ABSTRACT

The present research is based on two major sectors of the Indian services industry, which are the Hospitality and Information Technology. Being that both industries work on the ethic of customer service, provided by their human resources; it is imperative to focus on some of the major human resource issues that are confronted by these industries.

Developing Emotional Intelligence in the workplace has been one of the highlights of management research in contemporary times. It has been concluded that in the service industry, there is a major role of emotional competencies and emotional labour; for relationship management and business success. Emotional Intelligence has an important role to play on the emotional labor outcomes because individuals with high Emotional Intelligence are seen to handle situations that require emotional labour, much better than individuals who lack it.

It is argued that prolonged exposure to situations that require emotional labour, may lead to stress within employees. This majorly holds true when seen in the light of the basic environmental factors that are confronted by the employees working in the Hospitality and IT industry. Both these service industries are characterized by intense competition, high delivery pressures and considerable employee turnover.

A review of literature surfaces the main issues of these industries in terms of three broad areas which are; first, the requirement to use of emotions to deliver effective service in both industries, second; the inculcation of Organizational Stress due to emotional labor in both industries and third; low levels of Employee Commitment characterized by high levels of attrition in both industries.

Research has emphasized an inverse role between Emotional Intelligence and Organizational Stress and a positive relationship between Emotional Intelligence and Employee Commitment. It is believed that aspects of Emotional Intelligence are influential in helping an employee deal with Organizational Stress. At the same time, employees having higher emotional intelligence
are seen to find better opportunities of organizational growth that leads to increased commitment levels.

It is also seen that most studies on emotional intelligence have been carried out in the Western Context; the present research develops a scale of Emotional Intelligence that ingratiates Indian and Western perspectives on Emotional Intelligence that may be beneficial to the Indian Service Industry. It is seen that so far, no studies have explored the role of Emotional Intelligence on Organizational Stress and Employee Commitment in the Indian service industry.

The main objective of this research is to analyze the role of Emotional Intelligence on Organizational Stress and Employee Commitment. Moreover, it aims at analyzing the role of various Emotional Intelligence competencies on different types of Role Stressors; such that this knowledge can be useful to managers in dealing with issues of Role Stress amongst their employees. The research also analyzes the role of Emotional Intelligence on Affective, Normative and Continuance Commitment separately; in order to assess if developing Emotional Intelligence amongst employees would lead to increasing Employee Commitment levels.

A scale has been constructed for Emotional Intelligence, by adapting to Goleman and Dalip Singh’s research on Emotional Intelligence in the American and Indian construct respectively. For development of a scale of Emotional Intelligence; an in-depth Literature review of the construct of Emotional Intelligence, its definitions and its models was done. The outcome of this review was a set of twelve factors that were tested through a pilot study using Factor Analysis. The eight factors of Emotional Intelligence that evolved in the model were further tested with the help of Confirmatory Factor Analysis. The model was found statically acceptable. Similarly, an in-depth review of the factors in the study that emerged from literature was done to select the Organizational Role Stress Scale (Dr. Udaip Pareek, 1982) that consists of 10 dimensions of Role Stress to measure organizational Role Stress among the employees. A similar exercise was carried out in selecting the Organizational Commitment Scale (Allen & Meyer 1990), for measuring the three commitments i.e. Affective Commitment, Normative Commitment and Continuance Commitment; amongst the respondents.

The sample population for the present study is organizational Managers and Executives who are employed at nine different large-scale IT enterprises in the NCR Region that are affiliated to the
National Association of Software and Services Companies (NASSCOM) and ten different Five Star Hotels that were selected from a list provided by ministry of Tourism-Government of India. The sample size of the study comprised 500 Employees. 250 from each industry.

The sampling technique used in the present study is, “Stratified Purposive Sampling”. Each hypothesis of the study was studied by using Statistical Package for Social Sciences (SPSS) version 16.0. The following statistical techniques have been used for analysis across all the three research instruments-T-Tests, ANOVA, Correlation, Linear Regression, Prediction, Factor Analysis and Confirmatory Factor Analysis.

The results of the study show that amongst both industries, there is significant difference amongst the employees for parameters of Organizational Stress, Employee Commitment and Emotional Intelligence. The hospitality industry faces greater levels of stress and low levels of commitment. In both industries, Emotional Intelligence has a significant role to play on Organizational Stress & Employee Commitment. Development of Emotional Intelligence would help on reducing Organizational Stress and building Employee Commitment. It is seen that there is also a major role of demographic factors in moderating the relationship between all the three factors. Thus in both sectors the development of emotional competencies would be instrumental in dealing with the issues of increasing stress and declining commitment.