

Effect on Customer Satisfaction of the Emotional Intelligence of Members at Service Providing Department in the Hotel; A Case of Five Star Hotels in Daejeon

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ABSTRACT: This study examines effect in customer satisfaction of the emotional intelligence of members at service providing department in the hotel; A case of five star hotels in Dajeon Research hypotheses were developed based on previous literature, and data were collected from 350 employees working at the hotel restaurant service business located in Daejeon, ROK, were investigated herein The collected data were then analysed using frequency reliability For this research analysis, a self-recording method was used where and examiner explains the survey and respondents written down their answers to survey questions Statistical processing in this study was done through data debugging and data cleaning then with the SPSS(Statistical Package for Social Science)v. 18.0. This result the emotional intelligence of service-providing employees at food service department of hotel was found to have a positive effect on customer satisfaction via understanding of others and emotional control. And the understanding of oneself, understanding of others and emotional control in emotional intelligence had a positive effect on job satisfaction. Emotional control, and emotional use were found to affect organizational commitment positively.

Keywords: emotional intelligence, customer satisfaction, hotel

INTRODUCTION

In the hotel industry, the management organization of large-scale specialized restaurant generally refers to the restaurant organization, kitchen organization and management organization. These three organizations are divided according to the area of business to achieve administrative goals. The management organization should also maintain mutually complimentary relationships along with their independent nature[1].

The food service department of hotel has strong dependence on labor and shares the nature of labor intensive industry. But it is unique that personnel

management activities, facility management activities and service management activities in the hotel management process should all be efficiently coordinated as one single general system to deliver effective management performance[2]. In other words, the service ability of organizational members has a huge effect on the image of the hotel business and its sales increase and proper human resource management is the way to improve business productivity and competitiveness. In the modern society, unlike the division of roles among service providers in the previous production-centered systems, all of the organizational members are increasingly engaged in service provision. In this situation, they need

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to continue self-innovation in an organized manner to create conditions favorable to gain satisfaction from jobs and be committed to the organization tasks, lowering turnover rate.

Effective HR management is an important indication of success or failure of the corresponding organization. In this aspect, HR management should be implemented in a well-organized manner to ensure flexible response to the changing organizational environment. Also by managing the overall organizational aspects stably and service providing staff members efficiently employees' job satisfaction and organizational aspects stably and service providing staff members efficiently, employees' job satisfaction and organizational commitment will be increased, enhancing their job performance as well. In this mechanism, the sales profit of hotel restaurants will be deeply affected after all[3].

HR management in this nature requires a fresh idea and approach inside an organization. Successful future of an organization is dependent on effective HR development and management based on the cooperation and coordination among the sub-units of it. That is, for the continued growth and long term survival of an organization, excellent organizational members should be secured and manager should provide proper support and effort for them to maximize their capacity.

To this end, organizational members should voluntarily participate and be absorbed into work and on this basis, joint goals should be achieved to adapt to environmental changes. As such, to achieve a common organizational goal, members' will to cooperate is essential. Therefore, for the maximization of subordinates' potential capacity, systematic support inside the organization is all the more necessary along with appropriate caring and assistance as a key source of psychological behavior for each of them to satisfy their self-competency.

Bandura (1977) presented the idea of self-competency through the social cognitive theory. Here, he contended that self-competency did not mean whether a person had a certain ability or skill itself and we needed to help someone become confident in his or her own ability and skill that the person can complete something successfully. In other words, organizational members need to be sufficiently sup-

ported to fully exercise their belief or assessment on own ability to do as series of activities, motivate, bring human resources, etc. necessary to achieve a certain task within the organization as a way of cognitive mechanism mediating behavioral change.

As such, the stronger the self=competence belief on own ability and skill, people tend to set higher goals and put in more voluntary work, resulting in higher performance. Therefore, self-competency has an effect on individual job performance and functions as a cause of job performance. This causal relationship, in turn, affects the re-evaluation of self-competence to produce highly customer-oriented service after all. In This process, self-competence is finally linked to future motivation and performance achievement to make one continue or give up own behaviors. Based on this role and process, Gist & Mitchell (1992) claimed that, to enhance individual and organizational performance, organizational support and self-competence should be increased in any case.

In the job of service provision, workers need to satisfy customer needs while dealing with the service discrepancy related to expectation on roles in line with employees' characteristics. And this job requires own emotion along with emotional intelligence. This is an effort to suppress or control one's actual emotion or one's emotion to express different emotion from actual emotion with receptive own emotional intelligence to support the service quality toward customers[4].

As such employees in the service industries are required to exercise a higher level of emotional intelligence than those in other job areas. They should be always customer oriented so that customers are satisfied with their services. To this end, the employees should sincerely take care of customers. In this sense, their emotional intelligence is intensively required.

In this recognition, this present study seeks to present academic and industrial implications based on empirical investigation on how large the difference is in the effect of emotional intelligence of workers at foodservice department of hotel on customer satisfaction according to the regulation effect of self-competence of service providing employees at food service department of hotel to test the dif-

ference of regulation effect according to organizational support and self-competence intensity on the effect of their emotional intelligence on customer satisfaction, which they experience during work.

THEORETICAL BACKGROUND

Emotional Intelligence

Emotional intelligence refers to the ability to observe, evaluate and differentiate own emotion and feelings and those of others and utilize such recognized information in inducing a thought and behavior. However, this definition was criticized for its limitation of not including emotional thinking. Accordingly, the emotional intelligence was re-defined as the ability to precisely perceive, recognize and express emotion; ability to produce or use emotion to facilitate thinking; ability to understand emotion and emotional knowledge; and ability to control emotion in order to facilitate emotional development and intelligent development[5].

Emotional intelligence is consisted of own emotion understanding, ability to perceive own emotion precisely and understand and express; others' emotion understanding to perceive and understand other people's emotion; self-control ability to control own emotion and take an appropriate action in a given situation; and emotion use ability to apply own accumulated emotional information effectively to perform and achieve a job.

In emotional intelligence, emotional control and altruistic behaviors have a high relevance[6]. This is to control emotion and help maintain positive emotion while stably pursuing social interaction with other people. In this aspect, it can explain efforts to help others with their issues or problems. This mechanism indicates that the higher the work satisfaction in an employee, he or she is more likely to behave more proactively to help others. That is, people with high emotional intelligence better understand own emotion to better control and use own emotion; and better understand others' emotion to provide more efficient response to others' emotion they observed. On the other hand, people with lower emotional intelligence cannot effectively understand and control own emotion, thought they perceive one, and my face limitation in the use thereof. Also, they

may not efficiently respond to others as they have a poor understanding of others' feelings.

In this sense, based on pervious literature, the present study seeks to note the nature of emotional intelligence in analyzing the role of emotional intelligence affecting people working in the frontline of service provision.

Customer Satisfaction

Customer satisfaction refers to corporate business activity from the perspective of customers. It means that corporate marketing activity should be perceived from customers' viewpoint and pursue customers' interests increase[7]. Customer satisfaction is defined as the satisfaction of customer needs in the interaction between employees and customers. The relationship between service providing company and customers is built in the process of listening to customer voices, trying to understand customer needs, providing precise and relevant information to customers, keeping a promise with customers, etc [8]. Service providers with high customer satisfaction show more activities to increase customer satisfaction and such behaviors for higher customer satisfaction encourage long-term relationship between the service provider and customers. For this reason, customer satisfaction is significant[9].

Given these multiple sets of definition, customer satisfaction is important to all of the enterprises but especially vital in the service industry[10]. It is viewed that customer satisfaction emphasizes the importance of service employees' attitude for customer satisfaction and delivers the message for business managers to select employees with the way of thinking centered on customer satisfaction.

Relationship among Sub-Concepts

In emotional intelligence, emotional control and altruistic behaviors have a high relevance. This is to control emotion and help maintain positive emotion while stably pursuing social interaction with other people. In this aspect, it can explain efforts to help others with their issues or problems. This mechanism indicates that the higher the work satisfaction in an employee, he or she is more likely to behave more proactively to help others.

In the field of service provision, employees with

higher customer satisfaction tend to enjoy the act of service provision to customers itself and such a tendency results in enhanced work performance. In other words, only those employees who are satisfied with own work can provide service with the mindset for customer satisfaction with caring and enthusiasm toward customers.

People with high emotional intelligence better understand own emotion; become able to regulate and use own emotion; and better understand others' emotion to efficiently respond to the emotion they observed.

HYPOTHESIS

Relationship between Emotional Quotient and Customer-Satisfaction

Emotional intelligence of service-providing employees at food service department of hotel for customer satisfaction behaviors has an important effect on customer satisfaction. This means that the emotional intelligence[11] experienced by employees in the interaction process with customers results in higher service quality through helping behavior for customers[12].

Thus, the current study proposes following hypotheses:

Hypothesis 1: Emotional intelligence of service-

providing employees in the hotel industry will have a significant effect on customer satisfaction.

METHODS

Research Model

In this study, it was assumed that researchers supported job-oriented approach and emotional intelligence affected customer satisfaction. According to the effect of emotional intelligence on customer satisfaction, it is noted that emotional intelligence has two opposite sides at the same time. While emotional intelligence implementation successfully meets organizational requirements and customer satisfaction by complying with organizational norms [13], depending upon the case, it sometimes causes the contradiction between employees' own emotion and emotional intelligence required by the organization to result in emotional dissonance. In this case, diverse negative consequences could be caused such as alienation from one's own emotion and its accompanied self-esteem degradation, job dissatisfaction, low organizational commitment, and changing jobs, In this recognition, this study plans to conduct an empirical investigation in reflection of the effect of these factors on customer satisfaction[14].

In this study, the research model was designed as

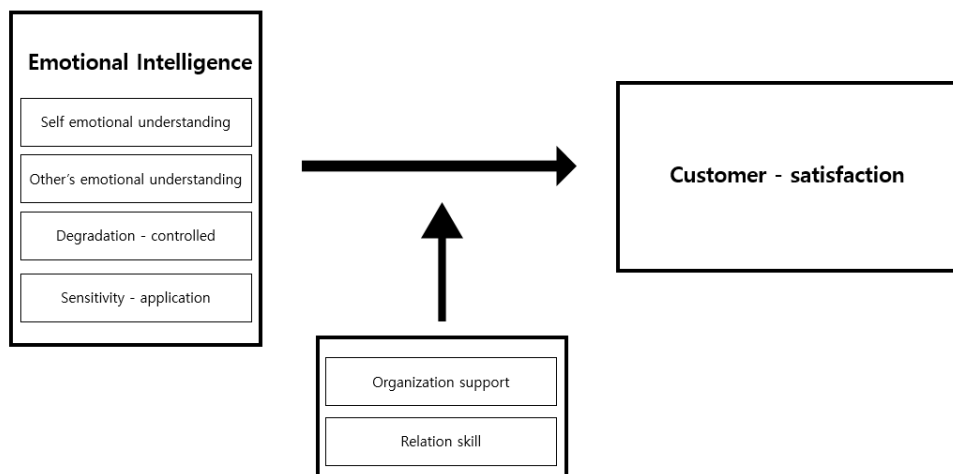


Figure 1. Effect on customer satisfaction of the emotional intelligence of members at service providing department in the hotel industry.

the following diagram in order to examine the effect on customer satisfaction of the emotional intelligence of service-providing employees in food service department of hotel; and regulation effect according to organization support and self-competence in the relationship between emotional intelligence and customer satisfaction.

Measurement

Wong & Low(2002) defined the ideal of emotional intelligence as the ability to understand and control own and others' emotion and to effectively utilize the perceived emotion. This present study employs the emotional intelligence assessment scale of Wong & Low(2002), which explained emotional intelligence in 4 different dimensions of self-emotion understanding, others' emotion understanding, emotional control and emotional use through 16 questions. The cognitive aspect of members' emotion will be assessed herein with this 5-point likert scale.

Customer satisfaction is for employees to understand customers' needs and desire and perform activities to meet such needs and desire. In this study, 5-question tool was used, which was used by Seongsu Park(2009) who adopted and modified the tool in the study by Schepers, Falk, Ruyter, Jong and Hammerschmidt(2012).

To analyze the demographic characteristics of the sample, nominal scale was utilized herein to assess 7 demographic survey questions on gender, age, marital status, academic/occupational career, and office position.

Organizational support is the organization or for measurements in this study perceived beliefs you may have about the extent to which under consideration is evaluated his contribution from the firm Eisenberger et al (1986, 1990) has developed measurement tools modified to fit the company overall situation in our country. our company has supported me composed of questions such as 5-point Likert scale, seven questions.

Bandura (1977) and Jones (1986) is a self-competence for themselves on individuals successfully perform certain tasks in the new situation expected degree, it is the practice of person's role or organizational needs this so confident and skilled in the study using a survey out of Jones 5 items used in

the research(1986) topic complements the conceptual definition of Bandura (1977) was composed of a this 5-point Likert scale.

Data Collection

To examine the effect on customer satisfaction of the emotional intelligence job attitude of service-providing employees at food service department of hotel, 350 employees working at the hotel restaurant service business located in Daejeon, ROK, were investigated herein.

For this research analysis, a self-recording method was used where and examiner explains the survey and respondents write down their answers to survey questions. The average time for respondents to answer the question was 10~15 minutes.

The survey period was 10 days from October 11 to 20, 2015. Of the distributed 350 sets of questionnaires, at least 300 sets are planned to be collected and any poorly-answered ones will be excluded for the final analysis herein.

Data Analysis

Statistical processing in this study was done through data coding and data cleaning then with the SPSS(Statistical Package for Social Science) v. 18.0 and verified validity & credibility reliability about emotional intelligence Table 1. show the result. The result of the factor analysis for the 16 questions about the emotional intelligence. As a result, a total of four factors were derived, it was given a name based on the central concept of the factors that make up each item factors. Factor 1 (18.0.23%) was named 'understanding of others' Factor 2 (17.983%) was named "emotion control, Factor 3 (17.936%) were named "sensitivity activity, Factor 4 (16.014%) were named as 'self-understanding', These four factors load values $\pm .40$ above appear extracted and interpreted by some that are factor is feasible $\pm .60$ above appear it can be viewed as reliable level.

Survey Composition

In this study, the survey questionnaire is consisted of emotional intelligence, customer satisfaction, organization support, self-competence and general matters at the high level.

Table 1. Validity & credibility reliability verification about emotional intelligence

Division	Ingredients			
	Others un- derstanding	Degradation controlled	Sensitivity application	Self under- standing
7. I am sensitive to the feelings and emotions of customers.	.785	.229	.028	.208
6. I'm good at observing the feelings of customers.	.778	.261	.234	.176
8. I can understand the feelings of customers.	.744	.378	.226	.144
5. I can see their emotions from my client's usual behavior.	.732	.016	.325	.254
9. I always do my best to achieve it establish themselves goals.	.179	.773	.105	.177
12. I always encourage them to do their best to let myself.	.134	.767	.266	.253
11. I am the person to motivate themselves to me.	.253	.722	.225	.179
10. I told myself I always say that a competent person.	.229	.601	.219	.196
16. I have the ability to completely control their emotions inside.	.165	.221	.785	.175
15. I can calm me very angry as soon as the usual time.	.158	.055	.777	.064
14. I have greater control to regulate their feelings within.	.255	.302	.762	.213
13. I can control my anger, and I can rationally solve the difficulties experienced.	.118	.429	.683	.178
2. I can understand the feelings within.	.225	.195	.298	.739
1. I am the cause of the emotion I feel I know the causes.	.268	.080	.335	.734
3. I understand the emotions I feel.	.386	.281	.094	.727
4. I am sure you know how happy I am not happy as usual.	.045	.306	-.007	.715
Eigenvalues	2.884	2.877	2.870	2.562
Distributed description(%)	18.023	17.983	17.936	16.014
Cumulative description(%)	18.023	36.006	53.942	69.956
Credibility	.865	.816	.850	.832

RESULTS

Descriptive Statistics of Sample

Table 3 shows the results of descriptive statistics, As a result, 'One's emotional understanding'(M=3.64) is the highest result, 'Degradation-controlled'(M=3.50), 'Other's emotional understanding'(M=3.39), 'Sensitivity - application'(M=3.25) appeared in regular sequence, generally emotional quotient appeared average 3.45.

Characteristics of Sample

Table 4 shows the results of analyzing any difference in customer satisfaction according to demographic characteristics. As a result, depending upon the marital status, statistically significant difference was found in customer satisfaction ($p < .01$), and customer satisfaction was found relatively higher in married status. According to age, there was statistically significant difference in customer satisfaction ($9 < .01$). There was difference in average levels of the group of those in their 20s and 30s, group of those

Table 2. Survey composition

Area	No. of questions	Source
Emotional intelligence	16	
Customer satisfaction	5	
Organization support	7	
Self-competence	5	
General matters	7	

in 40s and 50s, and group of those in 50s or older. Depending upon the period of work at hotel food service department, statistically significant difference was found in customer satisfaction ($9 < .05$). There was difference in average levels between the groups working for less than 1 year, 3~5 years, 10~15 years and over 15 years and the groups working for 1~3 years and 5~10 years. Concerning the academic background, statistically significant difference was found in customer satisfaction ($p < .01$). The group with high-school graduation or lower and the group with graduate school or higher showed difference in their averages. Concerning the income level, statistically significant difference was found in customer satisfaction ($9 < .001$). Difference in average was found among the group with KRW 1~2 million and group with KRW 2.01~3 million and group with KRW 4.01 million or over, respectively. As for one's major area of study, statistically significant difference was found in customer satisfaction ($p < .01$). Customer satisfaction was found higher in cooking and hotel-related areas of study. Other than these, gender and department of work showed no statistical difference ($9 > .05$).

DISCUSSION AND CONCLUSIONS

Table 3. General emotional quotient

	Division	Mean(M)	Standard deviation(SD)
Emotional quotient	One's emotional understanding	3.64	.639
	Other's emotional understanding	3.39	.705
	Degradation - controlled	3.50	.709
	Sensitivity - application	3.25	.704
	Total	34.5	.564

Practical Implications

Deajeon hotel industry professional restaurant service practitioner of affective intelligence is customer satisfaction measurement in others understanding, degradation-controlled is positive effect a job satisfaction in sphere of influence is self-knowledge, others understanding is positive effect on influence emotional quotient is organizational commitment effect on degradation-controlled and sensitivity application is organizational commitment effect on influence appear hotel industry service practitioner is emotional quotient in customer satisfaction measurement will have a beneficial influence on Table 1 adopt hypothesis

Academic Implications

Emotional intelligence of service-providing employees at food service department of hotel for customer satisfaction behaviors has an important effect on customer satisfaction. This means that the emotional intelligence experienced by employees in the interaction process with customers results in higher service quality through helping behavior for customers.

Study Limitations

In emotional intelligence, emotional control and altruistic behaviors have a high relevance this is to control emotion and help maintain positive emotion while stably pursuing social interaction with other people. In this aspect, it can explain efforts to help others with their issues or problems, This mechanism indicates that the higher the work satisfaction in an employee, he or she is more likely to behave more proactively to help others, That is people with high emotional intelligence better understand own

Table 4. Difference in customer satisfaction according to demographic characteristics

	Area	Customer satisfaction	
		M	SD
Gender	Male	3.53	.711
	Female	3.54	.598
	<i>t</i> -value(<i>p</i>)	-.148(.883)	
Marital status	Married	3.35	.729
	Unmarried	3.66	.616
	<i>t</i> -value(<i>p</i>)	-3.139** (.002)	
Age	20s	3.14 ^a	.793
	30s	3.57 ^b	.677
	40s	3.66 ^b	.616
	50s or older	3.71 ^b	.515
	<i>F</i> -value(<i>p</i>)	6.065** (.001)	
Period of working at hotel restaurant	Less than 1	3.21	.796
	1~3 years	3.35	.787
	3~5 years	3.65	.762
	5~10 years	3.52	.572
	10~15 years	3.63	.610
	15 years or longer	3.70	.565
	<i>F</i> -value(<i>p</i>)	2.911* (.015)	
Department	Kitchen	3.58	.713
	Home service	3.42	.454
	Purchase	3.00	.000
	Office/managerial work	3.71	.727
	Others	3.30	.635
	<i>F</i> -value(<i>p</i>)	1.987(.098)	
Academic background	Under high school	3.00 ^a	.000
	High school graduation	3.35 ^{ab}	.653
	Specialized college graduation	3.47 ^{ab}	.634
	University graduation	3.58 ^{ab}	.708
	Graduate school or over	3.89 ^b	.656
	<i>F</i> -value(<i>p</i>)	4.228** (.003)	
Position	Intern	3.67	.589
	Temporary contract-based employee	3.32	.439
	Employee	3.14	.835
	Assistant	3.87	.654
	Division head	3.55	.539
	Bureau head of higher	3.70	.614
	<i>F</i> -value(<i>p</i>)	5.069*** (.000)	

emotion to better control and use own emotion and better understand others emotion to provide more efficient response to others emotion they observed. On the other hand, people with lower emotional intelligence cannot effectively understand and control own emotion thought they perceive one, and my face limitation in the use thereof. Also, they may not efficiently respond to others as they have a poor understanding of others' feelings.

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