

Social Intelligence (SI) and Emotional Intelligence (EI) as Predictors of Job Engagement and Organizational Commitment in Deluxe Hotel

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특급 호텔 종사원의 사회지능과 감성지능이 직무열의 및 조직몰입에 미치는 영향

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Abstract

This study explores the influence of social intelligence (SI) and emotional intelligence (EI) on employees' job engagement and organizational commitment in deluxe (five-star) hotels in Korea, and seeks to analyze the mediating effects of employees' job engagement on the relationship between SI, EI, and employees' commitment. The sample for the survey was collected from 419 F & B employees. The results of structural equation modeling show that employees' SI had a positive effect on job engagement and organizational commitment. EI also had a positive effect on job engagement but not on organizational commitment. In addition, the findings demonstrate that employees' job engagement mediated the effect of EI on organizational commitment. SI and EI are crucial requirements among hotel employees who depend on cooperation between colleagues.

Key words: social intelligence, emotional intelligence, job engagement, organizational commitment, deluxe hotel

I. Introduction

Many psychologists have recently predicted that *emotional intelligence*(EI), a skill used to effectively control and understand emotions(Kim HJ · Agrusa J 2011), and *social intelligence*(SI), a skill used to generate trust via human interaction and empathy, as tools that will be in great demand in the future(Gardner H 2006). Bar-On R · Parker

JDA(2000) noted that EI and SI affect a person's emotional and social capabilities, respectively. Bass RM et al(2002) divided human intelligence into three types: cognitive, social, and emotional and stated that appropriate combinations of these are very important for humans to become transformational leaders. Goleman D(2006) noted that SI and EI are required for success in the 21st century, with SI involved the capacity to understand and get

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along with others (Kihlstrom JF · Cantor N 2000), and EI required to understand and utilize one's emotions and others' emotions (Jung HS · Yoon HH 2012). In particular, hotel employees directly engage the customer using face-to-face and voice-to-voice services (Lee JH · Ok CH 2012). Because they are expected to constantly smile on the job and thus feel significant emotional drain (Chu KH et al 2012), it can be said that SI and EI play a much larger role in the work of a hotel employee than in other industries. Similarly, Bharwani S · Jauhari V (2013) explain the overall significance of EI, interpersonal relationships (such as SI), cultural intelligence, and hospitality experiential intelligence using the concept of hospitality intelligence, claiming that EI and intelligence related to human relationships are important in the hospitality industry.

Lopes PN et al (2003) elucidated significant correlations between SI and EI, indicating that if a person's social skills or the ability to form social relationships was excellent, then his/her EI should also be high. However, the correlation between human SI and EI cannot be easily elucidated because SI and EI are sensitive to certain situations. In particular, emotional awareness affects an individual's ability to compromise and negotiate in social environments which are determined by the environment, particularly the members of the organization to which one belongs (DeBusk KPA · Austin EJ 2011). Many studies have indicated that SI has an important effect on employees' behavior in organizations and emphasized that if SI is high, it will be easy to solve problems and cope with social threats using appropriate strategies, not only in organizations but also in everyday life (Rhodewalt F · Vohs KD 2005). Another study found that well-developed SI reduces anxiety in social situations

(Hampel S et al 2011). Studies also suggested that employees should be high in EI in had a better ability to recognize and understand their emotions than those with low EI, that their ability to cope with stress in job situations was excellent, and that this positively affected their subjective well-being (Gallagher EN · Vella-Brodrick DA 2008). Those having better EI are more likely to have positive social relationships and those having high EI recognize more social support and show higher relational satisfaction (Kong F et al 2012). Mayer JD · Salovey P (1997) viewed EI as a subsidiary version of SI, but Goleman D (2006) claimed that EI is actually a factor that fundamentally supports SI. Past research has mostly focused on showing EI as a subsidiary factor of human general intelligence, but there has been an increase of studies investigating SI as the management of human interactions has also grown increasingly important (Pinto JC et al 2014; Yermantaeyeva A et al 2014). Therefore, SI and EI can be said to be very important aspects of the abilities and performance of employees.

The degree to which employees engage with their jobs and dedicate themselves to their roles plays a critical role in achieving organizations' goals, and their level of organizational commitment enhances organizations' efficiency because dedicated employees perform better. Schaufeli W · Bakker AB (2004) indicated that job resources are an important factor in estimating job engagement in job demand-support models, and suggested that personal job resources, such as SI and EI, could act as precedent factors of job engagement. Culpepper RA (2011) found that the engagement induced by these job resources is connected to high levels of organizational commitment and that this commitment reduces employee turnover. Jaramillo F et al (2005) further found that such engagement

improved the productivity of organizations. However, no study has examined hotel F & B employees' SI and EI or and which of these factors has more important effects on employees' engagement and commitment, as yet. Therefore, this study aimed to identify the major components of the relationship between SI and EI and how these influence employees' attitudes(engagement and commitment) in a deluxe hotel. The objectives were as follows:

- (1) It sought to build the dimensions of SI and EI likely to be brought to hotel industry employment.
- (2) It attempted to examine the relationships between SI, EI, job engagement, and organizational commitment.
- (3) It endeavored to identify the mediating effects of employees' job engagement on the relationship between SI, EI, and employees' commitment.

II. Literature Review and Conceptual Model

1. Social Intelligence (SI), Emotional Intelligence (EI), Job Engagement, and Organizational Commitment

Thorndike EL(1920, p. 228) defined SI as the "ability to act wisely in human relations." Maltese A et al(2012) defined it as the ability to produce adequate behaviors aimed at achieving desired social goals. Silvera DH et al(2001) suggested that SI consists of three elements: (1) social information processing (the ability to understand and predict others' behavior and emotions), (2) social skills (the ability to cope with new social situations), and (3) social awareness (awareness of

events in social situations). Mayer JD · Salovey P(1997, p. 10) defined EI as the "ability to identify, use, understand, and manage emotions in ourselves and others." Goleman D(1998, p. 317) defined it as "the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and our relationships." Drawing on the study by the current study divided EI traits into: (1) Self-emotion appraisal, (2) Others-emotion appraisal, (3) use of emotion, and (4) regulation of emotion. Self-emotion appraisal is the ability to understand and express owns' emotions, and others-emotion appraisal is the ability to recognize and understand others; emotions. Also, the use of emotion is the ability to understand and analyze emotional information, and the regulation of emotion is the ability to change negative emotions into positive emotions or regulate negative emotions in relation to emotion management. Schaufeli WB et al(2002, p. 74) define employees' *job engagement* as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption." Also, job engagement has been defined as a work situation where employees find work meaningful, and consequently, they want to, and can, invest in their work to achieve personal and career benefits (Kahn WA 1990). Employees' engagement has also been defined as a positive and satisfying state of mind(Schaufeli W · Bakker AB 2004). Mowday RT et al(1979, p. 226) defined organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization." Allen N · Meyer J(1990) also defined organizational commitment as the emotional attachment to and identification with an organization, making the employee loyal and attached to the organization.

2. Social Intelligence and Emotional Intelligence in the Hotel Industry

An employee's SI in an organization creates unity and closeness among co-workers, supervisors, and subordinates through cultivation of positive encouragement of cooperation and communication (Kim SI et al 2012). EI, on the other hand, uses understanding of the emotions of oneself and others and is set apart from general intelligence of disposition (Wong CS · Law KS 2002). Therefore, SI and EI are arguably essential skills for a member of an organization (Liff SB 2003). Investigating of how hotel F & B employees' SI and EI impact performance and attitude can also be very meaningful, given the hotel industry's various problems of low wages, long hours, and work on holidays that lead to high unemployment (Robinson RNS 2014).

In a study conducted with hotel employees' SI, Shin C · Hwang SH (2010) asserted that hotels prefer employees with superior social abilities, and that excellent social skills facilitates gaining positive support from supervisors and co-workers, leading to high personal and organizational achievement. Also, Karatepe OM · Olugbade OA (2009) found that competition through the establishment of desirable human relations was closely related to engagement indicating that, whereas superiors' support did not significantly affect engagement, positive competitive relationships with colleagues significantly affected engagement. Maxwell G · Steele G (2003) have also shown that hotel employees with strong social relations tend to display stronger focus on their organization, while Susskind AM et al (2007) showed that positive social relations of restaurant employees with their superiors and co-workers eventually generates higher customer satisfaction. Karatepe OM et al (2010)

claimed that positive social relations such as support by co-workers boost passion for one's work, while Ma E · Qu H (2011) asserted that hotel employees' positive social exchanges with co-workers engenders helpful organizational citizenship. Furthermore, Lee CC et al (2012) emphasized the importance of hotel employees' sociability in the context of preventing unemployment, while Loi R et al (2014) showed that foreign workers in hotels display decreased psychological stress when they have positive social relations with their co-workers.

As a study that examined hotel employees' EI, Langhorn S (2004) advised that leisure industrial employees' EI contributed to the enhancement of management performance too and Scott-Halsell S et al (2007) stated that teamwork, cooperation, and excellent personal communication in organizations were the characteristics of successful leaders and that transformational leaders utilized their EI to exercise effective leadership. In addition, Zainal SRM et al (2011) said that hotel employees with excellent EI made successful results in their careers, and Jung HS · Yoon HH (2012) indicated that hotel employees with excellent EI showed increased positive organizational citizenship behaviors and decreased negative counterproductive behaviors to emphasize the close relationship between EI and extra-role behaviors. Kim TT et al (2012) noted that hotel employees with excellent EI showed excellent deep acting which is positive emotional labor and excellent performance for service recovery. Also, Lee JH · Ok CH (2012) found that EI would positively affect emotional labor and increase a personal sense of accomplishment in hotel work situations but would negatively affect emotional disharmony or depersonalization. Mohamadkhani K · Lalardi MN (2012) advised that hotel employees EI and their organizational commitment

were closely related with each other and that higher EI was associated with higher organizational commitment. In addition, Hanzaee KH · Mirvaisi M (2013) noted that hotel employees' EI had positive effects on job satisfaction and organizational citizenship behavior and Wolfe K · Kim HJ(2013) advised that employees' EI acted as an important variable that enabled the prediction of job satisfaction. Komlosi E(2014) said that hotel employees make up an occupational group that perform emotional labor for whom the ability to control emotions well is very important and thus their EI is directly related to organizational performance. As such, most of the studies conducted on hotel employees indicated that EI and SI induced positive job behavior and contributed to performance enhancement.

3. Relationship between Social Intelligence, Job Engagement, and Organizational Commitment

Few studies have examined the relationship between the SI, job engagement, and organizational commitment of employees in organizations. Most studies examined characteristics as personal resources, engagement or commitment. In this study, the relationships between SI, job engagement, and organizational commitment were examined by mentioning studies that emphasized social relationships among those studies. Bakker AB · Demerouti E(2007) found that close relationships with seniors significantly affected job engagement, indicating that the more positively junior employees viewed their superiors' support, the higher the junior employees' engagement was. Olivier AL · Rothmann S(2007) mentioned that favorable relations among coworkers engendered a positive atmosphere and had a significant influence upon job engagement.

Hyvönen K et al(2009) also suggested that the better an individual's social relations skills or abilities were, the greater the degree of job engagement, with individual-level job achievement goals positively affecting job engagement. Xanthopoulou D et al(2009) reported that job engagement showed a more significant relationship with personal resources than with job resources. They also emphasized that individuals' social abilities were closely related to engagement because job engagement was affected more by personal resources or characteristics than by resources obtained from organizations. Weigl M et al(2010) also suggested that employees' SI could significantly affect their job engagement. They found that employees with better job relations, including social relations, appeared to have a higher level of job engagement. In a study conducted with students, Archambault I et al(2013) reported that positive relationships between teachers and students improved the students' engagement in classroom learning. Ariani DW (2013) noted that the ability to form desirable human relations through SI significantly affected job engagement and that organizational citizenship behavior, which is a positive extra-role behavior, seemed to be positively associated with job engagement. Runhaar P et al(2013) stated that positive organizational citizenship behavior toward colleagues or superiors was closely related to job engagement. Therefore, the aforementioned studies show that positive relationships with colleagues or superiors, a desire to help others, and personal characteristics are closely related to job engagement. The following hypothesis is proposed:

H1: Employees' SI will have a positive effect on job engagement.

In a study of the relationship between em-

employees' social relations and organizational commitment, Settoon RP et al(1996) reported that employees show higher commitment to the job when the organization recognizes their work and they have good relations with their superiors. Heffner TS · Rentsch JR(2001) indicated that the ties that an employee has with other employees in the organization affect organizational commitment, with greater ties having a positive effect on the level of commitment. Watson GW · Papamarcos SD(2002) suggested that an employee with high SI and good human relations would exhibit strong organizational commitment, with the level of commitment influenced by trust in the management, communication with superiors and colleagues, and social capital. Madsen SR et al(2005) also stated that the level of organizational commitment was associated with the strength of the social relationships between employees, with those with closer social relationships showing a higher degree of commitment. Zautra AJ et al(2012) noted that employees' SI positively affected their performance with respect to creativity and collaboration, as well as their commitment and satisfaction. Therefore, the current study assumed that employees with higher SI would exhibit a higher degree of commitment (Maxwell & Steele, 2003). We propose the following hypothesis:

H2: Employees' SI will have a positive effect on organizational commitment

4. Relationship between Emotional Intelligence, Job Engagement, and Organizational Commitment

Duran A et al(2004) found that burnout was reduced in employees with a high level of self-reported EI because it improved their engagement. Ravichandran K et al(2011) and Brunetto Y et

al(2012) asserted that EI affects employees' engagement with their jobs, with the latter noting that it influenced their psychological well-being. Kulow A(2012) reported similar findings with respect to the effect of EI on job engagement and commitment. In view of the existing empirical evidence, the following hypothesis is formulated:

H3: Employees' EI will have a positive effect on job engagement.

Regarding studies on employees' EI and organizational commitment, Abraham R(2000), and Nikolaou I · and Tsaousis I(2002) suggested that EI and organizational commitment are positively correlated. Carmeli A(2003) found that there was a positive relationship between employees' EI and their work attitudes(e.g., organizational commitment, job involvement, and job satisfaction). Güleriyüz G et al(2008) indicated that EI positively affected organizational commitment by increasing job satisfaction. Aghdasi S et al(2011) claimed that EI leads employees to commit to the organization and that this increases their job satisfaction and reduces stress. Nordin N(2011) reported that EI positively affected employees' commitment while positively affecting organizational readiness for change, and Nordin N(2012) noted that employees' EI leads to greater commitment and increases leadership behaviors. Mohamadkhani K · Lalardi MN (2012) agreed that employees' increased EI heightened their organizational commitment. The specific research hypothesis is as follows:

H4: Employees' EI will have a positive effect on organizational commitment

5. Relationship between Job Engagement and Organizational Commitment

Coffman C · Gonzalez-Molina G(2002) noted that the greater an employees' level of commitment, the stronger their engagement. Cho J et al(2006) also concluded that job engagement positively affects employees' commitment, and Hallberg UE · Schaufeli WB(2006) asserted that employees' commitment is due to high job engagement. Kanste RN(2011) also found that higher job engagement leads employees to commit more to the organization. Increased job engagement likely increases the employee's commitment to the organization and the employee's desire to remain in the company. In a study of multinational company employees, Mangundjaya WLH(2012) reported a similar finding. Brunetto Y et al(2012) showed that subjective job engagement has important implications for employees' commitment. Overall, the existing literature suggests that an employee's engagement is an important antecedent for improving organizational commitment. Given these findings, the following hypothesis was proposed:

H5: The employee's job engagement will have a positive effect on organizational commitment.

Ⅲ. Research Methodology

1. Measures

The survey questionnaire consisted of the following major sections: SI, EI, job engagement, organizational commitment, and demographic characteristics. All measures used in this study were drawn from major preceding studies using a 7-point scale: "How much do you agree or disagree with these statements?"(1: strongly disagree to 7: strongly agree). SI was measured using 11 items from the study by Silvera DH et al(2001) based on three dimensions: social information processing,

social skill, and social awareness. The 12 items of Salovey P · Mayer JD(1990) and Schutte NS et al(1998) were used to assess employees' EI. four dimensions of employees' EI were examined: self-emotion appraisal, others-emotion appraisal, use of emotion, and regulation of emotion(Wong CS · Law KS 2002). The employee's job engagement was measured using 4 items adapted from Schaufeli WB et al(2006), Pienaar J · Willems SA (2008), and Leung ASM et al(2011). To measure employees' organizational commitment, 4 items used in previous studies were adapted(Allen N · Meyer J 1990). The demographic characteristics included in the study were: gender, age, education level, tenure, job status, and job department. The measures were subjected to confirmatory factor analysis(CFA) using AMOS to determine convergent and discriminant validity. The hypothesized relationships were measures through structural equation modeling(SEM).

2. Data Collection

The sample for the survey was collected from native employees (only Koreans) in deluxe(five-star) hotels in Seoul in 2013. The total number of five-star hotels in Seoul was 21. We obtained the survey data from Food and Beverage(F&B) employees. Because, F & B employees play the most crucial role in delivering service quality in the hotel industry. To ensure that the sample was representative, 11 hotels were chosen for the study. A self-administered questionnaire was distributed through the Human Resource Management(HRM) manager in March 2013. The survey contained questions on the following five areas: SI(11 items), EI(12 items), job engagement(4 items), organizational commitment(4 items), and profile of participants(6 items). The completed questionnaires were sealed in envelopes to protect the employee's

anonymity and collected by the researcher two weeks later. Of 550 questionnaires distributed, 485 (88.18%) were returned. To ensure the validity and reliability of the measured items and to verify the hypotheses by SEM, samples with a single missing value were deleted. After elimination of those with missing values, 419 questionnaires were coded and analyzed, giving an effective response rate of 76.18%. The average age was 33.26 years (± 7.85), and 70.9% were male. Most employees had attended community college (45.8%). The average employee's tenure was 7.45 years (± 6.95), and 85.0% indicated they were full-time employees. Of the study group, 40.1% were employed front of house (FOH), and 59.9% were employed back of house (BOH).

IV. Results

1. Measurement Model

All the measures were subjected to a CFA to determine the convergent and discriminant validity (Anderson JC · Gerbing DW 1988). The first set of analyses involved CFA of the four-factor model (SI, EI, job engagement, and organizational commitment). In this study, second-factor CFA was conducted to examine the reliability and the validity of the lower dimensions of the constructs. As shown in <Table 1>, the confirmatory measurement models demonstrated the soundness of the measurement properties ($\chi^2=1,071.127$; $df=421$; $p<.001$; $\chi^2/df=2.544$; GFI=.860; NFI=.904; CFI=.939; RMSEA=.061; RMR=.054). The chi-square statistic was significant ($p<.001$), but the ratio of the chi-square value to degrees of freedom (2.544) was less than the cutoff point of 3. The NFI and CFI were greater than the recommended value of 0.9, and RMSEA and RMR were less than the

recommended value of 0.10 (Anderson JC · Gerbing DW 1988). Furthermore, all standardized estimates exceeded .70, and each indicator t -value exceeded 8.0 ($p<.001$) (Hair JF et al 2006). The Cronbach's alpha (.848 to .915) of each measurement scale exceeded the minimum requirement of .70 (Nunnally J 1978). The composite construct reliability (CCR) and the average variance extracted (AVE) were also calculated for the latent constructs. For CCR and AVE, all the constructs exceeded the threshold value of .70 and .50, respectively. Correlations for the study's constructs are presented in <Table 2>.

2. Structural Equation Modeling

SEM in AMOS was used to test the hypothesized model. <Fig. 1> presents the results of the SEM analyses to test H1 through 5. The SEM showed that the model fitted the data well ($\chi^2=1625.718$; $df=422$; $p<.001$; GFI=.831; NFI=.854; CFI=.887; RMSEA=.083). H1 and H2 stated that employees' SI will be positively related to job engagement ($\beta=.315$; $t=7.039$; $p<.001$) and organizational commitment ($\beta=.226$; $t=4.409$; $p<.001$), respectively. The data supported H1 and H2. H3 and H4 predicted that as the level of employees' EI increases, their level of job engagement and commitment also increases. As expected, the path estimates were positive and significant. Therefore, H3 was supported (EI \rightarrow job engagement, $\beta=.759$; $t=13.522$; $p<.001$). H4 predicted that the employees' EI would influence their organizational commitment. Contrary to our expectations, the employee's EI did not have a significant, direct impact on the employee's organizational commitment. Therefore, H4 was not supported ($\beta=.125$; $t=1.495^{ns}$). As predicted, the employee's job engagement had a positive and significant relationship with the

<Table 1> Confirmatory factor analysis and reliability analysis

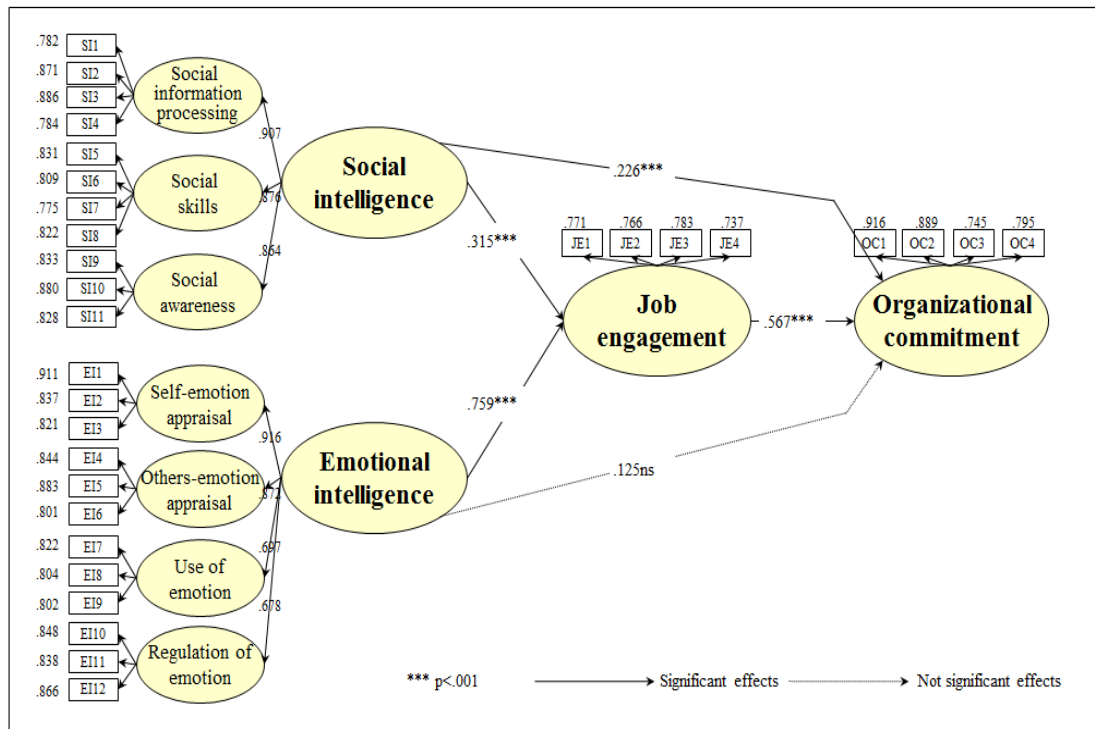
Construct (Cronbach's alpha)	Standardized estimate	t-value	CCR ^a	AVE ^b
Social information processing (.899)			.867	.691
I can predict other peoples' behavior.	.790	fixed		
I know how my actions will make others feel.	.874	20.217***		
I understand other people's feeling.	.882	20.448***		
I understand others' wishes.	.776	17.327***		
Social skill (.883)			.856	.655
I fit in easily in social situations.	.832	fixed		
I often feel uncertain around new people who I don't know.	.815	19.475***		
I have a hard time getting along with other people.	.776	18.136***		
I am good at getting on good terms with new people.	.816	19.508***		
Social awareness (.883)			.857	.717
I often feel that it is difficult to understand the choices that others make.	.828	fixed		
I find people unpredictable.	.877	21.121***		
I am often surprised by others' reactions to what I do.	.835	19.849***		
Social intelligence (.871)			.919	.776
Social information processing.	.907	fixed		
Social skill.	.896	15.389***		
Social awareness.	.841	14.471***		
Self-emotion appraisal (.889)			.870	.733
I really understand what I feel.	.911	fixed		
I have a good sense of why I have certain feelings most of the time.	.829	23.242***		
I always know whether I am happy or not.	.828	23.166***		
Others-emotion appraisal (.880)			.853	.711
I am sensitive to the feelings and emotions of others.	.845	fixed		
I am good observer of others' emotions.	.880	23.325***		
I have good understanding of the emotions of people around me.	.804	23.138***		
Use of emotion (.851)			.829	.653
I always encourage myself to try my best.	.830	fixed		
I always set goals for myself and then try my best to achieve them.	.790	17.853***		
I am a self-motivated person.	.805	18.303***		
Regulation of emotion (.887)			.837	.722
I have good control of my own emotions.	.854	fixed		
I can always calm down quickly when I am very angry.	.828	20.125***		
I am quite capable of controlling my own emotions.	.868	21.340***		
Emotional intelligence (.848)			.879	.637
Self-emotion appraisal.	.907	fixed		
Others-emotion appraisal.	.673	16.782***		
Use of emotion.	.858	14.502***		
Regulation of emotion.	.733	13.074***		
Job engagement (.883)			.862	.654
At work, I feel as if I am bursting with energy.	.815	fixed		
I am immersed in my work.	.811	18.905***		
I am proud on the work that I do.	.826	19.362***		
I get carried away when I am working.	.785	18.085***		
Organizational commitment (.915)			.886	.756
My organization has a great deal of personal meaning for me.	.935	fixed		
My organization meets my major needs well.	.913	32.250***		
I find that my values and the organization's values are very similar.	.790	22.642***		
I feel a strong sense of belonging to my organization.	.834	25.474***		

Note: ^a CCR=composite construct reliability; ^b AVE=average variance extracted; *** $p < .001$.

<Table 2> Correlation analyses

Construct	1	2	3	4	5	6	7	8	9	10	11
1. Social information processing	1	.484	.492	.808	.537	.312	.443	.492	.643	.443	.413
2. Social skills	.696	1	.458	.781	.509	.316	.422	.458	.616	.451	.357
3. Social awareness	.702	.677	1	.793	.427	.295	.314	.555	.540	.351	.301
4. Social intelligence	.899	.884	.891	1	.616	.388	.492	.625	.683	.521	.443
5. Self-emotion appraisal	.733	.714	.654	.785	1	.262	.497	.427	.748	.529	.409
6. Others-emotion appraisal	.559	.563	.544	.623	.512	1	.277	.295	.609	.223	.237
7. Use of emotion	.666	.650	.561	.702	.705	.527	1	.314	.664	.451	.354
8. Regulation of emotion	.702	.677	.745	.791	.654	.544	.561	1	.535	.354	.301
9. Emotional intelligence	.802	.785	.735	.827	.865	.781	.815	.732	1	.552	.467
10. Job engagement	.666	.672	.593	.722	.728	.473	.672	.595	.743	1	.541
11. Organizational commitment	.634	.598	.549	.666	.640	.487	.595	.549	.684	.736	1
Mean ± SD ^a	4.94± 1.03	5.07± 0.97	4.98± 1.01	5.00± 0.89	4.96± 1.00	4.89± 1.01	5.03± 0.94	4.98± 1.01	4.97± 0.82	4.95± 0.94	4.79± 1.12

Note: ^a SD=standard deviation, All variables were measured on a 7-point Likert scale from 1 (strongly disagree) to 7 (strongly agree); Correlation relationship between all factors is significant($p<.001$).



<Fig. 1> Structural parameter estimates.

〈Table 3〉 Comparison of measurement models for mediating effects

Model	χ^2	df	χ^2/df	GFI	CFI	RMSEA	AIC
1	2,097.188	425	4.935	.784	.844	.097	2,239.188
2	1,638.362	424	3.864	.830	.886	.083	1,782.362
3	1,625.718	422	3.852	.831	.887	.083	1,773.718

Note: Model 1=direct model, Model 2=full mediation model, Model 3=partial mediation model.

employee's organizational commitment($\beta=.567$; $t=.076$; $p<.001$). Therefore, H5 was supported. Considering H1 and H5, despite the non-significant direct linkage between EI and organizational commitment, EI indirectly influenced organizational commitment through the employees' engagement.

3. Mediating Effect of Employees' Job Engagement

To further test the mediating effect of job engagement on employees' EI and their organizational commitment, SEM analyses were conducted (Baron RM · Kenny DA 1986). The partial mediation model established that the path in SI and EI and organizational commitment in all paths were established in the full mediation. 〈Table 3〉 shows the results of the comparison of the fitness between the structural models. The results showed that the total effect($\beta=.559$, Model-1; EI → OC) and the indirect effect($\beta=.430=.759 \times .567$) of EI on organizational commitment was greater than the direct effect($\beta=.125^{ns}$). Thus, EI appears to have a mediating effect on organizational commitment. The results suggest that the effect of employees' EI on organizational commitment is full mediated considerably by job engagement. These results provide support for job engagement mediating the EI → organizational commitment.

This study explored the relationship between EI and SI and the influence of EI and SI on employees' attitudes (engagement and commitment) in a deluxe hotel.

The study sought to assess the dimensions of SI and EI that are likely to be brought to hotel industry employment. In this study, to achieve the purpose of the study, hotel employees' SI and EI were factorized into individual concepts through a second-factor CFA. Employees' SI was categorized into three areas: social information processing, social skill, and social awareness. Also, EI was divided into four areas: self-emotion appraisal, others-emotion appraisal, use of emotion, and regulation of emotion.

It has also attempted to examine the relationships between SI, EI, job engagement, and organizational commitment: this study explored that employees' SI in a deluxe hotel had a significant, positive effect on job engagement and organizational commitment. This means that the higher the SI of employees, the higher their job engagement and organizational commitment should be thereby indicating that individual-level abilities have significant effects on employees' engagement and commitment. The effects of employees' EI on their job engagement and organizational commitment were tested. According to the results, employees' EI had significant effects on their job engagement but not on their organizational commitment. This finding supports that of earlier work (Brunetto Y et

V. Discussion

al 2012; Duran A et al 2004; Kulow A 2013). Given these results, it is assumed that, although employees with excellent EI are engaged in their jobs in extremely personal dimensions because they have excellent abilities to control, understand, and utilize their emotions, the effects of EI on organizational commitment in organizational dimensions are not as large as those of SI. Consequently, if employees have high EI, they will be engaged in their job and commit themselves to their jobs, they will not necessarily commit themselves to their organization. Also, the influence of employees' job engagement on organizational commitment was significant. This finding supported earlier work (Coffman C · Gonzalez-Molina G 2002; Hallberg UE · Schaufeli WB 2006; Mangundjaya WLH 2012). Given the foregoing, positive organizational behavior of an employee in terms of engagement that refers to engaging in his job with passion and thinking that he is doing significant things in his job is considered an important motive and cause of his organizational commitment.

The study also attempted to the mediating effects of employees' job engagement on the relationship SI, EI and their commitment. According to the results of this study, although hotel employees' EI did not have any significant direct effect on their organizational commitment, job engagement had complete mediating effects between their EI and organizational commitment. This means that EI indirectly affected the organizational commitment of the hotel employees, with those with high EI being more engaged in their jobs and showing a higher level of organizational commitment.

In this study, significant causal relationships between hotel employees' SI and EI were examined to verify effects on job engagement and orga-

nizational commitment. Although previous studies investigated the roles of hotel employees' emotions and the effectiveness of EI, these did not examine EI and SI as collinear independent variables. The current study is significant in that it explored hotel employees' SI and EI and verified differences in the relative size of the influence of these two variables on their job engagement and organizational commitment. According to the results of the study, both SI and EI significantly affected hotel employees' job engagement, and EI showed a relatively larger influence than SI. The results suggest that employees' emotional thinking and understanding have greater effects on job engagement, which is a more personal job attitude, than SI, which is a measure to judge the excellence of social abilities. This means that those who have better abilities to understand, appropriately utilize, and regulate their emotions should be more engaged in their jobs than those who do not. However, EI did not have any significant effect on organizational commitment, although SI had significant effects. SI is regarded to have positive and direct effects on organizational commitment because those with excellent SI feel relatively high satisfaction with organization performance since they give important meanings to human relations, are tolerant to others, and enjoy cooperation (Kaukiainen A et al 1999; Pinto JC et al 2014).

In particular, SI affects the ability to form close relationships with others and to exercise influence over them. Thus, SI can influence the smoothness of human relations. These characteristics of SI make it closely related to organizational commitment. Compared with EI, SI was much more closely linked with the level of achievement in organizations, and it had relatively more significant effects than EI on organizational commitment. EI

had only indirect effects(completely mediated) through job engagement on organizational commitment. Employees with high EI were engaged in their jobs through understanding, regulation, and utilization of their emotions, and this led to organizational commitment. However, high EI did not necessarily enhance their organizational commitment. Consequently, this study found that both the SI and EI of the hotel employees had direct and indirect significant effects on their organizational commitment. SI and EI are crucial requirements among hotel employees who depend on cooperation between colleagues. Therefore, methodical systems to select employees with excellent SI and EI should be prepared at the corporate level. To this end, applicants' sociality and ability to utilize emotions should be screened in the process of selection of employees by introducing standardized scales (such as MSCEIT: Mayer Salovey Caruso EI) to evaluate SI and EI or by utilizing group interviews, debate interviews, or blind interviews instead of general interviews when recruiting new employees. Also, unlike personality characteristics, SI and EI can be changed(Goleman D 2006). Thus, conditions should be put in place at the organizational level for hotel employees to continuously develop their SI and EI. For instance, since EI is very closely related to emotional burnout(labor)(Lee J H · Ok CH 2012), counseling programs should be constructed at the corporate level to encourage employees to efficiently cope with emotional changes in service situations. In addition, efforts to solve individual employees' difficulties by utilizing coaching or mentoring programs will be necessary. Through such efforts, employees' abilities for emotional understanding, empathy, and regulation and control of negative emotions in service situations can be brought up. Though this, working

atmospheres where employees can more flexibly perceive situations and present diverse alternatives for problem solving can be formed. In addition, maximizing employees' emotional abilities by implementing viewing of movies, musical, and music concerts to enhance employees' cultural emotions and constructing programs that can increase sociality between employees by supporting in-house clubs or leisure activities may also be a method (Park GR 2007). In particular, as SI and EI can be formed and changed through exposure to specific experiences, such as leisure activities(Mayer JD et al 1999), significant support for diverse leisure activities should be provided at the corporate level. This will contribute to performance improvement and ensure that talented employees remain. In this way, a positive working environment can be promoted, organized behavior can be induced, role conflicts can be reduced by increasing harmony between team members, and turnover rates can be decreased.

Several limitations of this study need to be addressed. First, as it was conducted with employees of deluxe hotels in Seoul, the results cannot be generalized to all deluxe hotels. Second, with regard to the methodology for measuring scales, although the reliability and the validity of scales for EI have been verified through many studies, scales for SI have not yet been sufficiently verified because the number of studies is still small. Thus, scales suitable for domestic situations and cultural characteristics should be developed, and necessary changes should be made. In addition, common methods bias(CMB) errors are likely to be present because the questionnaire used self-reported data. Whether distinct differences between SI and academic intelligence can be identified through self-reporting questionnaires used to measure SI has not

yet been clearly determined(Weis S · Süß HM 2007). Third, with regard to the hypotheses, the number of previous studies that examined the relationships between employees' SI and their engagement and commitment is insufficient. Thus, in this study, an in-depth discussion based on concrete comparisons was not possible. In addition, only organizational commitment was examined in this study as a final dependent variable. A wider selection of dependent variables is considered necessary to judge employees' organizational commitment. When testing the causal relationships between the employees' EI and SI and their job engagement and organizational commitment, this study disregarded the regulating effects of individual variables. These regulating effects should be examined in future studies.

한글 초록

본 연구에서는 호텔 종사원의 사회지능과 감정지능을 규명하고, 사회지능, 감정지능, 직무열의 및 조직몰입과의 유기적인 인과관계를 고찰하였으며, 이러한 인과관계에서 직무열의의 매개적 역할을 추가적으로 검증하였다. 본 연구를 위해 서울지역 특급 호텔 종사원 419명을 대상으로 한 표본을 바탕으로 분석하였으며, 연구결과, 호텔 종사원이 사회지능은 직무열의와 조직몰입에 유의한 긍정적인 영향을 주는 것으로 조사되었다. 또한, 종사원의 감정지능은 직무열의에 유의한 긍정적인 영향을 주었지만, 조직몰입에는 유의한 영향을 주지 않았으며, 감정지능이 조직몰입에 미치는 영향에 있어서 직무열의가 매개적 역할을 수행하는 것으로 나타났다.

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2015년 02월 15일 논문게재확정