability	Pearson Correlation	.755	1
	Sig. (2-tailed)	.001	
	N	64	64

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

Source: SPSS Computation

From the table above, the correlation (r) value of 0.755 indicates that there is a relationship between empathy and organizational sustainability. Also, since the p-value (0.001) is less than the level of significance of 0.05 (2-tailed), therefore, the null hypothesis was rejected. This means that there is a significant relationship between empathy and organizational sustainability.

**Discussion of Findings**

The first objective was to find the relationship between social awareness and organizational sustainability. The result indicates that there is a relationship between social awareness and organizational sustainability. Also, since the p-value (0.003) is less than the level of significance of 0.05 (2-tailed test), Therefore, the null hypothesis was rejected. This means that there is a significant relationship between social awareness and organizational sustainability. This collaborates with the study and finding of Tamunosiki-Amadi et al. (2020), who carried out a study on social intelligence and employee commitment in the Bayelsa State Health Sector.

The second objective was to find the relationship between empathy and organizational sustainability. The result indicates that there is a relationship between empathy and sustainability. Also, since the p-value (0.001) is less than the level of significance of 0.05 (2-tailed test), Therefore, the null hypothesis was rejected. This means that there is a significant relationship. This collaborated with the study and findings of Serrieh et al. (2017), who carried out a study to investigate the impact of social intelligence on organizational conflict management strategies of Jordanian telecommunication companies.

**Conclusion**

The study examined social intelligence and organizational sustainability using Hotels in Ikot Ekpene Metropolis. The correlation analysis shows that social awareness, empathy, situational awareness, and social skills have a significant relationship with the organizational sustainability of Hotels in Ikot Ekpene Metropolis, Akwa Ibom State. Thus, this research concluded that social intelligence variables have a significant relationship with the organizational sustainability of Hotels in the Ikot Ekpene Metropolis of Akwa Ibom State.

## **Recommendations**

In order to gain a competitive advantage, the hotel owners in Ikot Ekpene State should implement the following recommendations:

1. Attention should be devoted to those social intelligence variables that have a positive relationship with the organizational sustainability of the Hotels under study.
2. In view of the significant relationship between social awareness and the organizational sustainability of Hotels in Ikot Ekpene Metropolis, hotel management should create an enabling culture, values, and norms that are linked to organizational objectives and work toward increasing their sustainability.
3. Since social intelligence is an important component in hotel management that enables individuals to interact freely in the workplace, for the organization to succeed, they should exhibit high levels of social intelligence, which will lead to the sustainability of the Hotels and effective service delivery. Also, the management of organizations should see it as a concept that promotes happiness and motivates the spirit of workers.
4. In order to achieve organizational sustainability, not only managers but also employees should be trained on social skills, which will help them pursue common goals and trust each other at the workplace.
5. Employers should establish the expectations of their employees as soon as possible as this will assist employees with managing the expectations of their employers from the start.

## **Contribution to Knowledge**

According to this study, it has been revealed that social intelligence variables such as social awareness, empathy, situational awareness, and social skills play a significant role in the sustenance of an organization. Before this time, studies were made only on emotional intelligence variables such as self-awareness, social awareness, self-management, and relationship management on organizational performance, among others.

Most management studies did not really consider a study on social intelligence and its impact on other dependent variables. It is worthy of note that in an organization there is a need for corporate relationships between the management and workers in the workplace; therefore, the study brings to the fore not just the essence of motivation as an instigator for cordial working relationships between workers and management but also exposes us to the need for a labor-management cooperative relationship, which is a precursor to organizational stability and sustainability.

## **Suggestion for Further Research**

This study was limited by the fact that the sample size was small and there were few constructs; future research should explore other variables using larger data to enhance generalization.

Using the same social norm variables, this same study should be carried out among different individuals, say individuals in corporate organizations, to see the results.

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