

EXAMINING THE INFLUENCE OF CULTURE ON EMOTIONAL INTELLIGENCE: A STUDY OF DIVERSE WORKFORCES IN THE HOTEL INDUSTRY

**A CASE STUDY OF LONDON MARRIOTT HOTEL COUNTY HALL,
LONDON MARRIOTT HOTEL GROSVENOR SQUARE AND
LONDON MARRIOTT HOTEL MARBLE ARCH**

**Presented by Vivien Denes (BSc1)
2017**

Table of Contents

Introduction & Rationale

Aim & Objectives

Theories and Concepts

Existing Empirical Research

Methodology

Challenges

References

- * Growing of cultural diversity in the workplace (Martin, 2014) → cultures and nations are becoming more and more interconnected in nonobvious ways → global complexities.
- * There have been many academic studies done on emotional intelligence (EI) and it's impact on human behaviour (Wong and Law, 2002; Carmeli, 2003; Mayer, 2006; Daft, 2008; Goleman and Jewell, 2008; Chang et al., 2011; Bolden, 2015, Miao et al., 2016).

Life-satisfaction

(Extremera and Rey, 2016)

Well being

(Aritzeta et al., 2016),

Job performance

(Ouyang et al., 2015; Hui-Hua and Schutte, 2015; Hosie et al., 2016)

Job satisfaction

(Hollis et al., 2017)

Frontline employee adaptability (Sony and Mekoth, 2016)

Building interpersonal communication skills

(Petrovici and Dobrescu, 2014)

* **Introduction & Rationale**

Previous literature has shown that EI has a key influence on work outcomes in different cultural environments (Joseph and Newman, 2010; O'Boyle et al., 2010; Walter et al., 2011; Schlaerth et al., 2013), however **the cross-cultural information about the effect of culture on EI is very limited** (Barbuto and Story, 2010; Gunkel et al., 2016).

- * In a global context, examining culture as an antecedent seems necessary in order to completely understand the nature of emotional intelligence (Mayer et al., 2008; Sharma et al., 2009).
- * Also, to find a method that can be universally applicable for the measurement of EI seems to be an important issue (LaPalme et al., 2016).
- * Previous study has suggested further research about the impact of culture on theories of EI (Mayer et al., 2008).

* **Rationale**

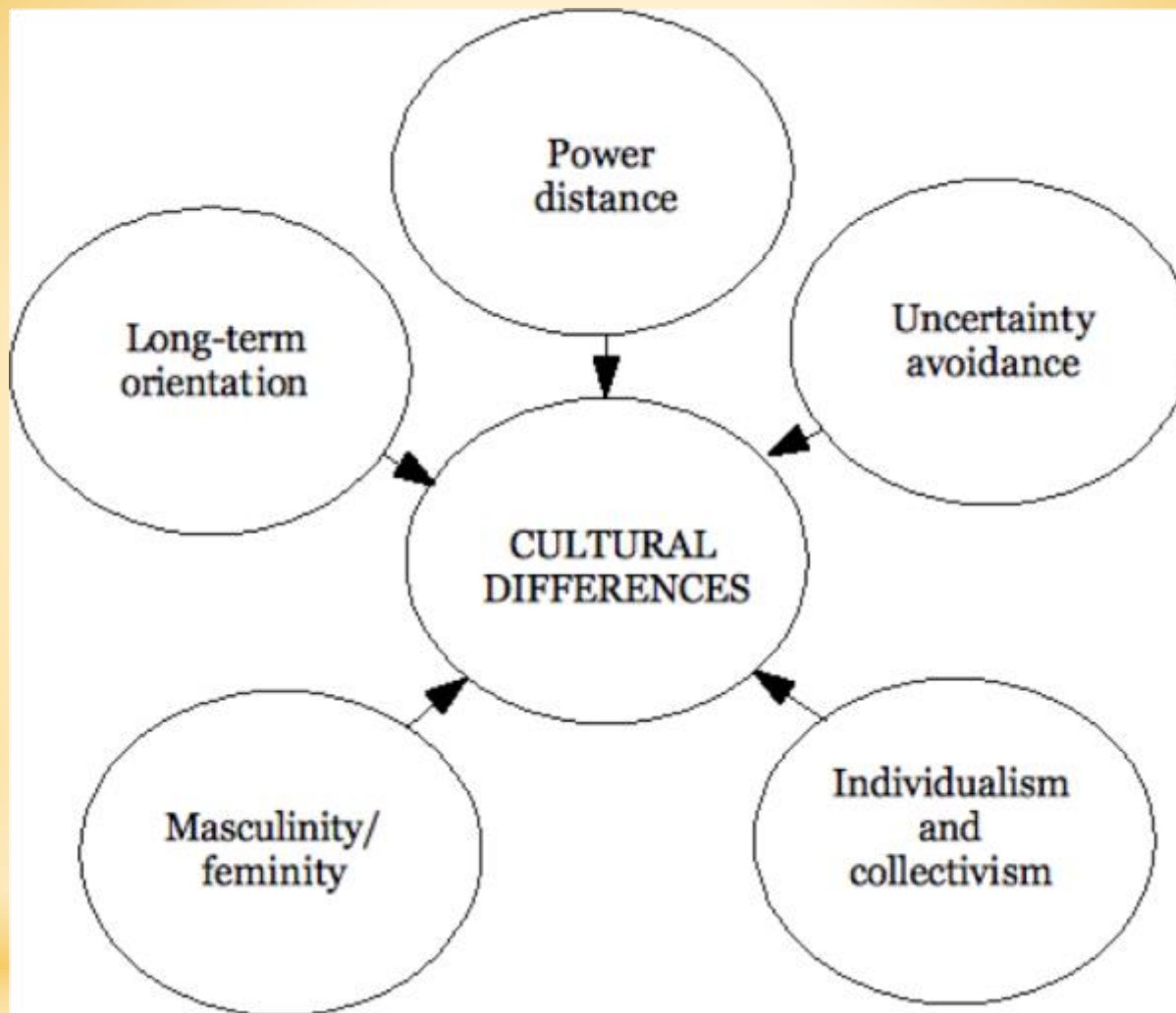
The aim of this research paper is to examine the relationship between culture and emotional intelligence in a multicultural work environment.

The purpose is to provide a better understanding of how cultural values influence EI of individuals in the hospitality industry.

* Aim & Purpose

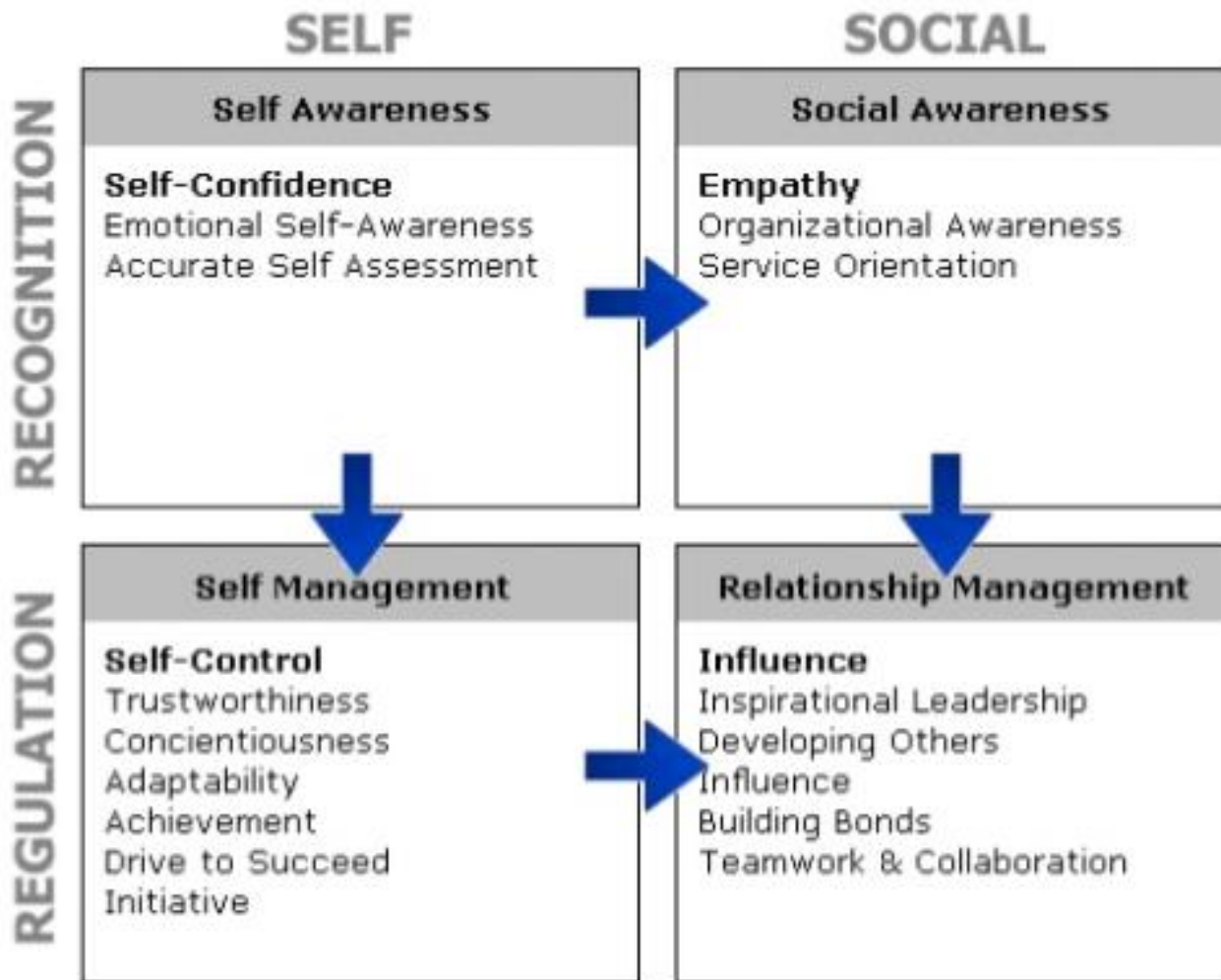
- * To analyse Hofstede's cultural dimensions of respondents that work as front-line employees for LMH.
- * To investigate employees' level of emotional intelligence from different cultures who work for LMH.
- * To establish the influence of cultural dimensions on emotional intelligence of front-line employees working for LMH.

* Objectives



Hofstede's Cultural Dimensions Model
(Hofstede, 1991)

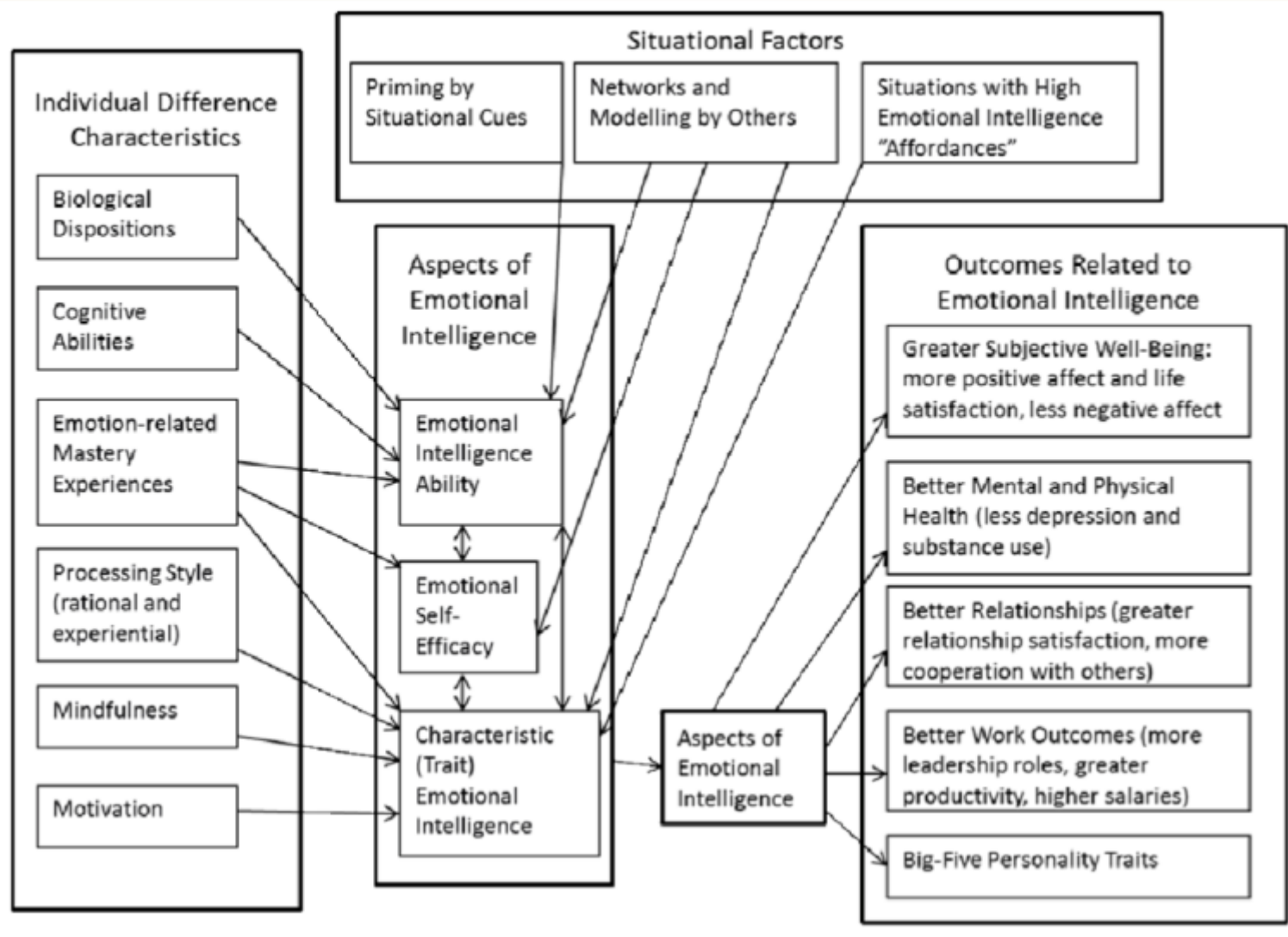
*Theories & Concepts



Emotional Intelligence Model

(Goleman, 2002)

* Literature Review



Dimensional Model of EI (Schutte and Malouff, 2013)

* Literature Review

- * The researches about the influence of Hofstede's cultural dimensions on theories of EI are very limited (Mayer et al., 2008).
- * According to the author's best knowledge, empirical studies that have examined cultural dimensions as antecedents of EI have never been conducted in a heterogeneous workplace.
- * Leaders' EI has higher influence on followers' job satisfaction in collectivistic cultures, thus the EI of leaders are different across some national cultural dimensions (Miao et al., 2016).

* Existing Empirical Research

Location:

- * London, UK - wide diversity of communities and it has one of the most multicultural populations in the world (Worldcitiescultureforum.com, 2015).
- * The ethnical diversity of Britain is predicted to further increase, and the UK could overtake the United States as the West's most culturally diverse nation by 2050 according to Professor David Coleman of Oxford University (Doughty, 2013).

Marriott International:

- * Good management and trained personnel are the most important factors in their business (Marriott International, 2017), hence they could have a main interest in the outcomes of this research
- * the findings of the study could open up new ways to face cultural differences, enhance organizational behaviour, improve and implement new HRM strategies.
- * Generalize the findings across the currently 71 Marriott properties in the United Kingdom (ibid).

* **Background information**

In order to analyse the possible influence of culture on EI, and generalize the findings across the country within Marriott properties, a larger sample size would provide more accurate information due to the complexities of the two phenomenon.

Method: Quantitative approach

Sampling and data collection:

- Multi-cultural approach under the population of front-line employees working for the selected Marriott hotels in London. Accordingly, nonprobability (non-random) and purposive sampling would be used. Sample size 300.
- Computer assisted self-administered questionnaire (CSAQ), a list-based web survey would be used through SurveyMonkey.com.
- HR department of the hotels
- Instrument design: three parts containing 47 items; demographic and background info, CVSCALE (Yoo et al., 2011) and WLEIS scale (Wong and Law, 2002).

* **Methodology**

Validity: Since the author would use already existing and well-tested questionnaires to measure these concepts, there should be no issues concerning the validity of the study.

- * WLEIS emotional intelligence scale: compared the cross-cultural validity of the generally accepted theoretical approaches that aim to measure EI (ECI, MSCEIT, ESI and WLEIS), and the WLEIS had the most support.
- * CVSCALE: assess the cultural values in consistence with Hofstede's five-dimensional framework at the individual level, and research showed favorable results in different cultural settings (outside Western countries as well).

Reliability and generalizability:

Prior to sending the actual surveys, a pilot test would be conducted. This would be conducted within personal interviews with a group of respondents drawn from the target population.

- * Get the cooperation of the chosen hotels
- * Nonresponse error (lack of interest) or suspicion of how the results will be used or who will know the responses
- * Inaccurate email addresses; restricted to online population
- * Answering incorrectly; sending incomplete surveys; fabrication
- * Undercoverage: sampling frame would not include all units in the population of interest (Leeuw et al., 2008) → not enough data to generalize to an entire culture (Bryman, 2012)

* Limitations

Aritzeta, A., Balluerka, N., Gorostiaga, A., Alonso-Arbiol, I., Haranburu, M. and Gartzia, L. (2016) Classroom emotional intelligence and its relationship with school performance, *European Journal of Education and Psychology*, 9(1), 1-8. Available from: <http://www.sciencedirect.com/science/article/pii/S1888899215000343> [Accessed 10 February 2017].

Barbuto, J. E. and Story, J. S. (2010) Antecedents of Emotional Intelligence: An Empirical Study. *Journal of Leadership Education*. 9 (1). Available from: http://www.journalofleadershiped.org/attachments/article/164/JOLE_9_1_Barbuto_Story.pdf [Accessed 6 Oct 2016].

Bolden, J. (2015) *Emotional Intelligence: The Definitive Guide to Becoming an Emotional Genius and Mastering Your Thoughts for a Better You*. CreateSpace Independent Publishing Platform.

Brackett, M. A., Rivers, E. S. and Solvey, P. (2011) Emotional Intelligence: Implications for Personal, Social, Academic, and Workplace Success. *Social and Personality Psychology Compass*, 5, 88-103. Available from: http://ei.yale.edu/wp-content/uploads/2013/09/pub184_Brackett_Rivers_Salovey_2011_Compas-1.pdf [Accessed 19 Oct 2016].

Bryman, A. (2012) *Social research methods*. 4th ed. New York: Oxford University Press.

Carmeli, A. (2003). The relationship between emotional intelligence and work attitudes, behaviour and outcomes. *Journal of Managerial Psychology*, 18 (8), 788-813. Available from: <http://www.emeraldinsight.com/doi/full/10.1108/02683940310511881> [Accessed 12 February 2017].

Chang, J. W., Sy, T. and Choi, J. N. (2011) Team Emotional Intelligence and Performance: Interactive Dynamics between Leaders and Members. *Small Group Research*, 43 (1), 75-104. Available from: <http://sgr.sagepub.com/content/early/2011/08/06/1046496411415692> [Accessed 4 Nov 2016].

Daft, R. L. (2008) *Leadership*. 5th ed. Mason, OH: South-Western Cengage Learning.

References

Doughty, S. (2013) *Changing face of Britain: How UK could overtake the United States as the West's most ethnically diverse nation by 2050*. UK: Dailymail. Available from: <http://www.dailymail.co.uk/news/article-2317624/Changing-face-Britain-By-2050-UK-overtake-United-States-ethnically-diverse-Western-nation.html> [Accessed 12 February 2017].

Emmerling, R. J., Shanwal, V. K. and Mandal, M. K. (2012) *Emotional intelligence: Theoretical and cultural perspectives*. New York: Nova Science Publishers.

Extremera, N. and Rey, L. (2016) Ability emotional intelligence and life satisfaction: Positive and negative affect as mediators. *Personality and Individual Differences*, 102, 98-101. Available from: www.sciencedirect.com [Accessed 25 Oct 2016].

Goleman, D. and Jewell, L. (2008) *Working with emotional intelligence*. New York: Random House Publishing Group.

Gunkel, M., Schlaegel, C. and Taras, V. (2016) Cultural values, emotional intelligence, and conflict handling styles: A global study. *Journal of World Business*, 51 (4), 568-585. Available from: www.sciencedirect.com [Accessed 15 Nov 2016].

Harris, P.R., Moran, R.T., Moran S.V.V., R, H.P.H and T, P.B.R. (2004) *Managing Cultural Differences: Global Leadership strategies for the 21st century*. 6th ed. Boston, MA: Elsevier/ Butterworth-Heinemann.

Hollis, R.H., Theiss, L.M., Gullick, A.A., Richman, J.S., Morris, M.S., Grams, J.M., Porterfield, J.R. and Chu, D.I. (2017) Emotional intelligence in surgery is associated with resident job satisfaction, *Journal of Surgical Research*, 209, 178-183. Available from: [http://www.journalofsurgicalresearch.com/article/S0022-4804\(16\)30455-3/abstract](http://www.journalofsurgicalresearch.com/article/S0022-4804(16)30455-3/abstract) [Accessed 12 October 2016].

Hosie, P.A., Sharma, A., Herkenhoff, L., Heydenfeldt, J.A. and Kingshott, R.P.J. (2016) Emerginf HRM perspectives on emotional intelligence, mindfulness and neurobiological science on organisational effectiveness. In: Nankervis, A., Rowley, C. and Salleh, N., eds. *Asia Pacific Human Resource Management and Organisational Effectiveness*. UK: Elsevier/ Chandos Publishing, 39-65.

Hui-Hua, Z. and Schutte, N.S. (2015) Personality, emotional intelligence and other-rated task performance, *Personality and Individual Differences*, 87, 298-301. Available from: https://www.researchgate.net/publication/281349759_Personality_emotional_intelligence_and_other-rated_task_performance [Accessed on 3 October 2017].

Joseph, D.L. and Newman, D.A. (2010) Emotional Intelligence: An Integrative Meta-Analysis and Cascading Model. *Journal of Applied Psychology*, 95(1), 54-78. Available from: <https://pdfs.semanticscholar.org/9f9d/58b5894ba0945d77dfec92193408a808742a.pdf> [Accessed 12 Oct 2016].

LaPalme, M. L., Wang, W., Joseph, D. L., Saklofske, D. H. and Yan, G. (2016) Measurement equivalence of the Wong and law emotional intelligence scale across cultures: An item response theory approach, *Personality and Individual Differences*, 90, pp. 190–198. Available from: www.sciencedirect.com [Accessed 20 Oct 2016].

Leeuw, E.D., Hox, J.J. and Dillman, D.A. (2008) *International Handbook of Survey Methodology*. New York/London: Psychology Press.

Martin, G. C. (2014) The Effects Of Cultural Diversity In The Workplace. *Journal of Diversity Management*, 9 (2). Available from: <http://cluteinstitute.com/ojs/index.php/JDM/article/viewFile/8974/8934> [Accessed 1 November 2016].

Marriott International (2016) *About Marriott*. Available from: <http://www.marriott.com> [Accessed: 6 December 2016].

Mayer, J. D. (2006) Emotional intelligence in everyday life. 2nd ed. New York, NY: Psychology Press.

Mayer, J. D., Salovey, P., and Caruso, D. R. (2008). Emotional intelligence: new ability or eclectic traits? *American Psychologist*, 63, 503-517. Available from: http://ei.yale.edu/wp-content/uploads/2013/11/pub172_MayerSaloveyCaruso.AmericanPsychologist.2008.pdf [Accessed 20 Oct 2016].

Miao, C., Humphrey, R. H. and Qian, S. (2016) Leader emotional intelligence and subordinate job satisfaction: A meta-analysis of main, mediator, and moderator effects. *Personality and Individual Differences*, 102, 13-24. Available from: www.sciencedirect.com [Accessed 12 Oct 2016].

O'Boyle, E.H., Humphrey, R.H., Pollack, J.M., Hawver, T.H. and Story, P.A. (2010) The relation between emotional intelligence and job performance: A meta-analysis, *Journal of Organizational Behavior*, 32(5), pp. 788–818. Available from: <http://onlinelibrary.wiley.com/doi/10.1002/job.714/abstract> [Accessed 20 Nov 2016].

Ouyang, Z., Sang, J., Li, P. and Peng, J. (2015) Organizational justice and job insecurity as mediators of the effect of emotional intelligence on job satisfaction: A study from China. *Personality and Individual Differences*, 76, 147-152. Available from: www.sciencedirect.com [Accessed 15 Nov 2016].

Petrovici, A. and Dobrescu, T. (2014) The Role of Emotional Intelligence in Building Interpersonal Communication Skills, *Procedia - Social and Behavioral Sciences*, 116, 1405-1410. Available from: <http://www.sciencedirect.com/science/article/pii/S1877042814004236> [Accessed 22 October 2016].

Schlaerth, A., Ensari, N. and Christian, J. (2013) A meta-analytical review of the relationship between emotional intelligence and leaders' constructive conflict management. *Group Processes & Intergroup Relations*, 16 (1), 126-136. Available from: <http://gpi.sagepub.com/content/16/1/126.full.pdf+html> [Accessed 12 Nov 2016].

Sharma, S., Deller, J., Biswal, R. and Mandal, M.K. (2009) 'Emotional intelligence: Factorial structure and construct validity across cultures', *International Journal of Cross Cultural Management*, 9(2), pp. 217-236. Available from: <http://journals.sagepub.com/doi/pdf/10.1177/1470595809335725> [Accessed 10 November 2017].

Sony, M. and Mekoth, N. (2016) The relationship between emotional intelligence, frontline employee adaptability, job satisfaction and job performance. *Journal of Retailing and Consumer Services*, 30, 20-32. Available from: www.sciencedirect.com [Accessed 21 Oct 2016].

Walter, F., Cole, M. S. and Humphrey, R. H. (2011) Emotional Intelligence: Sine Qua Non of Leadership or Folderol? *Academy of Management Perspectives*, 45-59. Available from: <http://www.sbuweb.tcu.edu/mcole/docs/walter%20et%20al.%202011.%20emotional%20intelligence%20&%20leadership.%20amp.pdf> [Accessed 20 Nov 2016].

Wong, C.S. and Law, K.S. (2002) The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study, *The Leadership Quarterly*, 13(3), 243-274. Available from: <http://www.sciencedirect.com/science/article/pii/S1048984302000991> [Accessed 22 November 2016].

Worldcitiescultureforum.com (2015) *Perspectives on the city taken from World Cities Culture Report 2015*. Available from: <http://www.worldcitiescultureforum.com/cities/london> [Accessed 20 Nov 2016].

Questions

Thank you for your attention!