



IMPACT OF EMOTIONAL INTELLIGENCE ON SERVICE SUPPLY CHAIN: A CASE STUDY OF HOTELS IN SHIMLA.

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ABSTRACT

This study is an outcome of the survey conducted on the hotel stakeholders in Shimla. The objective of the study is to find out the impact of Emotional Intelligence as an internal service quality component, on the quality of work life of hospitality employees. This further is directly linked employees' loyalty and to the guest satisfaction level to complete the service supply chain. It is suggested that Emotional Intelligence is an important component of internal service and has a direct gigantic impact on the attitude of employees. A SERVQUAL- EQ model for internal and external service quality has been proposed by the study, which is an extension of models suggested by the previous authors.

Keywords: Emotional Intelligence, SERVQUAL (Service Quality), Internal Service Quality, guest satisfaction, employee loyalty, SERVPERF (Service Performance)

INTRODUCTION:

The hospitality business, by the title, is a service industry. Its mission is to intensify shareholder assets by servicing and satisfying guests. Hospitality is said to be a loop attached to the development of business, travel and tourism and is possibly the oldest professional activity. Hospitality means kindness in welcoming strangers and guests. These days the services (or products) offered to the modern travellers by hospitality establishment can cater for every human

comfort. The hospitality business is a massive industry encompassing all forms of modes of transport, variety of tourism services, types of accommodation, outlets of dining, beverage service, amusement, leisure and sports event. It is the largest employer of people in the world and a vast consumer of physical resources. Some countries depend almost entirely on tourism and travel business. In hospitality services, the service provider is part of the product itself. For guests to be happy, they not only must believe that they have received a value for their every penny spent but also feel cherished and respected by the workers providing the service. The employees might believe they are providing higher customer service, but in truth it may be less than satisfactory in the eyes of the receiver. Many studies have been conducted on behaviour types and traits inbuilt to service-oriented individuals. Some of the newest analysis comprise the connection between service quality and Emotional Intelligence (Kernbach & Schutte, 2005;)¹(Langhorn, 2004)²; (Varca, 2004;)³ (Winsted, 2000)⁴. Varca (2004) observed many of the indispensable characters of EI in relation to guest satisfaction in service delivery and established noteworthy effects.

Researchers have found a brawny connection between the Overall EI level of service providers and the satisfaction level of the guests. The industry is belligerent with a chief crisis of hospitality workers often earning bare minimum wages and in spite of the working for the top hotels they cannot pay for these services themselves. For the employees to be able to give the requisite elevation of service, they too must feel delightful and supported. They are what may be called the internal customers of their organisation. One of the principal duties of hospitality managers is to direct in such a way that both their internal and external guests can find fulfilment/ satisfaction (Lewis, 2000)⁵; (Sosik & Megerian, 1999)⁶; (Wong & Law, 2002)⁷ In order to assure product quality and service excellence, responsible headship is obligatory. Quantities of research, as well as opinion, have been available regarding the requirement for effectual leadership to progress the organizations ahead (Covey, 1989)⁸; (Goleman, Boyatzis, & McKee, 2002)⁹; (Maslow, 1998)¹⁰; (Peters & Waterman, 1982)¹¹. Many illustrated on what requirements are to be completed or elucidate how to do it, but a small number of researchers wrap the elementary qualities of an entity that must be possessed by a dynamic leader. In seeking to satisfy both internal and external customers, the proficiency set incorporated in emotional intelligence (EI) are important (George, 2000)¹²; (Higgs & Aitken, 2003)¹³. Mayer and Salovey

(1997)¹⁴, who created the term emotional intelligence, define it as “the ability to perceive emotions, to access and produce emotions so as to aid thinking, to comprehend emotions and emotional meanings, and to thoughtfully standardize emotions in ways that promote emotional and intellectual growth”.

OBJECTIVE OF THE STUDY

1. To understand the significance of Emotional intelligence as a component of Internal Service Quality on the Quality of Work Life of hospitality employees.
2. To highlight the importance of Intangible Internal Service attributes in employee satisfaction.
3. To find out the relation between SERVQUAL- EQ and Guest Satisfaction.

FORMATION OF HYPOTHESIS

The following hypothesis is prepared to test the impact of Internal and External Service Quality on Service supply chain.

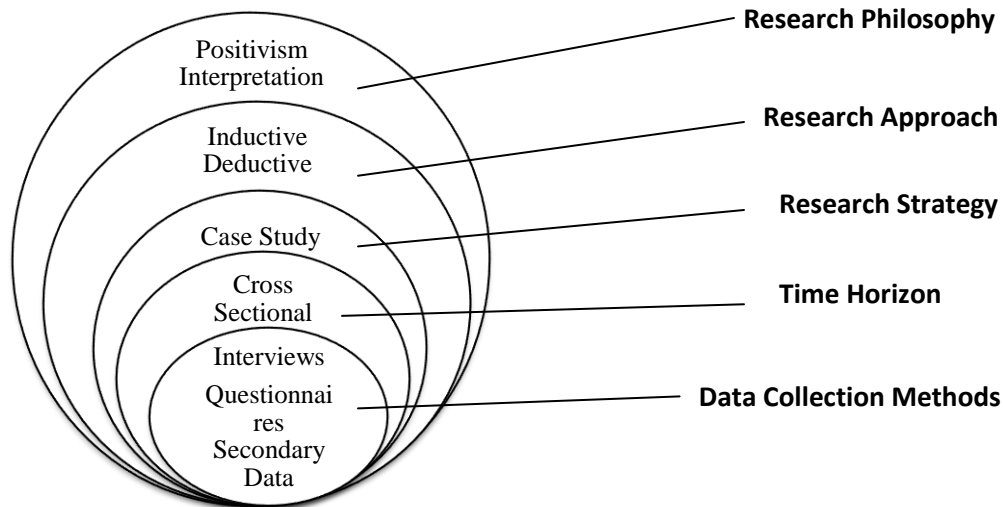
- H₀₁ There is no Impact of Emotional intelligence as a component of Internal Service Quality on Quality of work life.
- H₀₂ There is no significant relation between Internal Service Quality and Employee contentment.
- H₀₃ There is no significant relationship between Employee Satisfaction and Employee Loyalty.
- H₀₄ There is no relation of Emotional Intelligence as a component of Internal Service Quality on External Service Quality.

RESEARCH METHODOLOGY

A research design is the judgment that associates the data to be gathered and the outcomes to be drawn to the initial problem of the study (Yin 2003, p.19)¹⁵. A good number of dependable practical decisions needs to be talked about before one can carry out a systematically valid and conventional research. In order to produce a systematic and premeditated presentation of the realistic procedures, the research path implement the “onion” framework anticipated by Saunders, Lewis and Thornhill (2003)¹⁶. This framework provides a précis and complete outline

of deliberations, preferences and stepladder drawn in order to conduct a research. A research explicit description of the “onion” substitutes the broad structure in order to offer an additional pertinent image of the research process engaged in this study. The specific “onion” framework is obtainable below.

Research Process Framework



Research Philosophy

In general, research philosophy is concerned with knowledge development and the nature of the knowledge (Saunders et al., 2003). It determines how researcher perceives genuineness, the surrounding world and what conjecture they hold about it. Secondly, epistemology concerns the theory of knowledge (Grix, 2002). This means selecting a type of model through which the investigator will move toward and handle knowledge enlargement of the study. SERVQUAL model has been taken as a base here to move further.

Research Approach

A research approach can be inductive or deductive in temperament. The inductive research approach is characteristically used with the intend to develop a theory. In this type of research approach the progression starts with data collection and further on a theory is developed as a result of the empirical data investigation. The inductive approach is present in the part of the research, when conducting interviews with employees and the guests. This is done in order to

gain supplementary knowledge regarding work life factors and job and guest satisfaction levels from employees' and guest's point of view on the subject. The deductive approach is applied in the part of the research where various work motivational theories are revised. This is done in order to identify relevant work motivation factors suggested by various motivational theories that later on are assessed by the research population in the terms of importance.

Research Strategy

“Research strategy is a general plan how you will go about answering the research question(s) you have set” (*Saunders et al., 2003, p.90*). The research employs case study as the primary research strategy. A case study is defined as a strategy based on empirical research of a contemporary phenomenon within its real-life context and where boundaries between context and phenomenon are not evident (*Yin, 2003*). The case study of the top twelve hotels in Shimla categorized in three categories is perceived as a decent representative segment in hospitality industry within the hotel sector, in the sense that employees dominate a very high percentage of the employment and the occupancy rate of the rooms is utmost in these hotels. Also it represents and reflects other hotels operating in the same service sector very well. Therefore, knowledge about employees' QWL obtained from these hotels provides information, which allows for making inferences on to larger populations (to other hotels in service industry). A questionnaire survey is a source of empirical data of this study. The aim of surveys is to test the prevalence of QWL factors on the population of sample hotel employees. To enables this, the questionnaire is designed based on the Service supply chain by Akkermans and Vos (2003)¹⁸ and Expected Quality of work life and impact on QWL by Indira K Shreedaran (2010)¹⁹. This study endeavors to examine an incorporated model for the relationships amongst internal service quality, employee satisfaction, employee loyalty, external service quality, and customer satisfaction in a service supply chain. The mediating role of employee loyalty between employee satisfaction and guest satisfaction is also investigated.

Time horizons

In this study the phenomenon of QWL, especially in regards to empirical data collection, is addressed only at meticulous point of time, does not last over a longer period of time and nor are

any follow up studies performed. This type of study is characterized by being able and intended to provide “a snap shot” of reality at a point particular time (*Saunders et al., 2003*). The arguments for selecting this type of study for the research are as follows. Firstly, the aim of the research is simply to explore and identify QWL factors among employees in the service sector, and not to track the change or development of employees work inspiration factors over different life stages. Secondly, the Data collected from the guests is one time data and their experiences from the same hotel for the second time are not tracked later on. If the empirical data is achieved at the time where odd circumstances are present, dependability and quality of the empirical data is pretentious. One of the safety measures in order to alleviate the above-described risk is interview scheduling. Where interviews with employees prior to their shift and guests before the completion of stay are done, and thereby effects of possible disruption are minimized.

Data collection methods

Empirical data collection

The intention of this research is to present an integrated model for the relationships between service provider and guest in a service supply chain. The relationships amongst internal service quality, employee satisfaction, employee trustworthiness, external service quality, and guest satisfaction are explored using a structural equation model with data from hotels of Shimla. The empirical research reveals that higher internal service quality leads to augmented employee contentment and loyalty, and eventually affects external service quality and guest satisfaction.

The following methods are employed in order to gather empirical data for the research:

1. Survey targeting the hotel employees.
2. Survey targeting in-house guests.

Questionnaire structure

In general, questionnaires are defined as a set of predefined questions that is used to gain response from object of analysis (*De Vaus 2002*)²⁰. There were two sets of questionnaires, one for the staff and the other one for the guests. The staff questionnaire used in this research is designed by including 210 closed end questions.

Internal Service Quality

Reynoso and Moores (1995)²¹ identified the ten internal service quality magnitudes: cooperation, swiftness, communication, tangibles, professionalism, reliability, confidentiality, suppleness, preparedness, and consideration. Hallowell et al. (1996)²² identified eight components of internal service quality, that are tools and equipments, policies and procedures, teamwork, management support, goal alignment, effectual training, communication, and incentive and recognition. Based on Reynoso and Moores (1995) and Hallowell et al. (1996), the researcher made the following table to group all the eighteen dimensions into nine segments and named them W₁ to W₉ elements. The grouping is done considering the close proximity of the meaning and practicality of these dimensions. A new dimension of Emotional Intelligence W₁₀ is added here. Keeping these previous studies in mind the researcher has developed a new model and named it *SERVQUAL – EQ scale*. The researcher added a new element with a belief to prove that EQ is a component that enables to recognize one's own and other people's emotions to distinguish between diverse feelings and mark them suitably, and to use emotional information to funnel thoughts and actions with are needed in any human interaction. The questionnaire is also framed making these elements as the base.

Dimensions of Internal Service Quality SERVQUAL - EQ

	Internal Service Quality Dimensions	Definitions	Source
W ₁	Tools and Tangibles	Are the Tools, equipments and other Tangible required for serving the guests are provided to the employees?	a ,b
W ₂	Policies, Procedures, Reliability and Confidentiality	How reliable are the employees in following the policies and procedures and maintaining confidentiality during the work?	a , b
W ₃	Teamwork and Helpfulness.	How do individuals and departments maintain the teamwork and helpfulness?	a , b
W ₄	Flexibility and Management support	Does management aid or hinder an employee's ability to serve?	a , b
W ₅	Goal Alignment	Are the goals of employees aligned with the management?	b
W ₆	Professionalism and	Is the training imparted to the	a , b

	Effective Training	employees suffices the professionalism required to serve the guests?	
W ₇	Communication	Does necessary communication takes place both vertically and horizontally throughout the organisation?	a , b
W ₈	Rewards and Recognition	Are the employees rewards and recognised for performing good?	b
W ₉	Promptness, Consideration and Preparedness	How prepared and considered employees are for the guest requirements and how prompt are they in responding back?	a
W ₁₀	Emotional Intelligence	How is EQ responsible for a healthy work environment	c
a. Reynoso and Moores , b. Hallowell et al. c. Researcher.			

The second Questionnaire was framed for the guests to test the satisfaction level by - SERVPERF scale. The questionnaire is designed by asking closed end questions. Five point Likert scale is used and the respondents need to select the answer that represents their view best (5-excellent, 1-poor). A total of 200 questionnaires are filled by the guests.

- ***Secondary data collection***

Secondary data being employed in the research is mainly of qualitative, documentary nature. The following types of secondary data are used in the study, scholastic journals, research publications and books. Additionally, since this research is case study based, written outcomes provided by the case study hotels mainly concerning personnel records is also a source of the secondary data in this study.

STUDY AREA

First of all the hotels of Shimla were categorized in three categories based upon their standards of operation, ownership and number of employees. A survey was undertaken to recognize the levels of expectations of the employees of these hotels. Well planned questions were employed

to collect attitudinal and demographic data. As the motive was to learn about the quality of work life and its impact on the guest satisfaction level, SERVQUAL model was used. Both tangibles and intangible attributes have been adopted and the statements have been phrased in to gather maximum information from the respondents on the quality of life they have and its impact on the guest satisfaction level. The reason for choosing three categories i.e. Category A (chain hotels), Category B (HPTDC Hotel) and Category C (private ownership hotels) of Shimla and around is to diversify the area of study for a fair comparison on how the guest is treated by the staff getting different facilities at different work places. An improved questionnaire was distributed to 500 respondents, 170 from Category A, 200 from Category B and 130 from Category C of Shimla town. The contributors of the survey were employees and guests of top 12 hotels of three categories divided by the researcher.

LIMITATIONS OF THE STUDY

The successive limitations are acknowledged by the researcher in the study:

- ❖ The research is limited to Hotels of Shimla. As Shimla is the tourist hub in Himachal Pradesh it has more than 2769 registered hotels, it is not achievable for the researcher to cover all the hotels.
- ❖ Shimla has hotels categorised into different segments i.e. star, deluxe, resorts, budget hotels and other auxiliary accommodations like YMCA's, public and private guest houses, sarais and dharamshalas, it is a restrain for the researcher to choose all categories.
- ❖ The sample size is anticipated to be 500 employees of the three categories of hotels and 200 guests of these hotels as covering all the employees and guests is not practical.

REVIEW OF LITERATURE

Service Supply Chain

Supply chain management has been functional to many manufacturing companies to perk up operations and acquire competitive advantages. The service sector is becoming prevailing as the wealth of developed countries because the constitution of today's economy in those countries is

tremendously dependent on the service industry, and the ratio of personnel in the service industries is growing rapidly.

In contemporary years, some management speculations and tools initially developed for improving manufacturing operations have been practical to the service industries. Armistead and Clark (1993)²³ related the concepts of “value chain” to service industries, that played as a function of merging service operations into supply chain management. In accumulation, some research lately discovered that the service supply chain has emerged because the chain relationship between service provider and guest is important in delivering service to guests’ needs (Akkermans 2003)²⁴; (Ellram et al., 2004)²⁵; (Baltacioglu et al., 2007)²⁶. Because workers behavior during their service influences guest satisfaction, recognizing and managing the reasons of their behaviors is grave to the success of the service supply chain management. The past decade has witnessed a succession of studies on the relationship amid these reasons for victorious service delivery (Hallowell et al., 1996)²⁷; (Prichard and Silvestro, 2005)²⁸. These studies focused on the partial relationships between employee satisfaction and guest satisfaction. Heskett et al. (1997)²⁹ tackled more widespread relationships with the service profit chain and presented a theoretical model for including the associations of management practices with service companies. However, they did not mull over external service quality that affects customer satisfaction.

External Service Quality

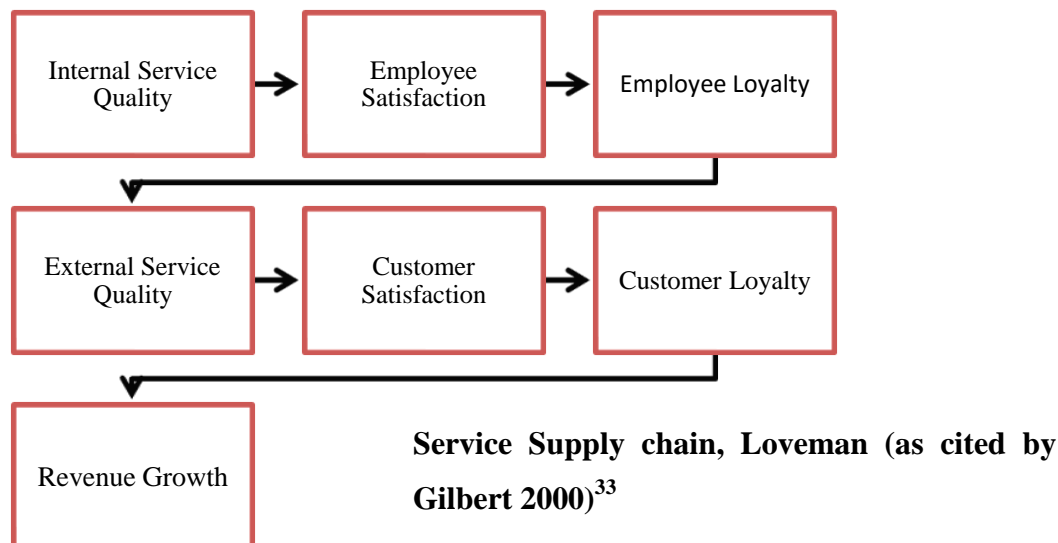
The SERVQUAL service quality model was formulated by a group of American authors, 'Parsu' Parasuraman, Valarie Zeithaml and Len Berry, in 1988³⁰. It highlights the major mechanism of towering quality service. The SERVQUAL authors initially recognized ten elements of service quality, but in soon after, these were warped into five factors - reliability, assurance, tangibles, empathy and responsiveness – which forms the acronym RATER. Industries using SERVQUAL to gauge and administer service quality position a questionnaire that checks both the guest expectations of service quality in requisite of these five dimensions, and their perceptions of the service they obtain. When customer expectations are superior to their perceptions of received deliverance, service quality is considered stumpy. Satisfied workers provide an elevated level of external service quality, the service understanding that guests receive and assess, which leads to

enlarged guest satisfaction (Arnett, Laverie & McLane, 2002)³¹. They derived that employee pleasure echelon is simultaneous with positive employee behaviour throughout his shift timings with the customers. Usually the grass root level employees have eloquent views that they are not essentially blissful with the kind of job they do. There are fairly a few aspects responsible for this paramount velocity of dissatisfaction. The general public and the place of location of the organisation play a significant part in this regard. Lack of self-esteem, lack of reverence from others, odd working hours, deprived salary packages; above corporeal strain and desire for improved professional expansion adds to the higher rate of work aggravation between the Hotel workforce is quite common.

Internal Service Quality

Internal service quality refers to the attitude that people have toward and the way people treat one another in an organization (Heskett et al., 1997)³². Internal clientele work collectively and interact with exterior clientele. Thus, service organizations must stress not only external customer satisfaction, but also internal customer satisfaction. Heskett et al. (1997) presented a service profit chain model that established relationships among profitability, customer loyalty, employee satisfaction, loyalty, and productivity.

The most significant advantage of Internal Service quality is to be experienced more clearly in the model developed by Loveman (as cited by Gilbert, 2000)³³. As seen below, the internal employee satisfaction with the workplace, better known as QWL, ultimately leads to external customer satisfaction and loyalty and, most importantly, revenue growth.

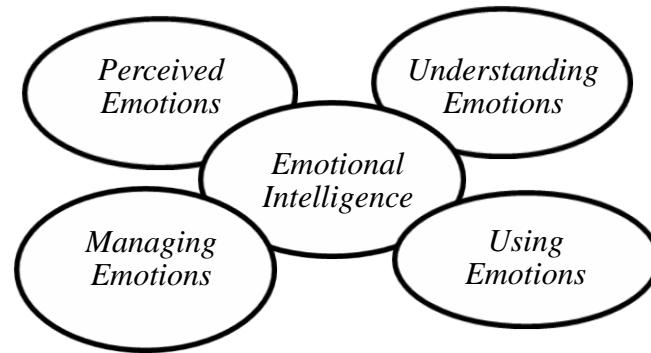


Emotional Intelligence

Emotional Intelligence or EI is how people narrate and act in response to the world around them. To be triumphant, hotel managers must comprehend their potency, flaws, and precincts. They must be adaptable, conscientious, persuasive, collaborative, high performing, and possess the ability to see things from others' perspectives (Goleman, 1995)³⁴. Leaders who possess eminent levels of EI are able to converse ideas and enthusiasm successfully. They are able to diminish reckless disagreements while empathizing with subordinates and guests. They can also accurately measure their own and others' emotions in an endeavour to pick the best strategies to both, take complete benefit of results and gratify the parties concerned.

Managers with high EI can generate positive associations with followers and motivate themselves and their employees to do the jobs at its best. Ashkanasy et al. (2002)³⁵ postulate that emotional intelligence appears to be distinct from, if positively related to, other intelligences; it develops over a person's life span and can be enhanced through training; and it involves, at least in part, a person's abilities to identify and to perceive emotion (in self and others), as well as possession of the skills to subsequently understand and manage those emotions successfully (p. 325).

Dimensions of Emotional Intelligence



Self-Awareness (Using Emotions)

Self-awareness is distinguishing and accommodating one's own emotions while using them to conduct actions; accepting one's strong point, weak point, and competencies; and possessing the self-belief to achieve the goals. Leaders who are conscientious of why they are experiencing emotional reaction and what is rooting the emotions, are better able to self-manage these emotions because they can identify them. In accumulation, because they comprehend their reactions, they are better able to avoid misunderstandings with others.

Self-Management (Managing Emotions)

Guests and employees linger for managers to standardize to the requirements of the individuals wedged out in a situation. While handling annoyed workers or guests, a manager must specifically gauge the situation exclusive of influenced distrustful remarks. As a manager it is also mandatory to preserve emotional control while neutralizing the situation. Determining the best track of action without permitting setbacks to adapt their ways is critical. Being psychologically unwavering endorses free-flowing ideas and maintains the outline of communication unlocked. Managers, who relate sensitively with their employees in relation to their needs, get them complete their job responsibilities much better and effectively. Leaders with elevated EI are better able to direct the impersonation they provide others, and to utilize those impersonations to channel their subordinate to accomplish the required goals.

Social Awareness (Perceiving Emotions)

The social awareness dimension of EI includes compassion, managerial awareness, and service direction. Empathy is being alert of others' belief and wants, as well as being able to see things from others' standpoint. Organizational awareness is being aware of the environment around

oneself, including political undertones, while service orientation is meeting the needs of those to whom one has a responsibility, including employees and customers (Boyatzis & Goleman, 1999)³⁶.

Relationship Management (Understanding Emotions)

Relationship management, as the fourth documented area of EI, includes being a stimulating manager, being persuasive, as well as directing and fostering subordinate rightfully. Boyatzis and Goleman (1999) identified the fourth dimension as social skills, with the subcategories of developing others, leadership, influence, communication, change catalyst, conflict management, building bonds, and teamwork and collaboration. Virtues correlated with relationship management embrace being a change mediator; successfully managing inconsistency, motivating others, and most importantly being a team planner. Ployhart, Lim, and Chan (2001)³⁷ suggest that leaders with outstanding relationship management qualities are able to “motivate and inspire followers by challenging them, by creating a sense of teamwork and shared goals, by articulating and communicating a shared vision, and by inspiring followers to accomplish more than they would have believed was possible” (p. 814).

FINDINGS AND DISCUSSION

Analysis of Emotional intelligence as a component of Internal Service Quality on Quality of work life.

Table 1: Contribution of W₁₀ dimension: Emotional Intelligence

Sr No	Statement	Mean						Chi-Square					
		expectation			perception			expectation			perception		
	Emotional Intelligence	A	B	C	A	B	C	A	B	C	A	B	C
	Employees should owe the responsibility and not put the blame on others to skip a situation	4.83	4.78	4.78	2.50	1.74	1.17	73.788a	198.520a	42.123b	80.588c	251.600c	56.892b
	Employees should have the ability to take criticism.	4.76	4.45	4.47	1.15	2.71	2.30	47.647a	2.000b	.492b	84.706a	51.430a	80.600a
	Management should welcome the diverse opinions from the staff and should value them.	4.68	4.76	4.78	1.08	1.61	1.33	47.647a	2.000b	39.877b	118.612a	77.470a	14.892b
	Employees should refrain from using aggressive, passive and aggressive passive communication.	4.68	4.57	4.75	2.38	1.28	2.12	123.188b	97.960a	33.508b	60.718b	38.720b	155.231c
	Leaders who are out of reach should directly deal with the staff for a higher level of motivation.	4.82	4.47	4.81	1.15	2.07	1.73	68.612a	.980b	49.231b	84.706a	134.840c	86.323a
	Hotel should identify the strengths and weaknesses of the employees and work positively on both.	4.82	4.78	4.68	1.08	1.61	1.33	68.612a	198.520a	16.277b	118.612a	77.470a	14.892b
	Employees should be given a fair chance to explain the reason for behaving stressful during the work hours.	4.89	4.46	4.68	2.50	1.61	1.33	105.624a	1.280b	16.277b	80.588c	77.470a	14.892b
	Hotel should give chance to improve the mistakes done at work.	4.75	4.30	4.84	1.20	2.39	1.73	151.918b	33.620b	59.569b	216.012b	135.640a	86.323a
	Employees should be more talked to in open forums at work.	4.84	4.48	4.75	2.38	1.61	1.71	76.447a	.180b	33.508b	60.718b	77.470a	22.431b
	Hotel encourages the staff to work as a team and then rewards mutually.	4.93	4.79	4.78	2.83	1.74	1.81	125.388a	209.410a	39.877b	197.388c	251.600c	114.477a
	Employees should have a good rapport with the co-workers.	4.64	4.48	4.72	2.83	2.71	2.12	13.553a	.180b	24.123b	197.388c	51.430a	124.892c
	Employees should have a good rapport with the guests.	4.68	4.51	4.53	4.76	2.51	2.10	123.188b	.080b	.492b	47.647a	82.120a	82.169a
	Customer should praise the service provider for a good service.	4.84	4.78	4.75	2.50	2.07	2.20	76.447a	198.520a	33.508b	80.588c	134.840c	104.277c
	Hotel customers should behave well with the employees.	4.76	4.57	4.18	2.50	1.28	1.95	47.647a	97.960a	51.723b	80.588c	38.720b	146.123c
	It is necessary for the hotels to maintain a good image of itself in the society.	4.84	4.48	4.72	2.50	2.39	2.26	76.447a	.180b	24.123b	80.588c	135.640a	112.585c
	Employees should feel proud to be a part of the hotel.	4.84	4.79	4.84	2.13	2.39	2.08	76.447a	209.410a	59.569b	4.565b	135.640a	75.800a

Employees should feel mentally relaxed to serve the guests with contentment.	4.68	4.60	4.68	2.39	1.61	2.05	123.188b	118.810a	16.277b	89.518b	77.470a	133.815c
Hotels should be progressive to show the employees a career growth	4.83	4.57	4.75	1.08	1.40	1.73	73.788a	97.960a	33.508b	118.612a 1	127.870a	86.323a
The level of Employee's self esteem goes high and he feels connected to the work place if they are shown respect.	4.76	4.60	4.75	2.83	2.12	1.73	47.647a	118.810a	33.508b	197.388c	320.680a	86.323a
Employees should feel elevated to perform better if they are appreciated.	4.79	4.57	4.81	4.51	3.73	1.33	187.353b	.180b	49.231b	68.271b	1.270a	14.892b
Hotels should deal with the employees as their internal customers and should give them as much importance as it gives to the guests.	4.65	4.57	4.78	2.50	1.40	1.22	107.341b	97.960a	39.877b	80.588c	127.870a	42.123b
Hotel should empathies well with employees' needs.	4.82	4.65	4.75	2.50	1.40	1.73	68.612a	137.410a	33.508b	80.588c	127.870a	86.323a

Table 1 represents the responses of the staff members of all the three categories of hotels regarding the expectation and perception of level of emotional intelligence. Going on the mean score of twenty two statements it is felt that the employees of category A hotels have the highest degree of EI on the items of having a good rapport with the guests and feeling elevated to perform better if they are appreciated. These employees have moderate level of emotional intelligence on the items owning responsibility , refraining from using aggressive, passive and aggressive passive communication , given a fair chance to explain the reason for behaving stressful during the work hours , open forums at work , encouragement of the staff to work as a team and then getting rewards mutually, having a good rapport with the co-workers, getting praised for good service, customers behaviour with the employees, to maintain a good image in the society, feel proud to be a part of the hotel, feel mentally relaxed to serve the guests with contentment, higher self esteem if they are shown respect, agreeing on treating the employees as the internal customers and should feel important and empathies well. Category B and C hotel staff members have moderate to low level of EI on all the twenty two statements of this dimension. The calculated Chi-Square value worked out for all statements are in

excess of the tabulated value at 0.000 - 0.777 level of significance for 1, 2 and 3 degrees of freedom. Thus it can be concluded that there is disparity in the responses and the null hypothesis implying no impact of emotional intelligence (W_{10}) as a dimension of internal service quality on quality of work life has been rejected.

Table 2 Contribution of Internal service Quality on Employee Satisfaction.

S.No	Statement	Mean			Chi-Square		
		A	B	C	A	B	C
	Employee satisfaction						
	I feel strongly about improving the quality of the services/ products provided to the customers.	4.51	4.51	4.70	68.271b	82.80b	20.800b
	I feel a sense of personal accomplishment in providing quality service/ product to my customer.	4.75	2.12	2.85	151.918b	320.680a	3.077b
	I am willing to put in a great deal of effort to help my organisation deliver high quality service/ product to the customers.	2.38	2.71	2.98	60.718b	51.430a	6.031b
	I really care about the quality of my hotel's services/ products.	2.50	2.07	2.26	80.588c	134.840c	112.585c
	I am involved in discussing quality-related issues with other employees in my hotel.	1.08	2.71	1.73	118.612a	51.430a	86.323a
	I completely understand the importance of providing high quality services/ products to our customers.	2.38	4.57	2.22	60.718b	97.960a	112.031c

	I often discuss quality-related issues with people outside of my hotel.	2.48	3.32	2.75	45.553a	121.760c	43.400a
	Providing high quality services/ products to our customers is the number one priority of my hotel	2.50	4.78	1.73	80.588c	198.520a	86.323a
	The way I feel about quality is very similar to the way my hotel feels about quality.	2.50	1.28	1.64	80.588c	38.720b	9.969b

Table 2 depicts the responses of the staff members of all the three categories of hotels regarding the employee satisfaction level. Going on the mean score of nine statements it is felt that the staff of category A hotel has somewhat higher score on statements like improving the quality of products and services as a continues process and sense of personal accomplishment in providing quality services. However, the score of category B and Category C hotels lie on somewhat or not region for most of the statements. The calculated Chi-Square value worked out for all statements are in excess of the tabulated value at 0.000 - 0.861 level of significance for 1, 2 and 3rd degrees of freedom. Thus it can be concluded that there is discrepancy in the responses and the null hypothesis implying no significance of internal service quality and employee satisfaction has been rejected.

Table 3 Contribution of Employee satisfaction on Employee loyalty and guest satisfaction index from the staff prospective

S.No	Statement	Mean			Chi-Square		
		A	B	C	A	B	C
	Employee loyalty						
	To other hotel (Organizational Turnover Intention)	2.38	2.75	3.26	60.718b	39.070a	8.892b
	I intend to leave this hotel and join another hotel next year.						

	To other industry (Industry Turnover Intention)	2.50	1.72	2.10	80.588c	48.370a	82.169a
	I Intend to leave the hotel industry and join some other service industry next year.						
	To other profession (Professional Turnover Intention)	2.38	2.39	1.95	60.718b	135.640a	42.523a
	I intend to leave this profession and enter into some other profession next year.						
	Customer satisfaction from the employee's prospective.						
	How satisfied are your guests with your responsiveness?	4.93	4.78	3.72	125.388a	198.520a	83.646a
	How satisfied are your guests with your skill or competence?	4.76	4.79	4.75	47.647a	209.410a	33.508b
	How satisfied are your guests with the interest you show in them?	4.84	4.60	4.58	68.271b	118.810a	3.077b
	How satisfied are your guests with your personal attitude.	4.84	4.57	4.58	76.447a	97.960a	68.185a
	How satisfied do you feel to serve the guest when you are not happy with the management?	1.15	1.61	1.73	84.706a	8.820b	86.323a
	You do feel satisfied to see a guest going happy?	4.51	4.65	4.88	68.271b	137.410a	73.877b

Table 3 depicts the responses of the staff members of all the three categories of hotels regarding the employee loyalty and staff judgment of guest satisfaction level. Going on the mean score of nine statements it is felt that the staff of all the categories of hotels lie on somewhat or not region for most of the statements of their intention to stay in the hotel. On the contrary to this all hotels have high score on what they perceive about the guest satisfaction level except on the statement

that the employees feel satisfied to serve a guest even if they have issues with the management .It can be concluded that the staff feels that though they are not fully satisfied with the facilities offered to them , yet they feel that the guest they serve goes happy and contented, where as when asked if they feel satisfies to serve a guest if they are themselves not happy with the management they gave a low score meaning they did not agree with it. The calculated Chi-Square value worked out for all statements are in excess of the tabulated value at 0.000 - 0.079 level of significance for 1, 2 and 3rd degrees of freedom. Thus it can be concluded that there is discrepancy in the responses and the null hypothesis implying no significant relation between the employee satisfaction level and employee loyalty has been rejected.

Table 4 Contribution of internal service quality on Guest satisfaction level

Sr No	Statement	Mean	Chi-Square
1	Please rate your overall satisfaction with your most recent stay at this hotel:	2.06	73.120a
2	How likely would you be to stay at this hotel if you were returning to the area?	2.10	66.120a
3	How likely would you be to recommend this hotel to a friend planning to visit the area?	2.14	60.040a
4	Thinking about your overall experience at this hotel, how would you rate the value for money you received out of your stay?	2.15	75.850b
5	Compared to other similarly priced hotels, how would you rate this hotel overall?	2.16	77.750b
6	Please rate the non tangible elements of the hotels on satisfaction.	2.16	56.920a
	<i>Please rate your experience at this hotel on the following:</i>		
7	Overall service received	2.68	59.650b
8	Overall physical condition of this hotel	2.49	35.450b
9	The quality of equipments used for your service.	2.68	59.650b
10	Condition of guest room	2.16	77.750b

11	Condition of lobby and reception area.	2.16	77.750b
12	Appearance of hotel exterior	2.06	73.120a
13	The actual look of the hotel in comparison to the looks in the brochures or net	2.10	66.120a
14	Up keep of the hotel	2.14	60.040a
	<i>Please rate your experience with associates/employees' at this hotel on the following:</i>		
15	Professional, courteous attitude	2.15	75.850b
16	Professional appearance	2.16	77.750b
17	Responsiveness to your needs	2.16	56.920a
18	Empathetic behavior	2.68	59.650b
19	Hygiene and neatness	2.49	35.450b
20	Knowledge about hotel and local area	2.68	59.650b
21	Knowledge of language for communicating with you	2.16	77.750b
22	Speed of check-in process	2.16	77.750b
23	Speed of check-out process	2.16	77.750b
24	Attitude towards the guests with special needs.	2.68	59.650b

Table 4 depicts the responses of the guests of all the three categories of hotels on their satisfaction level. Going on the mean score of twenty four statements formulated around reliability, assurance, tangibles, empathy, responsiveness and emotional intelligence, it is felt that the guest of all the categories of hotels lie on somewhat or not region for most of the statements of their contentment with the hotel. Going through the data it is confirmed that almost all the respondents have moderate to major problems with agreeing that they are fully satisfied with the services provided to them, which is reflected from the weighted arithmetic mean score. It is evident that in the mean score all the statements are below 3 which mean that these guests are facing one or the other problem as a guest in Shimla. The calculated Chi-Square value worked out for all the statements are in excess of the tabulated value at 0.000 level of

significance for 3 and 4 degrees of freedom. Thus it can be concluded that there is discrepancy in the responses and the null hypothesis implying no significant relation between the Emotional Intelligence (W_{10}) dimension of Internal Service Quality and guest satisfaction has been rejected.

CONCLUSION

It may also be concluded here that Emotional Intelligence as a component of Internal Service Quality (W_{10}) has a major impact on the service supply chain which is evident from the above findings. The hotel staff lacks internal service quality and the quality of work life is not completely satisfactory for any of the hotel category staff members. The outcome of this mental and physical fatigue adversely affects the EI of the employees. Emotional intelligence supports work performance by assisting employees to look for favourable association at work in general and especially in teamwork, and also allows them to manage feelings, to handle stress well and execute work even under anxiety. High-performing hotels are ventures that with the passage of time continue to fabricate outstanding results with the highest level of guest satisfaction and commitment to serve. If the score of EI amongst the hotel employees is not elevated, guest score of EI will be affected resulting in a poor service supply chain. Thus it can be summed up that there is discrepancy in the findings and the null hypothesis implying no relation of Emotional Intelligence as a component of Internal Service Quality on External Service Quality is rejected.

By and large, the hotel industry is tangible yet it works and flourishes because of the intangibility of the range of products being offered to the guest. The result shown above clearly indicates that the employees who are serving the guests need to be not only physically contended but they also need to be responsible for acting as a precursor in the intangibility of the hotel products. The guest satisfaction index clearly explains that the mean score lies on somewhat or not region for the attitudes and intangible services experienced by the guest. The analysis of the internal and external service components indicates that the hotel needs to have an amalgamation of perfect tangible products and outstanding intangible services for the ideal deliverance of guest satisfactory services. The employees enjoying superior emotional intelligence are able to deliver enviable relationships in their particular organization as they do the same with their guests and fellow-staff. Since any business in general and service and customer-oriented ones such as

hotels, in particular cannot prolong disregarding the clients and the staff, elevated organizational assurance can be considered a key factor in their existence. Plausibly speaking the staff enjoying higher emotional intelligence can embrace higher organizational commitment and reimburse off well to their organization.

The findings of the present research signifies the prerequisite of attracting and employing highly emotionally intelligent individuals, preparing and guiding them in different levels and making this development act like a precursor in channelizing them towards the relevance of the skills required. In case the hotel staff could manage and handle their feelings and excitements efficiently they can depart optimistic impacts on their fellow-staff, seniors and most importantly, guests. This way they would enjoy higher job satisfaction and organizational loyalty. Managers of hotels and residential centers may implicate the findings of the present research and similar ones to energize organizational commitment among their staff.

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