The Effect Of Emotional Intelligence On Organizational Cynicism: Research on Hotel Employees

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Extensive Summary

Introduction

While the construct of the management of enterprises is assessed under different headings, human resources management, especially for service businesses, occupies a more important place. In service businesses, employees' attitudes and behaviors affect many factors in the organization. For example; employees who experience problems in the organizations permanently adopt some negative attitudes towards the organization and then they end up turning these attitudes into behaviors (Andersson, 1996: 1398). One of these so called negative attitudes/the behaviors is the organizational cynicism, which has to be given prominence by the organization and the organization administrator. The efforts to find a way to remove these attitudes / behaviors have attracted more importance each passing day. At this stage, the role of the employees' thoughts and feelings in the working process can not be ignored. Indeed, it is possible to notice employee feelings, positive or negative, by just looking at the direct effects of how they are carried out.

Emotions have an important position in business life as well as in social life. Especially the intense feelings can turn a manager into a dominant person due to the decisions taken. In this context, controlling the emotions of the employees or work or making them available in a more positive direction will enable the employees provide a more positive approach towards the business they are linked. It will reduce organizational cynicism in attitude/behavior to the minimum level in the organization.

Emotional Intelligence

Through the interaction of Intelligence concept with emotions, the formation a new concept of called as "emotional intelligence (EQ, emotional quotient)" has brought out. The origins of the concept of emotional intelligence dates back the 1920s and 1930s. It was the well-known psychologist E. L. Thorndike (1920) whose article named as "Intelligence and Its Uses" appeared in Harper's Magazine, started to propose that
social intelligence that is an aspect of emotional intelligence means understanding the others and being able to act wisely in human relations is itself a part of the IQ.

Emotional intelligence is a concept that primarily enables individuals to understand and manage their own feelings as well as to understand the feelings of others, to form empathy and to increases motivation along with supplying the ability to develop a sense of self-confidence. According to this definition, emotional intelligence is hidden firstly in a person's recognizing himself and his ability to resolve himself. Researches conducted particularly on this issue are supportive of those hypotheses. For example; as it was indicated in Özata and the Aslan (2008)'s work, employees' emotional intelligence level affects their sensitivity to work in direct proportion, and this situation is reflected in a positive manner indirectly to customer satisfaction. As it is also understood from the example, the level of emotional intelligence among employees has influence on the duties that they perform.

Emotional intelligence concept, including the factors that Mayer, Salovey and Caruso (2000), Goleman (2000) had mentioned relating to emotional intelligence, focuses on four dimensions containing the emotional intelligence in emotional system. These four dimensions are defined as emotional evaluation, empathic sensitivity, positive emotional management and the use of emotions positively. Development of emotional intelligence, in particular, enables the negative emotions and attitudes of individuals to direct before they are turned into behavior phase. This allows the individuals to leave negative emotions and attitudes that they have.

Organizational Cynicism

Organizational cynicism holds the opinion that an individual's sacrificing basically his faith, honesty and sincerity for his personal interests (James, 2005). In other words, organizational cynicism is an individual's overall negative thoughts on the organization he works for. While having the negative thoughts on his mind, it is reality that it cannot be expected from him to carry out work efficiently. For that reason, businesses should consider influencing employees' feelings in a positive way. This is important because it is of interest for both businesses and employees. Otherwise, organizational cynicism, especially for service businesses, can lead to an important aspect for organizations. When we take the tourism sector into account, whose one to one communication/relationship with customers is at the top level, it is clear that even if those employees have the least negative thoughts, the employees' attitude or behavior will directly affect customer satisfaction (Öney, 1998). The scale of organizational cynicism developed by Dean, et al. (1998), is the most commonly used scale in this area and takes organizational cynicism under three different dimensions. The said dimensions are identified as cognitive, affective and behavioral.

Method

As a data collection method, survey technique was used. The questionnaire was formed of a total of three sections. In the first part, 8 statements were asked to determine the demographic characteristics of the participants The second part holds the organizational cynicism scale while the third part holds the emotional intelligence scale to investigate the participants' emotional intelligence. The scale to investigate the employees' emotional intelligence level is the one developed by Chen (2004; 2006), and was adapted to the Turkish by Aslan and Özata (2008). The scale in question measures
the level of emotional intelligence in 4 dimensions (12 expressions). The four sub-dimensions of emotional intelligence scale deals with; emotional evaluation, empathic sensitivity, positive emotional management and the use of emotions positively. Another scale forming the questionnaire is the scale of organizational cynicism. The related scale was formed by Dean et al (1998) under three dimensions and 14 statements.

The population of the study is consisted of employees working in 6 5-star hotels in Afyonkarahisar centre. As a result of the interviews with human resource managers the hotels, it has been determined that a total of 1147 employees located in the hotels. Within the scope of this study, all the application process was intended to be carried out with all the hotels but one business owner refused to involve in the study so 5 5-star hotels were included in the survey practice. In this context, considering the incomplete and not returning questionnaires along with researchers’ transportation conditions; random sampling method was used for the each hotel considering including and a total of 350 questionnaires were distributed in equal numbers. 331 questionnaires were included in the evaluation process because of missing or incorrect filling.

Findings

Firstly, standard deviation and the arithmetic average of the participants' emotional intelligence level were calculated and it was found out that the arithmetic mean varies in the range of 3.80 to 3.44. This result suggests that emotional intelligence level of the participants is over the middle level. In the next stage, we investigated if there is a significant difference between emotional intelligence and the demographic characteristics of the participants. It was determined that there is a meaningful relationship among participants’ age, education, working experience in sector, working experience in the business and emotional intelligence level, which is p <0.05.

On the other hand, the arithmetic average of the organizational cynicism attitude/behavior of the participants was calculated and determined to be between 2.17 to 2.40 range sets. In addition, we investigated if there is a significant difference between demographic characteristics and organizational cynicism attitude/behavior of the participants and it was identified that there is a significant relationship among the participants' marital status, age range, educational status, working experience in sector, working experience.

Finally, correlation and regression analyses were performed to reveal the relationship between the two variables. Especially, according to the simple linear regression analysis, the simple linear regression model between emotional intelligence and organizational cynicism attitude / behavior was found to be significant (F = 31.027, p <0.001). It can be said that have independent variable has a significant effect on the dependent variable. It was calculated that one-unit change in the emotional intelligence level of the participants would lead to a change in the value of 0.086 in organizational cynicism attitude / behavior of the participants.

Conclusions and Recommendations

Looking carefully at the relationship between emotional intelligence level of employees and organizational cynicism attitude/behavior of the employees, the presence of an inverse relationship was determined. Based on the results obtained, it can be said that an increase in the emotional intelligence level of participants leads to a decrease in organizational cynicism attitude/behavioral of participants. In this direction, it supports
the idea that increasing emotional intelligence level of the employees will support the reduction of organizational cynicism levels of the employees.

Considering the obtained results the following suggestions may be submitted the organization / manager;

- Business managers should primarily provide the employees with periodic emotional intelligence training programs
- The employees should be trainings of ability to manage their emotions in response to difficulties that could arise in the course work life,
- Given that emotions are at the forefront of especially in service companies, training programs using the case studies may provide more effective lessons for employees.

With this study, a special resource was intended to be created to the sector managers, especially for human resource management. This study also tried to put forward that human emotions are also effective along with the innovation carried out in the management of human resources in the academic sense. In addition, we wanted to draw attention to the lack of studies on emotional intelligence and mention the fact that more studies should be conducted on examining the relationship between different variables with emotional intelligence. A wider angle pertaining to the issue may be achieved by linking especially, employees' emotional intelligence and organizational citizenship, organizational commitment along with managers with the mobbing applications. When comparing the results of the study within the sample size; it has brought in a point of view such as it was conducted in Afyonkarahisar particularly, which is place consisted of thermal hotels for thermal tourism purposes and apart from the city and country-side hotel class. In particular, health and thermal tourism makes both thermal tourism potential of the city to be in an important position under the third age tourism more valuable. The city is in a good status in terms of thermal tourism especially within the scope of health and third age tourism; it makes the thermal tourism potential of the city more valuable. However, there is also a fact that the thermal tourism potential may achieve more with providing quality service. In addition, the most important factor that puts forward the tourism sector is the quality of the services provided both on the basis of the cities as well as the businesses. The result obtained from the study mentions the judgment that the quality of service could only be gained by the employees' sensitivity and commitment to their jobs. Thus, it is advised that intense emotional intelligence practices should be added to the in-service training programs in connection with improving the service quality. This helps to ensure a higher quality of service and reduce the level of organizational cynicism.