The Effects of Emotional Intelligence upon Job Satisfaction and Organizational Commitment
- A Case of Five Star Deluxe Hotel Employees -

Ji-Eun Kim¶

Dep. of Hotel Management, Catholic University of Daegu¶

정서적 지능이 직무만족과 조직 몰입에 미치는 영향
- 특 1급 호텔 근무자의 사례를 중심으로 -

김 지 은¶

대구가톨릭대학교 호텔경영학과¶

Abstract

Organizational factors and personal traits are two elements of widely acknowledged relevance in employees' organizational outcomes in hotel industry. Personal traits especially need to be further examined as a consideration for employment. As one of the personal traits that provide capability to manage emotions, emotional intelligence is selected. The empirical objective of this study is to investigate the effects of emotional intelligence on job satisfaction and organizational commitment in a structural model. To conduct research questions, five star deluxe hotel employees in Korea are targeted to be surveyed. Descriptive statistics and multivariate analysis of variance, and structural equation modeling(SEM) are utilized employing SPSS and AMOS 4.0 to analyze the survey results. It was found that the components of perceiving emotions and understanding emotions predicted job satisfaction. Relatively perceiving emotions presented a higher impact on each dimension of job satisfaction. Satisfaction with co-workers and communication can also explain the level of hotel employees' organizational commitment. Broadly speaking, the results suggest that effective psychotherapeutic or reciprocative programs should be integrated into hotel training contents for emotional intelligence development.

Key words: emotional intelligence, job satisfaction, organizational commitment, job attitude

Ⅰ. INTRODUCTION

In hospitality industry, employees' job satisfaction influences overall service quality(Gilmore SA & Beirman EA 1999) as well as organizational communication and customer satisfaction(Mount J & Back KJ 1999). In addition, organizational commitment make an impact on organizational citizenship behavior(Waris RG 2005) motivation(Nyhan RC 1999), and organizational performance(Mowday RR et al. 1979). Therefore, there have been plenty of researches on job satisfaction and organizational

commitment to enhance organizational effective-
ness for several decades. At the same time, the an-
tecedents of the organizational effectiveness have
been the focus of the existing studies and they can
be divided into organizational factors and personal
traits in existing studies. For example, organiza-
tional culture, environment, technology, goals and
strategy, and so on fit into organizational di-
mension(Zheng W 2005) and personal traits in-
clude self-leadership(Neck CP & Manz CC 2007),
emotional intelligence(Martinez-Ponz M 1997),
personality traits(Costa PT & McCrae RR 1992),
and so on

Furthermore, there are plenty of studies focus-
ing on organizational systems as the antecedents
of organizational outcomes, however, these are
motivational factors after employees are hired.
Therefore, hospitality organizations need extra ef-
forts to investigate hotel candidates' personal traits,
which should be considered in hiring the appro-
priate personnel. What has been issued before em-
ployment are personal or self-directed traits. That
is, hotel practitioners should develop their own
measurement of personal traits satisfying their
right people(Won YH & Kim JW 2009). In the ex-
isting hospitality literature, there are many studies
centered on self-directed traits including person-
ality, self-efficacy, self-esteem, self-leadership and
so on(e.g., Kim YT et al. 2011). However, as an
antecedent of organizational outcomes there are
not many studies dealing with employees' emo-
tional intelligence in hospitality industry. According
to Buontempo G(2005), the need to study emo-
tional intelligence is proposed because it is an in-
fluential antecedent to develop positive skills and
behaviors(Buontempo 2005).

Emotional intelligence is defined as how well
individuals perceive emotions, access and emit

emotion in order to facilitate thought, understand
emotions and emotional knowledge, and regulate
experienced emotions to escalate emotional and in-
tellectual development(Mayer JD & Salovey P
1997). George J(2000) further suggested that emo-
tional intelligence focus on the extent to which an
individual 's cognitive capabilities are informed by
emotions and the extent to which emotions are
cognitively managed. Therefore, emotional in-
telligence represented employees' complex systems
of abilities rather than narrow conceptualization of
their traits, which could be found in earlier re-
searches(Riggio RE 2002).

The popularity of emotional intelligence has
been explored in the last ten years. With it come
claims that emotional intelligence is responsible
for an individual's success in life, more so than IQ.
According to Daniel Goleman(2001) emotional in-
telligence distinguishes star performers from aver-
age performers. Further, successful people tend to
be self-aware and able to control their emotions:
they are prone to understand their emotions, make
use of them in relating to others, and have opti-
mistic values(Bar-On R 1997; Dulewicz SV &
Higgs MJ 1999;Goleman D 2001).

In summary, emotional intelligence in work-
place helps the employees to perform better at the
personal and organizational phrases. For example,
the employees' levels of emotional intelligence
predict their job satisfaction(Carmeli A 2003), ef-
fective leadership(Higgs M & Aitken P 2003), and
individual and organization performance(Shin C &
Hwang SH 2010). Based on the existing re-
searches, emotional intelligence in the past ten
years are job satisfaction and organizational com-
mitment. Therefore this study limits the organiza-
tional outcomes to these two variables. At the
same time, this study is distinctive from other re-

searches because it examines the relationship between each component of self-report emotional intelligence and organizational attitudes in a holistic model specifically focused on hotel employees.

With the study centered on hotel employees, this study primarily aims to examine whether emotional intelligence's individual sub-dimension influences job satisfaction. Secondly, it would assess if job satisfaction's individual sub-dimension has an impact on organizational commitment using structural equation(SEM) modeling.

Ⅱ. LITERATURE REVIEW

1. Theories and Practices of Emotional Intelligence

Emotional intelligence is associated with the ability to perceive emotions, assimilate emotion-related feelings, understand the information of those emotions, and control them (Mayer JD & Salovey P 1997). Emotional intelligence is known as the ability to recognize the implications of emotions and their relationships and to reason and solve problems on the basis of them. The developed theories regarding emotional intelligence are as follows.

Although there are several different theories of emotional intelligence, the three most prevalent are the theories of Bar-On R(1988;2000), Mayer JD and Salovey P(1997), and Goleman D(2001). Although each theory seeks to understand and measure an individual's capabilities and traits in recognizing and regulating emotions(Goleman D 2001) they diverge on the fact that each holds a different concept and measurement.

Furthermore, the three theories are different in focus and scope. The first model, Bar-On focuses on social and emotional intelligence that "is com-

posed of a number of intrapersonal and interpersonal competencies, skills and facilities that combine to determine effective human behavior"(Bar-On R 2005 p2). The second theory by Mayer and Salovey emphasizes the ability of a new construction of cognitive intelligence. The third theory by Goleman's model provides a theory of work performance derived from social and emotional intelligence.

In detail, Bar-On's model consists of : (1) ability to be aware of, to understand, and to express oneself;(2) the ability to be aware of, to understand and relate to others; (3) the ability to handle strong emotions and manage one's impulses; (4) adaptability to change and problem solving of a personal or social aspect. Five main domains are included in this model such as intrapersonal skills, interpersonal skills, adaptability, stress management, and general mood(Bar-On R 1997).

Salovey and Mayer in 1990's presented a new construction of cognitive intelligence. This model includes the three categories of adaptive abilities to express emotions, regulate them, and utilize them in problem-solving and decision-making. In parallel with other intelligences, emotional intelligence is associated with a group of mental abilities measured most accurately through performance-based test situations. Emotional intelligence test is different from the method used for traditional intelligence(IQ) due to the focus on objective and performance-based assessment.

In order to categorize a concept as intelligence, several criteria must be met(Mayer JD et al. 2004). First, rather than desirable behavior patterns emotional intelligence test items must measure an accurate mental capability. Second, it must describe a set of related abilities that are different from already developed intelligences, and should be de-

veloped as an individual grows older. Mayer and his colleagues added that their ability-based model to be considered as intelligence is supported by these criteria.

Goleman D(1995)'s research showed that cognitive intelligence enhanced individuals' career development. In addition, he addressed that emotional intelligence identified the best performers and ultimately determined the degree of the success. Further an emotional competence can be acquired and developed through emotional intelligence, which helps individuals to reach a desirable goal performance in the various organizations(Goleman D 1998).

2. Components of Emotional Intelligence

Based on the ability model by Mayer and Salovey(1997) and Shutte et al.(1998), this study enrolls the following components of emotional intelligence.

1) Perceiving emotions

The first component of emotional intelligence explains the ability to identify emotions of others and the self. It involves being aware of the self's and others' emotions in one's own ideas and this can increase a social acuity to some extent. Eventually, this kind of social acuity plays an crucial role to mingling with others.

2) Using Emotions to facilitate thoughts

This second component of emotional intelligence encompasses the ability to connect cognition to important or creative ideas. Through this ability, people use emotions to generate ideas and activate decision making process. Furthermore, application of different approaches to problem solving can be followed by different emotions.

3) Understanding emotions

This component of emotional intelligence refers to the ability to Figure out dynamic emotions. Through this ability, individuals are able to understand why specific emotion occurs and how it relates to other emotions. Therefore, they have a strong intuition of how self and others feel if something is said or some situation occurs to them.

3. Job Satisfaction and the Relationship with Emotional Intelligence in Hotel Industry

According to Cook and his colleagues(1981), the definition of job satisfaction can be attained in two general methods, a global or specific facet. In the global perspective, job satisfaction incorporates all components of the job and measures employees' overall satisfaction with it(Brayfield A & Rothe H 1951). Specific-faceted measures of job satisfaction, however, address explicit components of the job. Such areas include satisfaction with a supervisor, satisfaction with pay, or satisfaction with co-worker(Smith P et al. 1969).

The general belief in the hotel industry today is that success follows when open communication is encouraged in the organizational culture. In addition, employees will be committed to their jobs if their outstanding performance is recognized publically and rewarded financially. Although there is some truth to these notions, it does not always work. For example, hotels such as Marriot showed that financial rewards were not enough to maintain adequate turnover rate and this caused higher labor costs in service divisions(Hendee SS 2002). Rather than monetary or/and public recognition of better performance, dissatisfaction with both job and employer are prevalent in the literature and were identified as important reasons for quitting jobs

(e.g., Perlman SL 1990).

Abrham R(1999) suggested that emotional dissonance, conflict between practical emotions and expressed emotions, are antecedents of job dissatisfaction. Further, according to attitude expressed, the level of job satisfaction may be varied. More researches had been conducted regarding a relationship between emotional intelligence and job satisfaction as follows.

Mayer JD et al.(1999) claimed that emotional intelligence predicted the level of job satisfaction. Also, Jaeger AJ(2001)'s research suggested that emotional intelligence might be associated with a high level of individual performance(Thi Lam L 1998), positive adaptation to change(Massey HE 1998) and successful management in the organization to include negotiation with particular co-workers and increased morale and motivation(Weisinger H 1998). Ultimately these factors may contribute to job satisfaction. To date there are several studies on the relationship between emotional intelligence and job satisfaction and the result indicate that emotional intelligence augments job satisfaction(e.g., Carmeli A 2003; Lounsbury JW et al., 2003). Also, it was evidenced that emotionally intelligent hotel employees are likely to be satisfied with their job(Jeon YJ and Lee SB 2011).

Buontempo G(2005)'s study associated emotional intelligence closely to self-awareness, social relationships, and flexibility with different perspectives. Because of the theoretical relevance and affective nature of supervision, co-workers, and communication to emotional intelligence, these three facets in job satisfaction in hotel organizations were included in the current research and the three-facet scale refers the following satisfaction items(Spector PE 2001).

First of all, satisfaction with immediate supervisor means the employees' judgement over their supervisor's qualification and leadership. Secondly, satisfaction with co-workers explains how positively they consider their co-workers. Finally, satisfaction with communication includes their perception on organizational communication flow and understanding of the information.

Based on the existing literature suggested, the following hypotheses have been proposed.

H1. Hotel employees' emotional intelligence is a significantly positive predictor of their job satisfaction.

H1-1 Hotel employees' perceiving emotions component is a significantly positive predictor of their satisfaction with immediate supervisor.

H1-2 Hotel employees' perceiving emotions component is a significantly positive predictor of their satisfaction with co-workers.

H1-3 Hotel employees' perceiving emotions component is a significantly positive predictor of their satisfaction with communication in hotels.

H1-4 Hotel employees' using emotions to facilitate thoughts component is a significantly positive predictor of their satisfaction with immediate supervisor.

H1-5 Hotel employees' using emotions to facilitate thoughts component is a significantly positive predictor of their satisfaction with co-workers.

H1-6 Hotel employees' using emotions to facilitate thoughts component is a significantly positive predictor of their satisfaction with communication in hotels.

H1-7 Hotel employees' understanding emotions component is a significantly positive predictor of their satisfaction with immediate supervisor.

H1-8 Hotel employees' understanding emotions

component is a significantly positive predictor of their satisfaction with co-workers.

H1-9 Hotel employees' understanding emotions component is a significantly positive predictor of their satisfaction with communication in hotels.

4. Organizational Commitment and the Relationship with Job Satisfaction in Hotel Industry

The studies' interest in organizational commitment have been continued since the first study in 1960s due to its effectiveness in the organizations. Especially structural adjustment of manpower made various issues on the organizational membership regarding insecurity on members' jobs, which raised the need to investigate on organizational commitment(Ma SJ & Na SI 2004). The organizational commitment is a "multi-dimensional concept identified along multiple foci, including, commitment to one's work, job, career, union, and organization" (Mueller WM et al. 1992, p199). Organizational commitment can further explain the individuals' collaboration in groups and their performances(Kim JM & Chun BJ 2011).

In addition, Meyer JP and Allen NJ(1991) conceptualized organizational commitment into three components including affective commitment, continuous commitment, and normative commitment. Firstly, affective commitment is conducted through the unity of individual and organizational values. Continuous commitment is derived from the exchange theory between the individual and the organization. That is, an individual cannot but remain with an organization due to the personal time and resources previously dedicated to the organization and because of the hard costs of altering occupations(Commieras N & Fournier C 2001). Finally, normative commitment is a decision to stay in an organization due to an individual's moral sense to perform their obligation.

Further, organizational commitment is developed through antecedently perceived factors in hospitality industry(e.g.. Oh YS 2008;Lee JH & Song DS 2006). Especially job satisfaction and organizational commitment are two areas of vital interest to hotel business as the variables of organizational effectiveness(e.g., Park SY & Kim IJ 2010), overall attitude toward organization(Lee JE 2010), the antecedents to hospitality behaviors such as organizational citizenship behavior(e.g., Park JY & Lee SG 2011) and service orientation(e.g., Kim MJ & Seo KW 2011). By extension, several studies have presented that low level of job satisfaction and organizational commitment are the major causes of undesirable employees' behaviors such as absenteeism(Pennett BJ et al. 2007), poor performance and turnover(DeConinck JB 2008), and hotel salespersons' sales performance(Kim PY & Song SI 2008).

Also, job satisfaction and organizational commitment are interrelated to each other(Ford KJ et al. 2003). Generally it is believed that job satisfaction is an antecedent of organizational commitment in hospitality researches(e.g., Kim MJ & Seo KW 2011). At the same time, it was found that job satisfaction and organizational commitment were related to each other, with job satisfaction making a more impact on organizational commitment(Mathieu JE & Farr J 1991).

Based on the existing literature, the following hypotheses have been proposed.

H2 Hotel employees' job satisfaction makes a significantly positive influence on their organizational commitment

H2-1 Hotel employees' satisfaction with immediate supervisor makes a significantly positive in-

fluence on their organizational commitment.

H2-2 Hotel employees' satisfaction with co-workers makes a significantly positive influence on organizational commitment.

H2-3 Hotel employees' satisfaction with communication in hotels makes a significantly positive influence on their organizational commitment.

Ⅲ. Methodology

1. Settlement of Proposed Model

Based on the propositions developed from the literature review, the conceptual model to explain the relations among the hotel employees' emotional intelligence, job satisfaction, and organizational commitment is illustrated in <Fig. 1>.

2. Measurement

1) Emotional Intelligence

This study defines emotional intelligence in hotel industry, as an ability to oversee and distinguish emotions, and utilize them in to express one's attitudes and behaviors. Emotional intelligence was measured with the self report emotional intelligence test(SREIT) developed by Shutte

N et al.(1998) and Mayer and Salovey(1997). This measurement encompassed the three components of emotional intelligence: Perceiving Emotions, Using Emotions to Facilitate Thought, and Understanding Emotions. At preliminary survey, some items characterized by redundancy are suggested to be eliminated. For example, the item, "I know what other people are feeling just by looking at them" is translated as an identical questionnaire with the other "By looking at their facial expressions, I recognize the emotions people are experiencing". After revising these items, sixteen items out of twenty four have been used for the main survey. Respondents utilized a 5-point scale, on which "1" represented "strongly disagree" and "5" represented "strongly agree" to indicate the extent to which each item described them.

2) Job satisfaction

Job satisfaction in this study is the employees' positive emotions concerning specifically affective aspects of jobs in the hotel. Engstrom MC(2005), in her study regarding emotional intelligence and organizational outcomes, suggested a modified job satisfaction survey(JSS) containing three components based on Spector PE's(2001) 9 components:
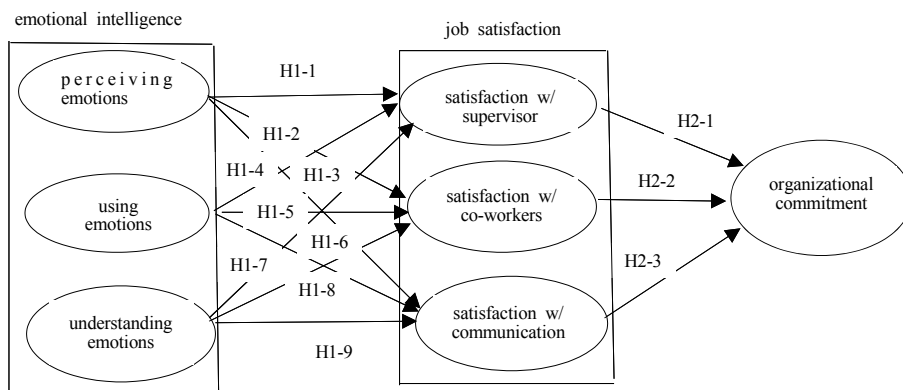
<Fig. 1> **Proposed Research Model**

pay, fringe benefits, supervision, promotion, contingent rewards, co-workers, operating procedures, nature of work and communication. She modified JSS to three facets of supervision, co-workers, and communication to increase the relevancy of the questions and their theoretical relation to emotional intelligence. The other components were excluded due to their aspects of extrinsic rewards other than internal motivation(Engstrom MC 2005). In addition, Hotel employees responded on a five-point scale with anchors of "strongly disagree"(1) and "strongly agree"(5).

3) Organizational Commitment

Organizational commitment represents the positive attitude toward organization including sense of unity, congruity between own values and organizational values, and strong confidence in hotels. This variable was measured using 6 items extracted from Meyer JP et al. (1993) and Kim MK and Noh JH(2008). Hotel employees rated the extent of input from employees on five-point scales ranging from "strongly disagree (1) to "strongly agree" (5).

3. Data Collection and Analysis

The people targeted for this study are five-star deluxe hotel employees. First of all, drafted survey questionnaire and M and O hotel employees were identified. After the survey draft was approved, the researcher mailed surveys and a total of fifty cases were surveyed. Additionally, the respondents were asked to suggest any inadequate and/or unclear items in the survey. This preliminary survey has been executed from June 15th to June 30th in 2011.

A convenience sample of five-star deluxe hotel employees in Korea were surveyed, after; M, O, and M2 hotels in Seoul, P hotel in Pusan, G in

Daegu, and H hotel in Jeju. Further, a mail survey was employed to carry out the survey after each hotel manager's approval had been given. The main survey was conducted from July 12th to August 30th in 2011.

A total of 179 responses were received out of the 200 cases asked to be surveyed. Cases with missing value were subsequently dropped from the analysis and 153 faithful cases have been analyzed.

4. Data Analysis

The collected data was analyzed employing the SPSS 19.0 and AMOS 4 software program. Descriptive statistics, multi-variate analysis of variance, and structural equation modeling(SEM) were utilized. Frequency analysis, reliability analysis after using Cronbach's alpha, and confirmatory factor analysis were operated. Further, the correlation analysis was conducted to verify the reciprocal relationship among variables. To verify the hypotheses and model of the study, confirmatory factor analysis was used to examine conformity of the causal relationship among each factor and covariance structure analysis was used to investigate a path coefficient.

Ⅳ. Empirical Results

1. Demographics

The following <Table 1> displays the respondents' characteristics. The number of 70 male employees constitute the 45.8% of the survey respondents and the rest of the 54.2% of the respondents were females(n=78). The age category of 20-29 formed the majority of the respondents (n=89, 58.2%) followed by the age category of 30-39(n=53, 34.6%). With respect to education

〈Table 1〉 **Result of the Demographic Analysis of the Respondents**

Respondent Characteristics	Items	Frequencies (Percentages)	Respondent Characteristics	Items	Frequencies (Percentages)
Gender	Male	70(45.8)	Employee Status	Short term	51(33.3)
	Female	83(54.2)		Full time	102(66.7)
Age	20~29	89(58.2)	Current Position	Staff	107(69.9)
	30~39	53(34.6)		Supervisor	24(15.7)
	40~49	8(5.2)		Manger	14(9.2)
	50 or more	3(2.0)		Director/ higher	8 (5.2)
Education	2-year collage	54(35.3)	Job Duration	1~3 year(s)	78(51.0)
	4-year university	74(48.4)		4~6 years	43(28.1)
	Master or more	15(9.8)		7~9 years	14(9.2)
	Others	10(6.5)		10/more years	18(11.8)
Department	Room Division	75(49.0)	Average Income	Less than 1M(won)	9(5.9)
	Management	11(7.2)		1M~1.99M	85(55.6)
	Restaurant	39(25.5)		2~2.99M	46(30.1)
	Catering	10(6.5)		3M/more	13(8.5)
	Others	18(11.8)			
The Total		153 (100)	The Total		153 (100)

level, nearly half of the respondents' highest education was a 2-year college degree(n=54, 35.3%) and a 4-year college degree(n=74, 48.4%). Mostly, the sample were surveyed from hotel restaurant and room division (room division; n= 75, 49.0% restaurant; n=39 25.5% management; n=11, 7.2% catering; n=10, 6.5% others; n=18, 11.8%) Further, majority of respondents have been employed full time (n=102, 66.7%) and have a current position of staff(n= 107. 69.9). At the same time, most of their job duration were less than 6 years(1~3 years; n=78, 51.0% 4~6 years; n=43, 28.1%). Finally, about 85.7% of the respondents' average monthly income was in the category of 'one million won to three million won(1M~1.99M; n=85, 55.6% 2M~2.99M; n=46 30.1%).

2. Analysis of Validity and Reliability

1) Results of Validity and Reliability

As the survey items are adapted from different streams of studies, it is important to ensure construct reliability and validity. Cronbach's co-efficient alpha was calculated to determine reliability of the measurement.

As indicated in <Table 2>, Cronbach's *a* of each construct in measurement model is ranged from 0.867 to 0.929, significantly a scale with high level of reliability ;this value is adequate at Cronbach's *a* >0.70(Hair JF et al. 2006).

If construct reliability reaches above 0.7, convergent validity or internal consistency is secured 2007). Also, convergent validity is procured as long as AVE reaches above 0.5(Kim KS 2007). In terms of construct reliability, the values of seven constructs are ranged from 0.859 to 0.929. At the same time, as illustrated in <Table 3>, factor loading of each variable is above 0.674, showing a moderate to high construct validity. Further, each average variance extracted(AVE) reaches between

〈Table 2〉 **Measurement Model**

Variables	Means	SD	Inter-construct correlations[a]						
			1	2	3	4	5	6	7
1. Perceiving emotions	3.377	0.717	1						
2. Using emotions to facilitate thought	3.498	0.801	0.783** (0.613)	1					
3. Understanding emotions	3.302	0.689	0.763** (0.582)	0.815** (0.664)	1				
4. Satisfaction with supervisor	3.556	0.880	0.753** (0.567)	0.755** (0.570)	0.752** (0.565)	1			
5. Satisfaction with co-workers	3.372	0.916	0.780** (0.608)	0.781** (0.610)	0.792** (0.627)	0.810** (0.656)	1		
6. Satisfaction with communication	3.453	0.916	0.783** (0.613)	0.762** (0.580)	0.771** (0.594)	0.795** (0.632)	0.822** (0.676)	1	
7. Organizational Commitment	3.318	0.865	0.789** (0.622)	0.824** (0.679)	0.810** (0.656)	0.776** (0.602)	0.833** (0.694)	0.823** (0.677)	1
Cronbach's a			0.871	0.889	0.887	0.867	0.912	0.886	0.929
Construct Composite Reliability			0.891	0.906	0.921	0.859	0.907	0.868	0.929
AVE[b]			0.623	0.680	0.701	0.658	0.710	0.677	0.689

** significant at $p<0.01$ (two-way)
a Two standard-error interval estimate of correlation does not include value 1. b=AVE (average variance extracted)
( ) represents squared correlations

0.623 to 0.710.

Discriminant validity was established using the procedures outlined by Fornell C and Larcker DF (1981). <Table 2> shows the correlations between the latent variables and the average variance extracted (AVE) of each construct. Fornell and Larcker(1981) prescribe that the squared correlation between constructs must be less than the AVE of each underlying construct in order for the constructs to have discriminant validity. As suggested in <Table 2>, the squared correlations between two constructs are ranged lower than each AVE. These outcomes established discriminant validity. As a result, these values represent all seven constructs and it is significant to analyze the relationship between those constructs.

2) Results of Confirmatory Factor Analysis

The confirmatory measurement model was as-sessed to evaluate the construct validity of the measurement used in this study. As noted by Noar SM(2003), confirmatory factor analysis(CFA) procedures can provide confirmation that psychometric properties a scale are satisfactory that extend beyond exploratory analytic technique.

It was noted that CFA can add further information about dimensionality of scale by testing a variety of models against one another(Noar SM 2003). In this study, the confirmatory factor analysis was completed with maximum likelihood estimation.

CFA was applied to all the items and chi-square of 545.1, degree of freedom of 492, and p-value of 0.049(p<0.05). Further, the value in chi-square/df should be less than three to secure overall goodness of fit(Kim KS 2007). The value of chi-squre/df shows 1.108 so that overall goodness of fit is identified.

In assessing model fit, the following indices
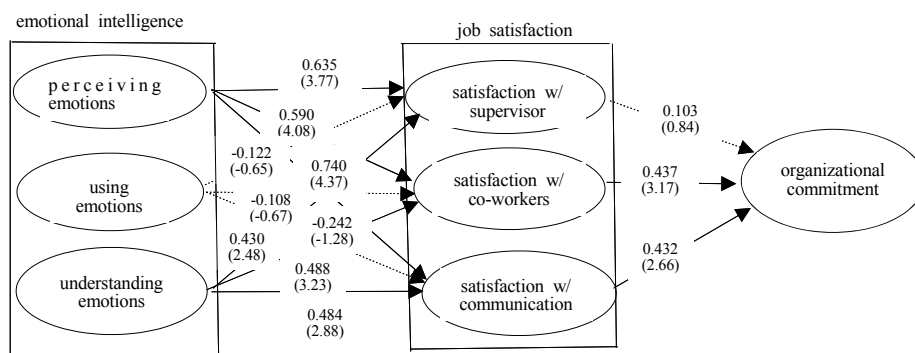
⟨Table 3⟩ **Fit Indices of Measurement**

	Factor and Items	Estimate	S.C.	t-value	p-value	Fit Indices
Perceiving Emotions	PE1 Awareness of my emotions	1.000	0.722			
	PE2 Awareness of the non-verbal messages I send to others.	1.058	0.675	8.097	***	
	PE3 Recognition of my emotions	1.037	0.688	8.264	***	
	PE4 Awareness of the others' non-verbal messages	1.142	0.744	8.946	***	
	PE5 Recognition of others' feeling by their expressions	1.176	0.796	9.589	***	
	PE6 Recognition of others' feeling by their voice tone.	1.010	0.761	9.159	***	
Using Emotions to Facilitate Thoughts	FC1 Distinction of important items	1.000	0.707			
	FC2 Recognition of new possibilities	1.064	0.734	8.730	***	
	FC3 Worthiness of emotions	1.440	0.829	9.827	***	
	FC4 New ideas in positive mood	1.593	0.815	9.628	***	
	FC5 Solving problems in positive mood	1.470	0.822	9.731	***	
Understanding Emotions	UE1 Understanding mixed feelings	1.000	0.832			$x2$(df:494)=547.4
	UE2 Understanding people's emotions	0.839	0.736	10.413	***	p=0.048.
	UE3 Understanding one's own emotions	0.992	0.813	12.017	***	CMIN/df= 1.108
	UE4 Understanding others' emotions	0.972	0.815	12.062	***	GFI= 0.834
	UE5 Anticipating other people's feeling	0.916	0.729	10.263	***	AGFI= 0.800
Satisfaction with Immediate Supervisor	SS1 Supervisor's competency	1.000	0.797			RMR=0.031,
	SS2 Supervisor's unfairness(R).	1.142	0.777	10.607	***	NFI=0.884,
	SS3 Supervisor's lack of Interest in subordinates' feeling(R)	1.261	0.777	10.626	***	CFI= 0.987,
	SS4 Being fond of supervisor	1.313	0.805	11.132	***	TLI= 0.985
Satisfaction with co-workers	SC1 Being fond of co-workers	1.000	0.857			RMSEA= 0.027
	SC2 Incompetency of co-workers(R)	0.947	0.842	13.523	***	(R): Reverse scored
	SC3 Enjoying my co-workers.	0.982	0.865	14.211	***	
	SC4 Too much bickering and <Fig.hting at work(R)	0.899	0.826	13.098	***	
Satisfaction with Communication	SC1 Good communication within organization.	1.000	0.785			
	SC2 Unclear goals(R)	1.140	0.818	11.213	***	
	SC3 Not informed of organizational issues(R)	1.271	0.824	11.305	***	
	SC4 No full work assignments(R)	1.143	0.786	10.623	***	
Organizational Commitment	OC1 Family-like relationship with the hotel	1.000	0.822			
	OC2 Committed relationship with the hotel	1.076	0.830	12.404	***	
	OC3 Proud of being staff for the hotel	1.026	0.826	12.332	***	
	OC4 The importance of the relationship with the hotel	1.192	0.832	12.453	***	
	OC5 Corporate problem as my problem.	0.994	0.810	11.958	***	
	OC6 Difficulty to discover the better work place than the present hotel	1.098	0.854	12.966	***	

*** indicates p-value of 0.000

were employees: GFI(Goodness-of-fit index: desirable at $\geq$0.90), AGFI(Adjusted Goodness of fit Index: desirable at $\geq$0.90), RMR(Root Mean Square Residual: desirable at $\leq$0.05), NFI(Normed fit index: desirable at $\geq$0.90), CFI(Comparative fit index: desirable at $\geq$0.90), x^2 (chi-square: desirable at >0.05), TLI (Tucker-Lewis Index: desirable at $\geq$0.90), RMSEA(Root Mean Square Error of Approximation: desirable at < 0.05). As presented

in ⟨Table 3⟩, GFI(0.835), AGFI(0.801), and NFI(0.885) indicate unfulfilled indices, however, RMR(0.032), CFI(0.983), TLI(0.978), and RMSEA(0.027) indicate the reasonable fits of the data. It seems that these may not cause any gigantic problems to presume the relationship among the latent variables(Bae BR 2007).

Further, ⟨Table 3⟩ presents standard estimates for a measurement model. As illustrated, factor

〈Fig. 2〉 **Path Coefficients of Path Analytic Model**

loading of all measures were moderate(ranging from 0.674 to 0.859). The factor loadings showed that relevant measurement items performed moderately well in reflecting the designated underlying construct.

4. Test of Hypotheses

1) Results of Overall Measurement Model Testing

<Fig. 2> and <Table 4> illustrated the strength of the relationships among the constructs, showing path coefficients and overall goodness of model fit indices. Overall, the model was acceptable fit;(x^2: df = 492)= 459.915 (p = 0.024), GFI = 0.835, AGFI = 0.801 RMR = 0.034, NFI = 0.883, TLI = 0.951, CFI = 0.961, RMSEA=0.041.

2) Results of Hypotheses Testing

These hypotheses were examined through investigating the path coefficients of the constructs in the final model.

Firstly, it has been found that hotel employees' emotional intelligence partially influences their job

〈Table 4〉 **Parameter Estimates in the Structural Model**

Hypothesis	Path	Standardized Estimate	S.E.	t-value	p-value	Result
H1-1	Perceiving Emotions->Satisfaction with Supervisor	0.635	0.187	3.770	***	supported
H1-2	Perceiving Emotions->Satisfaction with Co-workers	0.590	0.210	4.082	***	supported
H1-3	Perceiving Emotions>Satisfaction with Communication	0.740	0.201	4.373	***	supported
H1-4	Using Emotions->Satisfaction with Supervisor	-0.122	0.230	-0.648	0.517	rejected
H1-5	Using Emotions->Satisfaction with Co-workers	-0.108	0.258	-0.666	0.506	rejected
H1-6	Using Emotions->Satisfactio n with Communication	-0.242	0.247	-1.276	0.202	rejected
H1-7	Understanding Emotions->Satisfaction with Supervisor	0.430	0.175	2.480	0.013	supported
H1-8	Understanding Emotions->Satisfaction with Co-workers	0.488	0.200	3.230	0.001	supported
H1-9	Understanding Emotions->Satisfaction with Communication	0.484	0.181	2.877	0.004	supported
H2-1	Satisfaction with Supervisor->Organizational Commitment	0.103	0.137	0.842	0.400	rejected
H2-2	Satisfaction with Co-workers->Organizational Commitment	0.437	0.119	3.168	0.002	supported
H2-3	Satisfacti on with Communication->Organizational Commitment	0.432	0.171	2.662	0.008	supported
Overall Goodness of Model Fit Indices	x^2 (df = 492)= 556.189 (p = 0.024) , CMIN/df= 1.130, GFI = 0.835, AGFI = 0.801 RMR = 0.034, NFI = 0.883, TLI = 0.982, CFI = 0.985, RMSEA = 0.029					

*** indicates p-value of 0.000

satisfaction. For example, it depicts path coefficient of 0.635 for the impact of perceiving emotions component on satisfaction with supervisor(t>1.96, p<0.001), path coefficient of 0.590 on satisfaction with co-workers (t>1.96, p<0.001), and path coefficient of 0.740 on satisfaction with communication within hotel(t>1.96, p<0.001).

In addition, it presents that path coefficient of 0.430 for the impact of understanding emotions component on satisfaction with supervisor(t>1.96, p<0.05), path coefficient of 0.488 on satisfaction with co-workers(t>1.96, p<0.01), and path coefficient of 0.484 on satisfaction with communication within hotel(t>1.96, p<0.01). On the other hand, the path coefficient of using emotion to facilitate thoughts component does not present any significance(t<1.96). Therefore hypothesis 1 is partially supported. This finding is consistent with researches indicating that recognizing self's and others' emotions and thorough understanding of them lead to their intimate relationship with people(Weisinger H 1998) and enjoyable conversation with others(Parks MR 1994), which may facilitate the level of satisfaction related to these. However, it seems that using emotions which explains individuals' own idea expansion through their own positive emotion is not significantly related to their relationship with others. This ability involves the ability to utilize own mood switch to make appropriate decisions and creative ideas other than consideration of others, so that this does not seem to be related to the satisfaction with co-workers and so on. That is, the employees' personal level of using emotions to facilitate thought causes a various interpretation of the identical situation, while the other two components involves the capability of perceiving and understanding others and self (Caruso DR et al., 2002).

It has been also found that hotel employees' job satisfaction has a partially significant impact on organizational commitment. All the sub-factors of job satisfaction except satisfaction with supervisor influence organizational commitment. For example, it depicts path coefficient of 0.119 for the impact of satisfaction with co-workers on organizational commitment and 0.171 for the impact of satisfaction with communication within hotel(t>1.96, p<0.01). Thus, hypothesis 2 is partially supported. Together with this, a stream research proposed that job satisfaction hiop employees to be committed to the organization(e.g., Kac MJ & Seo KW 2011). In detail, the relationship with co-workers and communicational flow give hotel employees a reason to stay with hotel affectionally, while the relationship with supervisor does not have statistically significant impact on it.

V. CONCLUSION

1. Findings and Implications

This study has been aimed to research whether hotel employees' emotional intelligence is related to organizational commitment mediated through job satisfaction. The following summary discusses the findings of study.

Results of the study suggest hotel employees' job satisfaction is influenced by the emotional intelligence components of their perceiving emotions and understanding emotions. That is, affective domains of job satisfaction are closely related to those emotional intelligence factors involving self-awareness and social interaction with others, promotion of flexibility, and multiple viewpoints. Specifically, perceiving emotions component shows the strongest relationship with satisfaction with co-workers(path coefficient:0.210). It seems

that an acute sense to the reciprocal emotions helps people to manage their relationship with others. Therefore, hotel managers and practitioners should pay attention to their employees' emotional intelligence through observing or measuring interpersonal relationship, stress management, and general mood.

Secondly, the results of this study show that satisfaction with co-workers and communication in hotel is significantly and positively related to organizational commitment. That is, as hotel employees' positive attitudes toward co-workers and hotel communication method corresponding increases are observed in their organizational commitment. Especially, satisfaction with communication(path coefficient: 0.171) has relatively higher impact on organizational commitment than the one with co-workers(path coefficient:0.119). This is noticeable to hotel practitioners and manager in the way that communication process has been an important issue in the studies of organizational behaviors. For example, it is what the employees like to acquire that the information about organizational change, task responsibility, corporate goals and so on for effective self-development and task completion(e.g.,Stockdale P et al. 1997). In addition, the positive relationship with co-workers can be acquired through emotional management such as emotional intelligence.

Overall, emotional intelligence has become the issue of popular business over the last decade, which to some extent has brought the development of various instruments to measure it. This study focused on one instrument, the SREIT. The results, with a limited sample size of hotel employees, showed that significant relationships exist between their emotional intelligence and job attitudes. This work can drive hotel practitioners to consider

training individuals on how to improve their emotional intelligence.

Further, it was discovered that there were neuro-scientific links that distinguish successful organizations from non-successful ones(Goleman et al., 2002). However, the factors of emotional intelligence and its impact on organizational factors need to receive precise scientific examination(Bryant D 2005) Finally, this study has been performed as one of the literature to fulfill the study need.

There are several theoretical and practical implications for hotel management. According to theory, individuals look for consistency and congruity among their cognitive patterns(Festinger L 1957). At the same time, as individuals improve their life qualities such as emotional intelligence, it should influence their attitude toward their work environments, which affect job satisfaction (Schaubroeck J et al. 1992). This in turn is associated with higher level of organizational commitment(Engstrom MC 2005). This finding supports these research ideas with an holistic model.

At the same time, individuals who possess positive self-concept and self-esteem tend to have high level of self-leadership which constitute of behavior-focused strategy, natural reward strategy, and thought self-leadership(Neck CP & Manz CC 2007). At the same time, they present positive behaviors in hotel industry such as service recovery, job satisfaction, and service quality(e.g., Suh MS 2006). This study follows this stream of studies in the way that the self report questionnaire of emotional intelligence measures psychological well-being, self-concept, and self-esteem(Engstrom MC 2005) and verifies its positive relationship with organizational behaviors.

Further, these findings should be of interest to

practicing hotel employees because higher levels of job satisfaction and organizational commitment are associated with their behaviors that have a positive influence on the hotel organizations, such as lower turnover, less absenteeism and so on. Further, hotel organizations need employees who are able to use their emotions in order to manage various conflicts, make decisions, and adapt to quickly changing environments. Thus, through emotional intelligence hotel employees can balance their internal emotions and interaction with others. As Sala F(2004) and Boyatzis RE and colleagues(1995) mentioned in their researches, systematic program and executive education help people to improve their social and emotional competencies. That is, emotional intelligence can be developed. Therefore, hotel practitioners and managers need to seek effective psychotherapeutic and/or educational programs to increase their employees' emotional intelligence although it is more important to establish internal intelligence test during the hiring process, to employ personnel who perfectly fit to the hotel organizations.

Also, Mazella(2003)'s study implies that employees' training should focus on attempting to minimize the difference between emotional shifts and virtual behaviors. This training includes the development of emotional intelligence skills. Especially emotional stability and wellbeing are the prerequisites for hotel employees because they should confront plenty of dynamic events. In that point, this study additionally suggest that emotional intelligence skills should be enhanced in practical training within hotel organizations. At the same time, this study suggests that if hotel employees can interact with people in a collaborative attitude, their efforts will result in increased organizational efficiency and effectiveness through the

structural model.

2. Limitations and Supplements

There were several theoretical and methodological limitations that should be addressed in future studies. First of all, the sample of this study is limited to the five-star hotel employees in Korea and the convenience sample sizes are small. The results may have been influenced by the target respondents and sample sizes. To increase the response rate, ample sample sizes need to be utilized. In addition, to gain an accurate picture of the relationship between emotional intelligence and organizational outcomes, studies need to divide the respondents into groups of different occupational industries. As Bar-On R(1997) advised, the relationship between job satisfaction and emotional intelligence is likely to be different depending on respondents' occupations. Further, the desirable level of emotional intelligence to conduct positively in specific jobs will undoubtedly differ(Engstrom MC 2005).

In addition, emotional intelligence was measured using self report emotional intelligence test SREIT) by Shutte N et al.(1998). However, different measures of emotional intelligence come to show different results because they are based on different perspectives of emotional intelligence theories(Engstrom MC 2005). For example, the test such as Mayer-Salovey-Caruso Emotional Intelligence Test(MSCEIT)is ability-based measure of emotional intelligence as opposed to measuring multiple components of it(Mayer JD et al. 2002). It is relatively "objective because the answers on the test are either right or wrong as determined by consensus scoring"(Buontempo G 2005, p69). The MSCEIT measures the ability to conduct tasks and solve emotional problems on eight tasks, which are

associated with aspects of perceiving emotions, using emotions to facilitate thoughts, managing emotions, and understanding emotions. On the other hand, self report measure such as the SREIT can result in judgement biases and faking because respondents may lack the awareness to objectively judge themselves and make a decision based on desirability. Therefore, future studies should explore the emotional intelligence relational models using other report/multi-rater feedback report and/or ability measures which can be translated into more objective measure.

Finally, consistent with theory, emotional intelligence can be developed and improved. A hotel or any other organizational development training program along with pre- and post-tests can be investigated to address whether individuals' emotional intelligence is improved and this improvement fit into desirable organizational behaviors.

한글 초록

　　호텔산업에서 직원의 성과를 예측할 수 있는 주요 변인으로 크게 조직적 차원과 개인적 특성으로 나누어 연구되어 오고 있다. 특히 개인적 특성은 고용시점에서 고려사항으로서 더 깊이 연구되어야 할 변인으로 보아진다. 이에 본 연구는 개인적 특성의 하나로서 감정을 조절하는 능력인 정서지능을 주요 변인으로 채택하였다. 본 연구의 실증적 목적은 정서지능이 구조적 모델 안에서 직무태도의 변인인 직무만족과 조직몰입에 주는 영향관계를 검증하고자 시행되었다. 연구 목적을 위해, 편의 표본추출 방식으로 한국의 특1급 호텔의 근무자를 대상으로 설문조사 하였으며 데이터분석을 위해 SPSS와 AMOS 4를 이용한 구조모형방정식을 통해 연구가설의 유의성을 측정하였다. 그 연구 결과, 정서지능의 감정 인지와 감정 이해 요인이 모든 직무만족 요인에 유의한 영향을 주었다. 상대적으로 감정 인지가 직무만족 각각의 하위 변수에 더 영향을 미치는 것으로 나타났다. 아울러, 조직몰입은 동료와 호텔 내 커뮤니케이션에 대한 만족에 의해 직접적인 영향을 받는 것으로 나타났다. 이러한 연구결과 통해, 해당 호텔에 적합한 심리요법 또는 이에 상응하는 호텔 교육프로그램을 직원교육 콘텐츠의 하나로 적용시킬 필요성이 제안된다. 왜냐하면 정서지능은 훈련 등을 통해 발전될 수 있기 때문이다.

References

Abraham R (1999). The impact of emotional dissonance on organizational commitment and intention to turnover. *J of Psycholog*y 133(4): 441~455.

Bae BR (2007). AMOS Structural Equation Modeling. ChungRam, 58, Seoul

Bar-On R (1988). The development of an operational concept of psychological well-being. Rhodes University, 26~87, South Africa

Bar-On R (1997). *Bar-On Emotional Quotient Inventory (EQ-i) Technical Manual*. Multi-Health Systems, Inc., 5~19, Toronto, Canada

Bar-On R (2000). Emotional and social intelligence: insights from the Emotional Quotient Inventory (EQ-i). In R Bar-On & JDA Parker (Eds.), Handbook of emotional intelligence (p2~15). Jossey-Bass, San Francisco, CA

Boyatzis RE · Cowan SS · Kolb DA (1995). Innovations in professional education: Steps on a journey to learning. Jossey-Bass, 29~46 San Francisco, CA

Brayfield A · Rothe H (1951). An Index of job satisfaction. *J of Applied Psychology* 35(1): 307~311.

Buotemp G (2005). Emotional intelligence and decision making: the impact of judgement biases.

Columbia University, 42~78, New York

Carmeli A (2003) The relationship between emotional intelligence and work, attitudes, behavior and outcomes. *J of Managerial Psychology* 18(1): 788~813.

Caruso DR · Mayer JD · Salovey P (2002). Emotional intelligence and emotional leadership. In RE Riggio, SE Murphy, and FJ Pirozzolo (Eds.), Multiple intelligences and leadership (p.55~74). Lawrence Erlbaum Associates, Publishers, Mahawah, NJ

Commieras N · Fournier C (2001). Critical evaluation of Porter et al.'s organizational commitment questionnaire: implications for researchers. *J of Personal Selling and Sales Management* 21(3):239~246.

Cook J · Hepworth S · Wall T · Warr P (1981). The experience of work: a compendium and review of 249 measures and their use. Academic Press, 32~58, New York

Costa PT · McCrae RR (1992). The revised NEO personality inventory (NEO-PI-E) and NEO-five-factor (NEO-FFI) professional manual. psychological Assessment Resources, 17~35, Odessa, FL

DeConinck JB (2009). The influence of ethical climate on marketing employee's job attitudes and behaviors. *J of Business Research* 63(4): 384~391.

Dulewicz SV · Higgs MJ (1999). Can emotional intelligence be measured and developed? *Leadership & Organizational Development J* 20(5):242~252.

Engstrom MC (2005). A study of emotional intelligence as it relates to organizational outcomes beyond what is contributed by personality. Loyola University, 24~88, Chicago

Fast J (1970). Body language. MJF,19~45, New York

Festinger L (1957). A theory of cognitive dissonance. Wiley, 54~62, New York.

Ford KJ · Weissbein, DA · Plamondon KE (2003). Distinguishing organizational from strategy commitment: Linking officers' commitment to community policing to job behaviors and satisfaction. *Justice Quarterly* 20(1):159~185.

Fornell C · Larcker DF (1981). Evaluating structural equation models with unobservable variables and measurement error. *J of Marketing Research* 18(1):39~50.

Georg J (2000). Emotions and leadership: The role of emotional intelligence. *Human Relations* 53(8): 1027~1055.

Gilmore SA · Berman EA (1999). Job satisfaction and service quality: perceptions: university food service employees. Unpublished paper presented at CHRIE conference: 6~17.

Goleman D (1995). Emotional Intelligence. Basic Books, 41~62, New York

Goleman D (1998). Working with emotional intelligence. Bantam Books, 9~17, New York

Goleman D (2001). Emotional Intelligence: issues in paradigm building. In C Cherniss & D Goleman (Eds.), The emotionally intelligent workplace (p13-26). Jossey-Bass, San Francisco, CA

Goleman D · Boyatzis, R · McKee A (2002). Primal leadership. Harvard Business School Press, 14~21,Boston, MA

Hair JF · Black WC · Babin BJ · Anderson RE · Tatham RL (2006). Multivariate Data Analysis 6th ed. Prentice Hall, 770-843, Upper Saddle River, New Jersey

Hendee SS (2002). Measurement of differences in emotional intelligence and job satisfaction of practicing chefs and culinary educators as measured by the Mayer-Salovey-Caruso emotional

intelligence test and Spector's job satisfaction survey. the Steinhardt School of Education, New York University, 25~77, New York

Higgs M · Aitlen P (2003). An exploration of the relationship between emotional intelligence and leadership potential. *J of Managerial Psychology* 18(1):814~823.

Ineson EM (2001). Emotional intelligence in hospitality management. 13~59, Manchester Metropolitan University, 13~59, Manchester, England.

Jaeger AJ (2001). Emotional intelligence, learning style, and academic performance of graduate students in professional schools of public administration. 45~78, New York, NY.

Jeon YJ · Lee SB (2011). The effects of employee's emotional intelligence upon job satisfaction and customer orientation in the deluxe hotel. *Korea J of Tourism and Hospitality Res* 25(3):109~127.

Kim GS (2007). AMOS 16.0: Analysis of Structural Equation Modeling. Hannarae, 186~190, Seoul

Kim JM · Chun BJ (2011). A Study on the Relationship between organizational commitment and performance. *J of Korean HRD Res* 6(1): 45~73.

Kim MJ · Seo JW (2011). The multi dimensional relations between the service intention and job satisfaction, the organizational commitment customer intention of the specialty coffee store employees. *J of Tourism* 25(4):297~315.

Kim MK (2011). A Content analysis of journal articles on hotel employee's job satisfaction and organizational commitment. *J of Tourism* 25 (6):57~77.

Kim MK · Noh JH (2008). The effect of employees' perception of service climate on their job satisfaction and organizational commitment in the hotel industry. *Korean J of Hospitality Administration* 17(4): 57~71.

Kim PY · Song SI (2008). Relationship among Sales-force control system, salesperson's job attitudes, and performance in hotel. *The J of the Korea Contents Association* 8(7):233~242.

Kim YT · Kim SH · Choi KH (2011). An empirical study on self-Leadership, job satisfaction and customer orientation of employees in hotel Industry: Moderating role of organizational commitment. *Korean J of Culinary Res* 17(20): 182-197.

Lee JE (2010). The study on the effects of the emotional labor, emotional dissonance, emotional exhaustion and job attribute of hotel employees. *J of Tourism* 25(2):253-269.

Lee JH · Song DS (2006). A study of the influence of servant leadership factors on four organizational cultures and organizational commitment. *J of Hospitality & Tourism Studies* 8(4):217-235.

LeDoux J (1996). The emotional brain: the mysterious underplannings of emotional life. Simon & Schuster, 27~35, New York

Lounsbury JW · Loveland JM · Sundstrom ED · Gibson LW · Drost AW · Hamrick FL (2003). An investigation of personality traits in relation to career satisfaction. *J of Career Assessment* 11(1):287~307.

Ma SJ · Na SI (2004). The relationship of value orientations towards vocational education and organizational commitment of vocational high school teachers. *Agricultural Education and Human Resources Development* 36(3):23~42.

Massey HE (1998). The new leader's role: Engaging dialogue and emotional intelligence at entry for successful adaptive change. Boston University, 26~57, Boston.

Mathieu JE · Farr J (1991). Further evidence of the

discriminant validity of measures of organizational commitment, job involvement, and job satisfaction. *J of Applied Psychology* 76(1): 127~133.

Mayer JD · Caruso DR · Salovey P (1999). Emotional intelligence meats traditional standards for an intelligence. *Intelligence* 27(1):267~298.

Mayer JD · Salovey P (1997). What is emotional intelligence? In P Salovey & D Sluyter (Eds.), Emotional development and emotional intelligence: implications for th educator(p. 3-34). Basic Books, New York

Mayer JD · Salovey P · Caruso DR (2002). Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT), Verson 2.0. Multi-Health Systems, 52~89, Toronto, Canada

Mayer JD · SaloveyP · Caruso DR (2004). Emotional intelligence: theory, findings, and implications. *Psychological Inquiry* 15(3): 197~215.

Meyer JP · Allen NJ (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review* 1(1): 64~98.

Meyer JP · Allen NJ · Smith CA (1993). Commitment organization and occupation: extension and test of a three component conceptualization. *J of Applied Psychology* 78(3): 538~551.

Mount J · Back KJ (1999). A factor-analytic study of communication satisfaction in the lodging industry. *J of Hospitality and Tourism Res* 23(4):401~418.

Mowday RR · Steers RM · Porter LW (1979). Organizational Commitment Questionnaire. *J of Vocational Behavior* 14(1):224~247.

Mueller WM · Wallace JE · Price JL (1992). Employee commitment: resolving some issues. *Work and Occupations* 21(2):179~212.

Neck CP · Manz CC (2007). Mastering self-leadership: empowering yourself for personal excellence 4th ed. Prentice Hall, 19-30, Upper Saddle River, New Jersey

Noar SM (2003). The Role of structural equation modeling in scale development. *Structural Equation Modeling* 10(4):622~647.

Nyhan RC (1999). Increasing affective organizational commitment in public organizations. *Review of Public Personnel Adminstration* 19(3): 58~70.

Oh YS (2008). The effects of high involving work system on self-leadership, job satisfaction and organizational commitment in the food service industry. *The Korean J of Culinary Research* 14(2):193~204.

Park JY · Lee SG (2011). Effects of hotel employees' job satisfaction on their organizational commitment and organizational citizenship behaviors. *J of Tourism* 26(5):315~328..

Park SY · Kim IJ (2010). The effect of hotel market-orientation on the hotel service-orientation and organizational effectiveness: focused on the five star deluxe hotels in Seoul. *J of Tourism and Leisure* 22(5):23~40.

Parks MR (1994). Communicative competence and interpersonal influence. In ML Knapp & GR Miller (Eds.), Handbook of interpersonal communication (p.589-620). Sage, London

Perlman SL (1990). Employees redesign their jobs. *Personnel J* 69(1):37~40.

Riggio RE (2002). Multiple intelligence and leadership: an overview. In RE Riggio, SE Murphy, and FJ Pirozzolo (Eds.), Multiple intelligences and leadership (p. 1~6). Lawrence Erlbaum Associates, Publishers, Mahwah, NJ

Punnett BJ · Greenidge D · Ramsey J (2007). Job attitude and absenteeism: A Study in the English speaking Caribbean. *J of World Business* 42(2):

214~227.

Sala F (2002). Do programs designed to increase emotional intelligence at work-work? Assessed April 2. 2011. Available from: from http://www.eiconsortium.org/reports/do_ei_programs_work.html J · Ganster DC · Fox ML (1992). Dispositional affect and work-related stress. *J of Applied Psychology* 77(1): 322~335.

Schutte N · Malouff JM · Hall LE · Haggerty DJ · Cooper JT · Golden CJ · Dornheim L (1998). Development and validation of a measure of emotional intelligence. *Personality and Individual Differences* 25(1):167~177.

Shin C · Hwang SH (2010). The influence of social intelligence of hotel employees on social support and work performance. *J of Tourism* 24 (6):437~456.

Smith P · Kendall L · Hulin C (1969). The measurement of satisfaction in work and retirement. Rand-McNally, 26~34, Chicago, IL

Spector PE (2001). Job satisfaction survey, JSS. Assessed March 10, 2011. Available from : http://shell.cas.usf.edu/~pspector/scales/jssovr.html

Stockdale P · Hetherington L · Ellis T · Wood M (1996). 1996 Metag Herrin employees attitude survey: final report. *Applied Research Consultants*, Southern Illinois University, 11~25, Carbondale, IL

Suh MS · Oh CH · Jeon HD (2006). The effects of hotel service personnel's self-leadership on service recovery, job satisfaction, and service quality. *J of Research* es :201-231.

Thi Lam L (1998). Emotional intelligence: Implications for individual performance. Texas Tech University, 51~79, Lubbock, TX.

Waris RG (2005). An examination of organizational citizenship behavior: a path analysis approach. University of Missouri-Kansas City, 46~91, Kansas City

Weisinger H (1998). Emotional intelligence at work. Jossy-Bass, 66~79, San Francisco

Won YH · Kim JW (2009) Hotel Human Resources Management. Daewangsa, 171, Seoul

Zheng W (2005). The Impact of organizational culture, structure, and strategy on knowledge management effectiveness and organizational effectiveness. University of Minnesota, 36~50, Minneapolis