The role of social intelligence in relationship to hotel managers’ person-vocation fit and turnover intention

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The role of social intelligence in relationship to hotel managers’ person-vocation fit and turnover intention

by

Jokima L. Hiller

A dissertation proposal submitted to the graduate faculty
in partial fulfillment of the requirements for the degree of

DOCTOR OF PHILOSOPHY

Major: Hospitality Management

Program of Study Committee:
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The student author, whose presentation of the scholarship herein was approved by the program of study committee, is solely responsible for the content of this dissertation. The Graduate College will ensure this dissertation is globally accessible and will not permit alterations after a degree is conferred.

Iowa State University
Ames, Iowa
2018
DEDICATION

This dissertation is dedicated to ALL managers working in the hotel industry who strive to make a difference in the work lives of their teams.
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I love hotels! As a little girl, they represented magic as things would happen and I’d have no idea of the how or the who behind the happening. How did we eat breakfast and not pay? I didn’t understand at the time that the cost of our breakfast was included in the rate. Who made our bed and cleaned our room? I didn’t understand that there was an entire department with that responsibility called Housekeeping. Since the age of 15, my life has been focused on positively impacting hotel employees, managers, guests, and hospitality students. In doing so, my desire to learn as much as I can about the industry as a whole has been the driving force behind much of what I have done over the years. As early as the age of 10, I proclaimed I wanted to go into the hotel industry, and I did just that. Earning my doctorate is yet another culmination of my passion for the industry.

How did I get here? Let me begin by thanking God for holding me together throughout this journey. Thank you to my parents, Lee and Betty Hiller, Jr., for exposing me to travel and to hotels and for being my biggest cheerleaders along the way. Becoming an amputee during this process changed my life, my perspective, and my focus. Thank you to my Aunt Evelyn Rhenwrick for pushing me to live as I couldn’t see how I could with only one leg. Thank you to my family and friends who inspired me, encouraged me, scolded me for contemplating giving up, listened to me, cried with me, laughed with me, and will soon celebrate with me. Because of God and family I was able to rebound and reclaim my passion for all things hospitality.

Thank you to my first supervisor, John Szczepanski, for giving me a chance as a very shy 15-year-old. Thank you to my Purdue University Northwest Professors, Dr. Flannery and Ms. Farley, for pointing me in the right direction. Thank you to my dissertation committee, Dr. Brown, Dr. Bosselman, Dr. Arendt, Dr. Hurst, and Dr. Reason, for your guidance, feedback, and
patience. Thank you to my department head, Dr. Hein, for your ever-present support. Thank you to my dean, Dr. Jahnke, for your encouragement. Thank you to my co-workers for your help along the way.

My journey is not over. In some ways, it feels as though I am just beginning. My passion for the industry at 15 is still as strong today. So, look for more books about the hotel industry designed to inspire, educate, and entertain. Look for me at more conferences and workshops running my mouth about my beloved industry. More importantly, look for me in the classroom teaching the next generation to impact hotel employees, managers, guests, and other students.
ABSTRACT

Managers in the hotel industry have complex roles as they interact with employees, supervisors, and guests on a daily basis. Often they are called upon to handle challenging situations that require a quick assessment and response. Learning what skills are needed to prepare future hotel managers to be successful in their role will benefit the entire hotel industry. The purpose of this study is to examine the social intelligence (SI), person-vocation (P-V) fit, and turnover intention of hotel managers.

A web-based questionnaire was used to gather the data that were analyzed using descriptive statistics, t-tests, multiple regression, and structural equation modeling to answer the five research questions and 11 hypotheses. The focus of the hypotheses was to determine the relationship between demographic characteristics (sex, length of service in the industry, and age) and SI, P-V fit, and turnover intention as well as examine the relationship, if any, between SI, P-V fit, and turnover intention. Convenience sampling was used in which a total of 223 surveys were distributed to hotel managers representing a variety of hotel departments. There were 50 regional managers, each responsible for a region of hotels, included in the sample. The regional managers were asked to participate in snowball sampling and share the survey with their team after taking the survey. While 270 surveys were collected, only 209 were complete and usable.

Seven of the 11 hypotheses analyzed were supported. Based upon structural equation modeling, there was a relationship between SI and P-V fit and a relationship between P-V fit and turnover intention. A summary of the findings, implications, and limitations of the study as well as recommendations for future research are provided.

Keywords: social intelligence, person-vocation fit, turnover intention, hotel, manager
CHAPTER 1: INTRODUCTION

Background

Historically, the definition of social intelligence (SI) has varied from “interpersonal competence” (Walker & Foley, 1973, p. 842) to “managerial leadership” (Walker & Foley, 1973, p. 846). Interpersonal competence focuses on people’s interaction, the characteristics of the individuals interacting, and the knowledge required to interact appropriately. Managerial leadership relates to one’s ability to get others to willingly do as they ask. Yet, the definition that has endured throughout and up to today was that offered by Thorndike as early as 1920: “the ability to understand others and to act wisely in social situations” (Walker & Foley, 1973, p. 839). Each of the above definitions involves the individual quality necessary to relate to other individuals as well as the ability to perform accordingly. Much of a hospitality manager’s daily role is to successfully communicate interpersonally with peers, supervisors, guests, and employees (Lolli, 2013). This requires the ability to relate to others and to perform accordingly.

In comparison, the roles and responsibilities of an employee and a manager differ from each other. An employee focuses on operations and completing tasks, while a manager focuses on developing others. “They [employees] are people who need to work in a motivating environment, be taught and coached, delegated challenging as well as routine tasks and given feedback on how they are performing” (Sillet, 2015, p. 47). Sillet used the Chartered Institute of Personnel and Development (CIPD, 2014) Learning and Development survey, which was created after studying newly promoted managers for 15 years and identified the challenges of newly promoted managers brought about by managing employees. These challenges included time constraints, workload, and lack of confidence (Sillet, 2015). A study conducted by Petkovski (2012) evaluated the skills necessary for tourism and hospitality managers. Survey participants
ranked the given skills according to necessity, importance, and usefulness (Petkovski, 2012). When comparing the attitudes and opinions of employees to managers, there was no difference. However, both groups, especially the managers, stressed the importance of managers having the ability to gain cooperation and display good interpersonal relations (Petkovski, 2012).

Individuals in the capacity of a leader require developed social skills as leaders are responsible for creating a sense of community within the workplace as well as a collegial environment (Singh, 2013). These skills are designed to be an extension of the leader’s potential and not a replacement of their on-the-job skills and logical thinking (Singh, 2013). Goleman and Boyatzis (2008) offer an example of a leader born with the ability to naturally display positive behavior and social intelligence. They compared this individual with another who lacked social intelligence but was nevertheless selected for an advanced work position and was identified within the first six months as struggling. The research conducted by the authors showed that there was a significant divide between the behavior of a socially intelligent leader and a socially unintelligent leader. In addition, social intelligence was found to be a powerful predictor of the outcome of performance appraisals. It takes a supervisor who laughs and can foster a positive atmosphere to activate employees’ laughter and bring the team together. Such a supervisor can achieve a good fit for his or her leadership role.

Many individuals think about and consider what they want to be when they grow up well before their adult years, and it is their vocational interests that predict their person-vocation (P-V) fit even more so than their personality (Ehrhart & Makransky, 2007). Based on research conducted by Holland (1959), six dimensions outline the work environment individuals are interested in pursuing. The significance of vocational interests was established in determining person-vocation fit, meaning that their interests were in alignment with their work. “Vocational
counselors whose goal is to place individuals in favorable working environments should benefit from such knowledge because it allows them to guide individuals into favorable vocational and job environments in which they could be satisfied and successful” (Ehrhart & Makransky, 2007, p. 224).

Although turnover may be anticipated within an organization, high turnover can have a “significant negative impact on the productivity and profits of an organization,” according to Blomme, Van Rheede, and Tromp (2010a, p. 145). Therefore, in their study, having an understanding of what predicts a person’s intention to leave was important. Three survey questions were used to measure the turnover intention of the alumni of the Hotelschool The Hague (Blomme et al., 2010a). A number of results were indicated; however, of significance is the result that “. . . those who had less than 5 years’ working experience were more inclined to leave the organization than those groups with more than 5 or 10 years’ working experience . . .” (Blomme et al., 2010a, p. 153). Managers working in operations deal with both employees and guests on a daily basis and must have the ability to relate to others.

**Purpose and Research Questions**

The purpose of this study was to examine the social intelligence (SI), person-vocation (P-V) fit, and turnover intention of hotel managers. To assess participants’ SI, the Tromsø Social Intelligence Scale (TSIS) was utilized. The constructs of the English version of this tool have been examined and found to be valid and reliable (Grieve & Mahar, 2013). Questions created by Vogel and Feldman (2009) have been incorporated to examine P-V fit. The validated turnover intention scale (TIS-6) has been used to examine the turnover intention of hotel managers (Bothma & Roodt, 2013).

The research questions proposed for this study include the following:
1. How do hotel managers perceive their social intelligence and person-vocation fit?

2. How do demographic characteristics (sex, length of service in the industry, and age) influence social intelligence, person-vocation fit, and turnover intention?

3. What is the relationship between the person-vocation fit and social intelligence of hotel managers?

4. What is the relationship between the social intelligence and turnover intention of hotel managers?

5. What is the relationship between the person-vocation fit and turnover intention of hotel managers?

**Significance of Study**

Very little research has been conducted to determine the impact of SI on the hotel industry, specifically on the hotel manager role. However, it remains the hospitality manager who interacts with superiors, subordinates, peers, and guests, and it is the manager’s relationship with these individuals that requires the utilization of some level of SI. On a daily basis, the hospitality manager makes decisions regarding how to interact and work with others. This study yields findings significant to the hotel industry both operationally and academically.

Operationally, the hotel human resources manager, recruiter, supervisor, and owner may benefit from knowing the impact SI has on the hotel manager. Recruitment, promotion, development, and training practices could become more streamlined with the knowledge of which SI levels are prevalent in the hotel industry. Vocational counselors may benefit from better understanding what drives P-V fit within the hotel industry, while hotel managers can benefit from knowing what is needed for a low turnover intention.
Academically, hospitality students are taught how to give presentations publicly but rarely how to communicate socially, which will be an integral part of their role as managers. Hospitality programs at colleges and universities can better prepare students for hotel manager roles through a deeper understanding of the importance of SI and its relationship with P-V fit and turnover intention and by employing a curriculum focused on SI. Further research can help academicians fine-tune or create courses that introduce students to and develop students in SI. This research provides the justification for considering SI as a part of the hospitality program.

In the present study, a higher level of SI relative to the general population was expected due to the nature of the hospitality manager’s role of interacting daily with employees, supervisors, peers, and guests. It was anticipated that managers with high levels of SI would be more capable and feel more comfortable in the vocation of the hotel industry than those without, which may lead to a lower intention to leave their current hotel job.

Definitions of Terms

*Hospitality industry*—Represents a broad area of a variety of segments that offer services to travelers. These sectors may include, but are not limited to, hotels, restaurants, cruises, meetings and events, attractions, and casinos.

*Hotel industry*—Collectively, varied types of establishments that provide shelter to travelers. Variations may include, but are not limited to, economy, limited-service, full-service, luxury, and extended-stay.

*Manager*—“Someone who exercises not only self-management but also people management, that is, takes a supervisory role in his/her work and is responsible for people in the work environment” (Ineson, 2011, p. 633).
Person-vocation fit—“Refers to the congruence between individuals’ interests and abilities and the characteristics and requirements of their vocation” (Vogel & Feldman, 2009, p. 70). The vocation used in this research was that of managers in the hotel industry.

Social intelligence—“The ability to understand others and to act wisely in social situations” (Walker & Foley, 1973, p. 839). Social intelligence consists of three dimensions, including social awareness, social information processing, and social skills.

Social awareness—Social awareness, a subscale score of social intelligence, assesses “the degree of awareness, and lack of surprise in response to social situations” (Zautra, Zautra, Gallardo, & Belasco, 2015, p. 7).

Social information processing—Is “designed to assess the ability to understand and predict others’ behaviors and feelings” (Zautra et al., 2015, p. 7).

Social skills—A subscale score of social intelligence that “assesses the ability to enter new social situations and adapt to them” (Zautra et al., 2015, p. 7).

Tromsø Social Intelligence Scale—The TSIS “measures social intelligence based on three subscales, which include social awareness, social information processing, and social skills” (Eketu & Edhe, 2015, p. 29).

Turnover intention—For the purposes of this research, this is the likelihood of an employee to leave a specific job in the hotel industry.

Summary

This research study examined the relationship between the social intelligence (SI), person-vocation (P-V) fit, and turnover intention of hotel managers. A total of five research questions were examined. It was anticipated that hotel managers with high SI will have a better P-V fit as well as have a low turnover intention. Operationally, the hotel human resources
manager, recruiter, supervisor, and owner may benefit from knowing this information, while academically hospitality programs at colleges and universities can better prepare students for hotel manager roles. This can be done by developing and employing a curriculum focused on SI.

Organized in five chapters, this dissertation is composed of the following structure and information:

Chapter 1 presents the framework for the dissertation. It begins with the background, outlining the responsibilities of a hospitality manager that require a high level of SI and discusses the problem that SI may not be taught in undergraduate hospitality programs in college and university settings. The chapter also includes the purpose of the study and lists the five research questions that have been researched and are discussed throughout the dissertation. It ends with a discussion of the significance of the study, the definitions of key terms, and a summary.

Chapter 2 presents a comprehensive literature review. The constructs of SI, P-V fit, and turnover intention are reviewed individually. Chapter 3 presents the methodology. Chapter 4 includes the results and discussion, and Chapter 5 presents the summary and conclusion. A general discussion of the research outcomes in addition to recommendations for future research are included, which may be of significance to reviewers interested in continuing research in the area of SI and its impact on hotel managers.
CHAPTER 2: LITERATURE REVIEW

Social Intelligence

Thorndike has been credited with the first published research, in 1920, on social intelligence (Bar-On, 2006). “The early definitions of social intelligence influenced the way emotional intelligence was later conceptualized” (Bar-On, 2006, p. 13). It was believed that SI and EI had interrelated components. However, in trying to define SI, researchers began to focus on a person’s “ability (or rather inability) to recognize, understand and describe emotions” (Bar-On, 2006, p. 13). Over the years, research into EI has flourished, even within the hospitality industry, while interest in SI has diminished. This was because of the difficulty in reaching a consensus on the definition of SI (Bar-On, 2006). However, today there exists an accepted definition based on the foundation set by Thorndike.

Hirst and Walther (2002) published an article that explains how influential hotel employees are in regard to a guest’s experience. Hotel employees are responsible for ensuring guest satisfaction. The employee’s direct supervisor impacts this responsibility by the way he or she interacts with and treats the employee. Hotels sell an overall experience, and because of the interaction between staff and guests, employees have an opportunity to influence each guest’s experience as well as help determine whether he or she will return (Hirst & Walther, 2002). Corus and Regal Hotels have established a customer service training program entitled “Mission Impossible.” Program employees’ feelings and emotional intelligence instead of actions are the central theme of Mission Impossible. The training consists of 23 hours and uses role play, games, and puzzles (Hirst & Walther, 2002). Its success was evaluated by reviewing guest surveys, hotel profitability, and interviewing employees.
Sardo (2004) confirmed that with training, improvement in the area of EI can result. Using scientifically valid instruments to measure EI, Learning Dimensions set out to show the benefits of an emotionally intelligent workforce. Based on a study of 80 employees, it was found that there were some positive characteristics of employees with high EI, including lower absenteeism and higher commitment to the organization (Sardo, 2004). However, Sardo asks, can EI be developed? A research study was conducted of 30 employees. These employees were given the Bass and Avolio Transformational Leadership Model Assessment and the Swinburne University Emotional Intelligence Test (SUEIT) (Sardo, 2004). Then, the employees participated in an eight-month development process and, when completed, took the transformational leadership and SUEIT assessments again. There was a marked improvement in both employee assessments after having gone through the learning and development process.

Kernbach and Schutte (2005) set out to show a link between EI and customer satisfaction. More specifically, they wanted to show how service providers with a higher level of EI were able to provide greater customer satisfaction. A sample of 150 participants ranging in age from 18 to 80 viewed videos of service providers at three different levels of EI interacting with customers. A disconfirmation measure was used where participants were to compare how the situation was handled versus their previous expectations of how the situation should be handled. The results of the study revealed that greater customer satisfaction resulted in interactions with service providers with higher EI. There are some limitations to this study, including the fact that participants only viewed videos and were not engaged in actual service encounters.

Berman and West (2008) established the importance of emotional intelligence within management and offered methods by which to increase a manager’s EI wellbeing. There are four hypotheses that focus on existing managerial practices by which to incorporate EI. These
practices include selection and promotion, feedback, mentoring and modeling, codes and standards, and training and development (Berman & West, 2008). City managers and chief administrative officers in 662 U.S. cities with over 50,000 people were mailed a 275-item survey. With a response rate of 32.5%, there were a number of results that researchers examined. The results included an increase in managers’ EI skills and human resource departments’ need to include EI skills within their daily processes of selection, training, mentoring, and feedback. Practical implications are that in organizations where managers lack EI, human resource departments can expose managers to EI and encourage managers to recognize it within, thereby also improving overall company performance (Berman & West, 2008).

In 2013, an article was published that links EI to service recovery (Lee, Kim, & Jeon, 2013). Flight attendants perform a variety of responsibilities ranging from assisting with luggage to serving beverages. More importantly, they interact with customers and are tasked with service recovery. Due to the competitiveness of the airline industry (Lee et al., 2013), service recovery and other aspects of service are of great importance. “A survey questionnaire to assess the causal relationships among EI, organizational loyalty, and service recovery was developed based on related studies” (Lee et al., 2013, p. 673). Of the 300 surveys sent out to flight attendants, 273 were usable. Results indicated that flight attendants with higher levels of EI had greater service recovery and organizational loyalty.

Researchers Prentice and King (2013) looked at how casino hosts interact with premium players and the impact the host’s ability to control emotions had on the experience. Lee and Ok (2012) measured hotel employees’ EI in relation to job burnout and job satisfaction. Ineson (2011) compared EI to technical skills in regard to job performance for hospitality students and service sector managers. Kim and Agrusa (2011) evaluated the relationship between hotel and
restaurant employees’ EI and new coping strategies. However, not much work has been done in the area of hospitality, specifically hotels and SI.

A link has been found between EI and job tenure within the hospitality industry but not company tenure (Wolfe & Kim, 2013). “Job tenure is divided into two categories (i.e., industry tenure and company tenure) to provide more insight into its relationship to emotional intelligence” (Wolfe & Kim, 2013, p. 177). Wolfe and Kim (2013) hypothesized that EI would have a positive relationship with industry tenure. Findings indicated that “the model for industry tenure was significant . . .” (Wolfe & Kim, 2013, p. 185). Similar results were expected in the present research: that there was a positive relationship between SI and P-V fit.

SI was defined as “the ability to understand others and to act wisely in social situations” (Walker & Foley, 1973, p. 839). There are other definitions available dating back to 1920, when Thorndike first coined the term. Albrecht (2006) suggests that individuals with low SI are toxic, while individuals with high SI are nourishing. More recently, online resources offer this definition: “the ability to form rewarding relationships with other people” (“Social Intelligence,” 2016). However, in a survey conducted by Silvera, Martinussen, and Dahl (2001), “the ability to understand others was by far the most frequently mentioned aspect of social intelligence” (p. 314). The ability to understand others was the catalyst to acting wisely in social situations and working effectively with others (WEWO).

WEWO was considered a non-technical, employability skill (Jackson, Sibson, & Riebe, 2014). However, employers contend that new graduates are deficient in this area. Jackson et al. (2014) studied a stand-alone program designed to teach students 10 employability skills and 40 fundamental behaviors. There were 799 students out of 1,201 enrolled in the employability skill development program. They completed a skills audit in which they were asked to rate (a) how
well a particular unit within the program developed their core skills and (b) how well the program developed six constituent behaviors, including task collaboration, team working, SI, cultural and diversity awareness, influencing others, and conflict resolution. Results indicated that students felt that the program was successful in developing their core employability skills. However, SI, influencing others, and conflict resolution were rated below average. Educators and employers can glean from this information that there was a need for students to learn and practice WEWO skills such as SI.

Social information processing, a subscale score of SI, was “designed to assess the ability to understand and predict other’s behaviors and feelings” (Zautra et al., 2015, p. 7). This subscale required individuals to listen to verbal and observe non-verbal cues to understand the true nature of the message. This dimension was based upon the theoretical framework of Theory of Mind (ToM) (Sylwester, Lyons, Buchanan, Nettle, & Roberts, 2011). ToM is the ability to understand what is going on in another’s mind (Goleman, 2006; Sylvester et al., 2011). This can be done by sensing an individual’s feelings by observing their eyes and face and listening to their voice. Goleman (2006) stated that it is “one of our most invaluable human skills” (p. 135).

There are two components of ToM (Sylwester et al., 2011): a) social-perceptual, which involves reading body language, and b) social-cognitive, which involves the capacity to infer about the readings. According to Goleman and Boyatzis (2008), “women tend, on average, to be better than men at immediately sensing other people’s emotions. . .” (p. 76).

Social awareness, a subscale score of SI, assesses “the degree of awareness, and lack of surprise in response to social situations” (Zautra et al., 2015, p. 7). This dimension requires individuals to recognize what is important when interacting with social groups, including values and culture and how these factors may impact behavior.
Social skills, a subscale score of SI, “assesses the ability to enter new social situations and adapt to them” (Zautra et al., 2015, p. 7). This dimension requires individuals to know how to respond appropriately to a variety of people from different backgrounds. Social skills encompass “responsibility, self-control, persistence, and cooperation” (Sudraba, Martinsone, & Arnis, 2014, p. 2). The effectiveness of this dimension is dependent upon the effectiveness of the initial social information processing dimension. Lastly, among the most successful managers, gender differences within SI levels are non-existent (Goleman & Boyatzis, 2008).

Individuals high in SI can move through each dimension smoothly, which requires an accurate assessment of the social situation and an accurate response by the individual. Studying the rationale of the construct of trait SI, Petrides, Mason, and Sevdalis (2011) conducted two experiments. The first experiment required adults who rated high in SI and low in SI to identify facial expressions of “happiness, sadness, anger, and fear” (p. 875). Thirty participants, who were mostly female, reviewed photos representing each of the emotions. Individuals with high SI made fewer errors in identifying the facial expressions. The second experiment required participants to read scenes where one person wronged another. On a seven-point Likert scale, the participants had to indicate whether an appropriate response included no apology, remorse, an expression of responsibility, forbearance, an offer to repair, or a combination of these options. SI participants who scored high were more likely to offer some form of an apology. Not only are precise interpretations of facial expressions integral in positive social contact, but apologies are effective in reducing anger and retaliation. Hotel managers are responsible for handling guest complaints daily. Identifying facial expressions assists with identifying the complaint level a guest has. This research demonstrates that individuals with high SI can deal with those complaints in a manner that diffuses the situation. Being able to recognize when someone is not
happy and then apologizing and acting appropriately to resolve the situation are keys to success for hotel managers.

**Social Intelligence in Hospitality**

When scouring several databases for information and journal articles on the topic of SI in the hospitality industry, only one article was discovered. During this process, research articles were found on SI, SI in management, EI, and EI in hospitality. These topics have been addressed in this literature review. In some instances, when searching for information, articles on social media intelligence displayed. These articles provided insight into how people manage their social networks.

An article investigating the relationship between managers’ SI, employees’ emotional labor, and the emotional climate of the workplace was published in January 2018 (Genc, Gulertekin Genc, Seray, & Mohd Yusoff, 2018). Similar to the research presented in this dissertation, a definition of SI was offered along with its history, the Tromsø Social Intelligence Scale was used in preparation of the scale items, a questionnaire was distributed, confirmatory factor analysis (CFA) and structural equation modeling (SEM) were used to analyze the data, and mediation analysis was conducted. More importantly, the study was conducted among hotel employees.

Genc et al. (2018) defined SI as “the manager’s awareness of the feelings of others in a business and their ability to demonstrate appropriate skills towards them” (p. 6). The definition was a synthesis of input from hospitality management experts and Boyatzis’s (2008) research. The questionnaire focused on two dimensions of SI: social awareness and social skills. A total of 276 valid surveys were collected for a response rate of 84%. Respondents were predominantly
male (61.2%), young—ages 18 to 27 (59.5%), and hotel restaurant employees (73.9%). In contrast, the sample in the current research project was expected to be different.

“Frontline (service and front office) employees in the hospitality industry use their soft skills to provide high quality services to customers” (Genc et al., 2018, p. 11). However, research in this area in regard to SI, emotional labor, and the emotional climate in the workplace has been insufficient (Genc et al., 2018) as has research on the relationship between SI, P-V fit, and turnover intention. The Genc et al. (2018) study found that “managers’ social intelligence influences employees’ emotional labor, but found that it does not affect the emotional climate of the workplace . . .” (p. 12). This means a hotel manager’s SI can impact the emotions of their employees. These are employees who, in turn, interact daily with guests, impacting customer service.

Finally, the research conducted by Genc et al. (2018) was significant in a variety of ways, including, but not limited to, the following:

- It validated the importance of SI as a skill needed within the hospitality industry;
- It showed the impact SI can have within management, specifically, hotel management;
- and
- More research was needed in the area of SI and the hospitality industry.

It is anticipated that the significant results of this dissertation will mirror the results in the previous paragraphs.

**Person-Vocation Fit**

P-V fit “refers to the congruence between individuals’ interests and abilities and the characteristics and requirements of their vocation” (Vogel & Feldman, 2009, p. 70). P-V fit refers to congruence at the occupation level and not at the specific position level (Vogel &
Feldman, 2009). For example, someone may have the skills and abilities to work in the hospitality industry but not in the role of, for example, a housekeeping manager. In a study conducted by Stalcup and Pearson (2001), 86.2% of participants remained in the hotel industry when leaving their current employer, indicating they still enjoyed the industry.

Vogel and Feldman (2009) surveyed 222 (83% response rate) full-time professional and administrative employees at a nationwide restaurant chain. The researchers found that P-V fit was positively related to person-organization (P-O) fit and person-job (P-J) fit. In fact, a certain level of P-V fit may have to be achieved before there can be P-O or P-J fit (Vogel & Feldman, 2009). Therefore, an individual’s interests and abilities must be congruent with the characteristics and requirements of the industry to facilitate organizational and job fit.

Considering the research that has been conducted in the areas of fit, researchers question whether it is all of the fit subscales combined that influence overall outcomes or if it is each individual subscale that is impactful. Edwards and Billsberry (2010) tested the two frameworks, establishing the multidimensional theory of person-environment (P-E) fit. It was determined that each subscale of fit (P-O fit, person-people fit, P-J fit, person-group fit, and P-V fit) was impactful individually.

To further support the importance of P-V fit, researchers examined the congruence and incongruence of vocational interests and perceived skill requirements (Feij, Van Der Velde, Taris, & Taris, 1999). Participants included 492 Dutch men and women between the ages of 18 and 26, all of whom were currently in paid jobs. It was concluded that individuals who were dissatisfied with their job experienced incongruence between their vocational interests and perceived skill requirements (Feij et al., 1999). These results may be generalized across gender as it was not a significant variable in the overall results. In addition, congruence between both
vocational interests and skill requirements increased over time (Feij et al., 1999). This was notable as over time it was thought that a person’s SI level may increase as well.

Very little research has been done in the area of P-V fit, and even less research has been done to determine the role of SI in overall P-V fit. Although intelligence is not the same as SI, some similarities can be drawn between having the skills and abilities to do a job and feeling comfortable in that job. According to research conducted by Ganzach (1998), there was a significant relationship between intelligence and job satisfaction. Incongruence in this area may indicate a lack of P-V fit. Finally, a relationship between P-V fit and tenure was not supported by the data (Feij et al., 1999).

Vocational Choice

A key component of P-V fit was found to be deciding on a vocation. This finding was the sum of a person’s intelligence, interests, values, social class, physical environment, cultural influences, interpersonal skills, and other factors (Holland, 1959). In addition, “adequacy of choice is in part a function of age, since time alone provides more learning opportunities for the accumulation of information” (Holland, 1959, p. 41). Using these factors, individuals put the different available occupational environments in order of preference. A self-evaluation was conducted in which individuals took into consideration their own “status needs, and perception of level of competence and potential competence, and the self-estimate of one’s worth with respect to others” (Holland, 1959, p. 38). Researchers conducted a study of 100 Air Force officers in 1955. This self-evaluation discovered that low scorers were not confident in their own ability or felt unworthy, while high scorers felt productive and successful when making a vocational choice (Holland, 1959). Another study showed a correlation between the occupational
level chosen, satisfaction, and unemployment, supporting the importance of self-evaluation (Holland, 1959).

The formula used by Holland (1959) for vocational choice was “Occupational Level = Intelligence + Self-evaluation” (p. 38). As individuals put the different occupational options into hierarchal order for themselves based on the formula, it was found that their choices resulted in a well-defined hierarchy, an ambiguous hierarchy, or there was a blocking of the hierarchical choice (Holland, 1959). Economic factors, employer rejection, or poor evaluation may prevent individuals from developing a hierarchy. Finally, a person with an inaccurate or limited knowledge of self may also make inadequate vocational choices (Holland, 1959).

**Occupational Environments**

The selection of a vocation was found to be made via self-evaluation. Taking into consideration the major types of American employment, Holland (1959) established six occupational environments from which to choose: (a) The Motoric Environment, (b) The Intellectual Environment, (c) The Supportive Environment, (d) The Conforming Environment, (e) The Persuasive Environment, and (f) The Esthetic Environment.

The role of the manager falls under the persuasive occupational environment. “Persons of this class prefer to use their verbal skills in situations which provide opportunities for dominating, selling, or leading others” (Holland, 1959, p. 37). Managers are responsible for creating a sense of community within the workplace as well as a collegial environment (Singh, 2013). Holland (1959) further describes the persuasive environment as social. It would thus make sense for individuals who have a good P-V fit to consider leaving their job less often than others.
Person-Vocation Fit in Hospitality

Challenges arose with locating research in the P-V fit literature in the hospitality industry similar to those in the literature on SI in the hospitality industry. Several search queries on P-V fit in hospitality in restaurants, in foodservice, in hotels, in casinos, in travel, in tourism, in customer service, in the service industry, and in other hospitality industry-related terms yielded only one research article. A general query of P-V fit was conducted in which each article was reviewed individually to determine if there was any connection to the hospitality industry directly or indirectly. A call to a university librarian for assistance also yielded zero information on P-V fit in relation to the hospitality industry. However, a review of the article by Marcus and Wagner (2015) yielded some good insight.

The purpose of the study was to “investigate whether satisfaction and performance are more strongly related to the expressed attainment of vocational aspirations than to indirectly measured person-vocation fit based on vocational interests” (Marcus & Wagner, 2015, p. 51). Study participants were apprentices in the food industry, of which 41.5% were male, and no one was older than 23 years of age. It was found that vocational aspirations predicted actual vocational choices as opposed to P-V fit inventoried interests. In addition, if the aspired vocational choice was attained, people were more likely to be satisfied and perform better on the job. In other words, according to Marcus and Wagner (2015), participants who expressed that their vocational choice matched their initial aspiration tended to score higher on both self-reported and supervisor-rated job performance, to report less counterproductive behavior, and to experience a higher level as well as more constructive forms of job satisfaction. (p. 56)

However, this does not invalidate the importance of P-V fit.
Theoretically, the higher the P-V fit, the greater likelihood that particular vocation was chosen, resulting in greater satisfaction on the job (Marcus & Wagner, 2015). This was a key take-away, indicating that people who were comfortable working in a particular vocation (industry) are more likely to continue to work in the industry, having a lower turnover intention, and achieve more on-the-job success.

**Turnover Intention**

A major challenge in the hospitality industry is maintaining employees educated with a bachelor’s or master’s degree (Blomme et al., 2010a). More importantly, turnover has been a concern for the industry for a long time (Hinkin & Tracey, 2000) and can be costly (Blomme et al., 2010a; Bothma & Roodt, 2012; Hinkin & Tracey, 2000; Kang, Gatling, & Kim, 2015). Therefore, recruiters are always seeking qualified managers. Recruiters employ a variety of search and recruitment techniques, sometimes deciding to “grow and groom” their own managers and at other times selecting university hospitality program students and graduates to take on key roles. Recruitment, pre-employment testing, orientation, training, and integration into the business culture comprise a costly process for hotels not just financially, but also in the loss of productivity and lower level of customer service and employee morale (Simons & Hinkin, 2001). Choosing or promoting a manager is a crucial decision that should be given much thought and consideration.

Previous research has looked at turnover intention in relation to gender, tenure, and age. While there may be conflicting results in some of the studies in regards to gender, women were found to have higher turnover intention than men (Emiroğlu, Akova, & Tanrıverdi, 2015). This was primarily due to the woman’s responsibilities within the home, such as domestic chores and childcare. According to research conducted by Emiroğlu et al. (2015), age was a determinant of
turnover intention. In fact, age was found to be strongly correlated to employee turnover (Ghiselli, La Lopa, & Bai, 2001; Mobley, Griffeth, Hand, & Meglino, 1979). “Older people who is [sic] located in the age groups 46-55 and 56 years and over have lower turnover intention than young people who is [sic] located in other age groups” (Emiroğlu et al., 2015, p. 390). In addition, people with short tenure, such as one year or less or two to four years, have higher turnover intention than people who have tenure of five to seven years, eight to ten years, or more.

In a study conducted by Rahim, Civelek, and Liang (2015) it was found that the socially intelligent leader could reduce turnover in the organization. Similar results were found in a study conducted by Eketu and Edeh (2015). This can be done directly and indirectly. The socially intelligent leader through interactions with employees can attract and motivate employees, reducing an employee’s turnover intention. Indirectly, the socially intelligent leader can create an environment that engages employees and decreases conflict, thereby reducing turnover intention among employees. According to Eketu and Edeh (2015),

hotel managers must develop their ability to express themselves clearly, use language effectively, explain concepts clearly and persuade their subordinates with good ideas that will encourage them to stay on their job instead of using harsh words that will drive employees’ away from the organization. (p. 31)

This leads the primary researcher to believe that the socially intelligent manager may not only lower turnover intention among their employees but may also have lower turnover intention in regard to his or her own job.

For the purposes of this research, turnover intention refers to the likelihood of an employee leaving a specific job in the hotel industry. By uncovering an employee’s intention to leave, hotel establishments can learn why and work toward reducing turnover. This research
study aims to understand what role SI and P-V fit have in a hotel manager’s turnover intention. According the Human Capital Theory, “Education, training and development, and other knowledge have a positive impact on productivity and wages” (Ngo-Henha, 2017, p. 2764). If SI is identified as a needed skill for hotel managers, it will be important for hospitality organizations to be invested in the development of their managers.

It was found that individual who was satisfied and loyal was able to effectively deal with customer problems, unlike the individual intending to leave (Tax & Brown, 1998). The withdrawal process includes “thinking of quitting, intention to search and intention to quit (withdrawal intentions) as well as absenteeism and actual turnover (withdrawal behaviors)” (Duarte, Gomes, & Neves, 2015, p. 108). Productivity is at its lowest. Intention to search for another job precedes an employee’s intention to quit and turnover (Mobley et al., 1979). When there is turnover at the employee level, managers are forced to fill in, cover shifts, and take on non-managerial responsibilities. This type of situation encourages more employees to leave as there is a perception of poor management. In addition, it pulls the manager from being able to communicate with customers and gain feedback versus serving customers.

**Reasons for Turnover**

Reasons for turnover have been researched just as frequently as turnover statistics and turnover costs. The results are wide-ranging and far-reaching. According to the Bureau of Labor Statistics (2018), 581,000 employees within the accommodation and food-services industry voluntarily quit in March 2018. This accounts for 19% of the total number of employees who quit their job in the United States. The costs associated with managers leaving are significantly higher (Hinkin & Tracey, 2000). Therefore, the reasons why managers leave are of special interest to business owners.
Reasons for leaving are oftentimes categorized into two dimensions, work reasons and family reasons (Rosin & Korabik, 1995). There has been research that shows a push-pull framework, meaning there are factors within the organization that are pushing employees to leave while there are factors outside of the organization that are pulling employees to leave (Davidson & Wang, 2011). However, factors within the employee’s own department appear to be the primary cause. A top reason managers leave can be attributed to their supervisor. Supervisors who lack competency or character negatively impact the company’s current performance and long-term progress (Longenecker & Fink, 2014).

Previous research indicates employees also leave the workplace due to work-family conflicts. “These studies indicated that employees who are emotionally exhausted as a result of experiences in the work domain encroaching on the family domain showed a higher intention to leave” (Blomme, Van Rheede, & Tromp, 2010b, p. 279). Long hours, demand for teamwork, irregular hours, management styles, and low job security create an emotionally exhaustive environment that impacts home life. It may be these specific working conditions within a food-service company that make the hospitality industry susceptible to turnover. Other reasons managers leave include boredom, being on a sinking ship, non-competitive compensation, burnout, professional stagnation, lack of respect, unethical dealings, dysfunctional work cultures, and the “mission-impossible syndrome” (Longenecker & Fink, 2014, p. 37). The mission-impossible syndrome exists when a manager is asked to pursue overly aggressive goals without the proper tools, such as staff and money. These types of work experience variables, including P-V fit, are oftentimes used to predict turnover (Mobley et al., 1979; Feij et al., 1999).
Turnover Intention in Hospitality

In the past, turnover within the hospitality industry appeared to be expected and accepted. This was primarily due to there being more qualified workers available to hire from than there were jobs available (Woods & Macaulay, 1989). However, today, there exists a shortage of qualified workers, propelling the dilemma of turnover to the forefront (Woods & Macaulay, 1989). Baby Boomers have aged and are now customers instead of employees.

Much research has been conducted on turnover intention in the hospitality industry, which uncovered a multitude of reasons why employees and managers intend to leave their place of employment or industry. Work-family conflict and lack of organizational support were identified as reasons why people intend to leave an organization in a study conducted by Blomme et al. (2010b). Survey respondents included 247 alumni of the Hotelschool The Hague. They had completed a bachelor’s degree program in business administration in hotel management. Organizational support among women was found to be very important, while work-family conflict impacted all participants. As previously stated, working conditions specific to the hospitality industry may be indicative of the pervasiveness of turnover.

Salary and benefit package were indicated as reasons for intending to leave the workplace for food-service managers. “Seventy-six (17.4 percent) of the respondents indicated this was the most important reason they would leave” (Ghiselli et al., 2001, p. 35). Eight food-service companies were selected and agreed to have their managers participate in the survey. The questionnaire included questions concerning job satisfaction, life satisfaction, role conflict, and turnover intention. Similar to the work-family conflict introduced by Blomme et al. (2010b), role conflict refers to the tension resulting from struggles between home and work responsibilities.
Han, Bonn, and Cho (2016) looked at the relationship between how frontline restaurant employees were treated by customers and whether this led to burnout and their intent to leave the business. Working with 28 independent restaurants in Florida, information was obtained from 228 employees. Using hierarchical linear modeling to analyze the data, it was found that there was a positive relationship between customer incivility and job burnout (Han et al., 2016). Furthermore, job burnout was found to be a mediator between customer incivility and turnover intention.

In addition, Li, Kim, and Zhao (2017) examined the turnover intention of frontline employees within the casino segment of the hospitality industry. Valid responses were collected from 336 frontline casino employees. The employees represented 39 work groups from 17 different casinos. “Casino frontline employees, such as dealers, slot technicians, slot attendants, pit workers, and cage workers, often work long hours, work swing shifts and are thus often vulnerable to a range of physical and emotional problems” (Li et al., 2017, p. 201). Therefore, it was found that frontline casino employees need to have a management support system. The researchers believe this will reduce the employees’ intention to quit.

Further insight into the casino-entertainment segment found that there was not a significant difference in turnover intention between front-of-the-house and back-of-the-house employees (Thomas, Brown, & Thomas, 2017); however, back-of-the-house employees were more likely to seek employment with a different supervisor. To reach these conclusions, Thomas et al. (2017) obtained 961 responses from employees working at casino-entertainment locations or at the corporate office.

The hospitality industry was found to be diverse both in terms of the customers it attracts and the employees who work in its businesses. Baby Boomers, Generation X, and Millennials
are in the workforce together, and employers want to know if generational differences impact a person’s intent to leave his or her job. Lu and Gursoy (2016) distributed 1,577 surveys, of which 677 were returned, completed, and usable. “Findings indicate that generational differences between Baby Boomers and Millennials have significant moderating effects on the relationship between emotional exhaustion and job satisfaction and turnover intention, and on the relationship between job satisfaction and turnover intention” (p. 210). When compared to older employees, Millennials experienced lower job satisfaction and higher intention to leave (Lu & Gursoy, 2016).

Researchers have examined the turnover intentions of employees hired during the opening process of a hotel (Akova, Cetin, & Cifci, 2015) as well as determined the relationship between demographic factors and turnover intention (Emiroğlu et al., 2015). A research study determined that general job satisfaction, job hopping, job security, training opportunity, and promotion opportunity are significantly related to turnover intention (Pang, Kucukusta, & Chan, 2015). The reasons for turnover intentions in the hospitality industry range from work-family conflict to customer incivility. No other researcher as of yet has zeroed in on the skill of SI as a factor in a manager’s intention to not leave the hospitality industry.

**Summary**

Understanding a manager’s intention to leave an organization was found to be important information for the hotel industry. This literature review outlines a variety of reasons that have been studied in relation to the hospitality industry; however, the reasons presented do not consider the impact a person’s skill or ability level may have on his or her fit within the industry. The very nature of the manager’s role within the hospitality industry is to communicate interpersonally (Lolli, 2013). Interacting with supervisors, employees, peers, and guests requires
they utilize a level of SI to “understand others and to act wisely in social situations” (Walker & Foley, 1973, p. 839). Skills and abilities are necessary in the determination of P-V fit (Feij et al., 1999). Therefore, individuals with a high level of SI may feel more comfortable in their role, resulting in low turnover intention. When reviewed in its totality, this is the underlying premise of this research study.

The above literature review attempts to outline the history of SI; its relationship to EI; and key dimensions of SI, including social information processing, social awareness, and social skills. The importance of being able to assess a person’s facial expressions was addressed as well as previous research on SI in the hospitality industry. The review of the literature transitioned to explaining P-V fit and its components of vocational choice and occupational environments, and the limited research on P-V fit in the hospitality industry. Lastly, a review of turnover and turnover intention, its significance in the hospitality industry, and the previous research conducted in this area as to why people leave were explored as well.
CHAPTER 3: METHODOLOGY

Introduction

Intelligence has been assessed in people for many years. The intelligence quotient, commonly referred to as “IQ,” is a number used to describe an individual’s intelligence. It is “a score determined by one’s performance on a standardized intelligence test relative to the average performance of others of the same age” (Intelligence Quotient, 2015). The test itself is composed of a series of questions designed for the taker to think and reason over. Emotional and social intelligence require individuals to think and reason in social situations and around others in general. They require people to observe and understand emotions and interpersonal relationships. They, too, can be assessed through methods ranging from self-evaluation tools to electronic surveys. The purpose of this study was to examine the SI, P-V fit, and turnover intention of hotel managers using the TSIS, P-V fit questions from the Vogel and Feldman (2009) study, and the TIS-6.

Use of Human Subjects

This research study proposal was presented to the Program of Study Committee on August 15, 2017. Upon approval, all necessary information was sent to the Iowa State University Institutional Review Board (IRB) to ensure that the study met its requirements (Appendix A).

Research Design

The TSIS, P-V fit questions from the Vogel and Feldman (2009) study, and the TIS-6 were combined to create one succinct questionnaire for participants to complete. The questionnaire was designed to gather SI, P-V fit, and turnover intention information from hotel managers. Demographic information (sex, length of service in the industry, and age) was collected as well and was incorporated into the data analysis.
Sample Selection

A manager is “someone who exercises not only self-management but also people management, takes a supervisory role in his/her work, and is responsible for people in the work environment” (Ineson, 2011, p. 633). Hospitality managers, specifically managers within the hotel industry, have the unique responsibility of interacting with employees, supervisors, peers, and guests. A hotel manager may hold a position within the hotel including, but not limited to, front desk manager, sales manager, general manager, housekeeping manager, food and beverage manager, banquet manager, assistant general manager, executive housekeeper, operations manager, maintenance manager, and chief engineer. Hotel managers may also work at hotels representing a variety of types. This study will focus on the broad hotel types of limited service, extended-stay, and full-service hotels. In relation to the Smith Travel Research (STR) hotel classifications, this includes midscale, upper midscale, and upscale hotels collectively where most of the growth in hotels resides (“STR’s Census Database Shows 52,000 Hotel for the U.S.,” 2016).

The target population was a convenience sample of 200 hotel managers within the United States. While most contacts were from the limited service, full-service, and extended-stay hotel communities, respondents working within hotel management at any hotel type were encouraged and welcomed to participate via snowball sampling.

Data Collection

The web-based questionnaire was created meeting the 11 principles of design for web questionnaires outlined by Dillman and Bowker (2001). In addition, Dillman, Smyth, and Christian (2014) discussed the importance of the respondent trusting the survey requestor, the respondent’s satisfaction in helping others, and the respondent being appreciated. Therefore, the
principal researcher distributed the survey electronically to the individual email addresses obtained for hotel managers currently a part of her contacts. Snowballing was promoted among those who were regional managers, responsible for a territory of hotels. The welcome screen informed readers that their participation would be important. An automatic thank you screen was programmed upon submission of the completed survey. Decreasing the costs of participation was equally important when trying to secure participation in surveys (Dillman et al., 2014). This means the survey needed to be concise and without a time burden or the inclusion of confusing questions. These concerns were addressed during the pilot study process.

The data collection process suggested by Dillman et al. (2014) for web surveys began with the initial email sent to hotel managers. A second reminder email was sent out within a week to further encourage survey completion. In addition, these hotel managers were advised to share the questionnaire with other hotel managers currently working in the industry. A final email was sent within the next week following the second email.

**Instrument and Measurement Tools**

The decision-making process to determine which measurement tools to utilize involved a three-step process. Step one was to research and review the tools available. Step two was to ensure the tools were both valid and reliable. Step three was to narrow the list based on the tools that could be administered electronically. Three separate measurement tools were selected to serve as the questionnaire instruments for this research study (Appendix B): (a) the Tromsø Social Intelligence Scale (TSIS), (b) person-vocation (P-V) questions from the Vogel and Feldman (2009) study, and (c) the turnover intention scale (TIS-6). The SI, P-V fit, and turnover intention of hotel managers were analyzed. A questionnaire composed of four sections was prepared. Questions in Section 1 included the TSIS to assess the participants’ SI level, Section 2
included questions from the Vogel and Feldman (2009) study on P-V fit, and Section 3 included the TIS-6 to assess the participants’ intention to leave the industry. Finally, Section 4 included questions designed to gather demographic information from the questionnaire respondent. As recommended by Dillman (2000), demographic questions were at the end of the survey to allow trust to be built for respondents to feel more comfortable with answering questions of a personal nature. Each of the measurement tools are explained below, and the survey can be found in Appendix B.

**Tromsø Social Intelligence Scale (TSIS)**

In searching for an SI measurement tool, the TSIS repeatedly appeared in journal articles and online queries. Silman and Dogan (2013) used the scale to examine the relationship between SI and loneliness in the workplace. Kaya, Turan, Kamberova, Cenal, Kahraman, and Evren (2016) used the scale to examine the SI level of nurses. Eketu and Edeh (2015) used the scale to examine the relationship between SI and a hospitality worker’s intention to stay in the industry. While other SI measurement tools reviewed met the three-step process, such as the Rahim Social Intelligence Test (RSIT; Rahim et al., 2015) and the MESI Methodology (Frankovsky & Birknerová, 2014), the TSIS was valid, reliable, and more widely used.

The Tromsø Social Intelligence Scale (TSIS) “measures social intelligence based on three subscales which include social information processing, social awareness and social skills” (Eketu & Edeh, 2015, p. 29). Silvera et al. (2001) created the TSIS, a 21-item scale determined to be unbiased in the areas of age and gender. Later, Dogan and Cetin (2009) translated the scale into Turkish and was administered to university students to test for reliability and validity. Researchers Grieve and Mahar (2013) examined the English version (TSIS-E) and established that it has “good internal reliability and excellent temporal stability” (p. 10). The purpose of the
study by Silvera et al. (2001) was to develop a measurement tool for SI. Three studies were conducted to achieve the measurement tool goal, beginning with defining SI. Fourteen psychology faculty were given a questionnaire to evaluate their definition of SI. The second study included the design of the TSIS measurement tool and included 202 participants from the University of Tromsø in Norway, Scandinavia. Using factor analysis, a 103-item survey was created that asked participants to rate themselves in the area of SI. Based on the results, the TSIS was transformed into a 21-item scale. The third study included giving the transformed survey to a new sample to test for gender and age fairness. It was determined that the survey was relatively unbiased in the areas of gender and age (Silvera et al., 2001). Although permission to use the TSIS was not required, permission was sought from Dr. David Silvera (Appendix C).

Grieve and Mahar (2013) took the Tromsø Social Intelligence Scale (TSIS) designed by Silvera et al. (2001) and examined the English version (TSIS-E). To investigate the psychometric properties of the tool, they used participants who were Australian undergraduates. Of the 116 participants, 83.5% had English as their first language. The TSIS-E used a seven-point Likert response format with 1-strongly disagree and 7-strongly agree. “The TSIS-E showed adequate to good internal reliability and excellent temporal stability” (Grieve & Mahar, 2013, p. 10). Internal reliability for the SI dimensions of social information processing, social awareness, and social skills were $\alpha = 0.80, 0.75, \text{ and } 0.60$, respectively (Grieve & Mahar, 2013). Table 1 outlines the reliability analyses for the SI subscale dimensions for the original TSIS scale, the Turkish translated scale, and the TSIS-E.
Table 1. Tromsø Social Intelligence Scale (TSIS) Subscale Reliability Analyses

<table>
<thead>
<tr>
<th>TSIS Versions</th>
<th>Social Information Processing</th>
<th>Social Awareness</th>
<th>Social Skills</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. TSIS Scandinavian</td>
<td>0.81</td>
<td>0.79</td>
<td>0.86</td>
</tr>
<tr>
<td>B. TSIS Turkish</td>
<td>0.77</td>
<td>0.67</td>
<td>0.84</td>
</tr>
<tr>
<td>C. TSIS English</td>
<td>0.80</td>
<td>0.75</td>
<td>0.60</td>
</tr>
</tbody>
</table>

Overall, there were pros and cons to selecting the TSIS-E instrument. The cons included that it was a translated version of the original scale that relied on responses from college students. Translations must be carefully validated for other cultures providing for differences in definitions of social intelligence. In addition, “because college students differ from the general population” (Silvera et al., 2001, p. 317), comparisons of results may have to take into consideration the students’ age, general intelligence, and lack of experience in social situations. The pros included that with each translation, the tool was valid and reliable (Table 1), it was more widely used than other SI tools, and it was unbiased in regard to gender.

**Person-Vocation Fit Measures**

Tools to measure P-V fit, P-O fit, and P-J fit were found when seeking a measurement tool for P-V fit; however, only one P-V fit tool was found, and it met the three-step process. The reason for the lack of demand for P-V fit measurement tools may be because companies are more focused on recruiting the right employee for the right position within their organization rather than the industry as a whole. The questionnaire developed by Vogel and Feldman (2009) could be made available electronically and was valid and reliable. Question three was reverse-scored, as directed by the survey creators.

Vogel and Feldman (2009) created the first survey of its kind on P-V fit. Based on confirmatory factor analysis (CFA), the theoretical constructs in the study were determined to be
valid. Survey participants were asked to answer the three P-V fit questions with their chosen profession as their focus. The same instructions were given to respondents in this research study. Therefore, hotel managers were asked to focus on their chosen profession/career (hotel industry) and to choose the answers that were most in line with their current experience. Vogel and Feldman (2009) found that for there to be a P-O fit or P-J fit, P-V fit must first be acquired.

No other “widely-used” (Vogel & Feldman, 2009, p. 78) measures of P-V fit have been identified. Vogel and Feldman also recommend further refinement of the scale. Despite this recommendation, the primary researcher believed P-V fit was the key variable to link SI and turnover intention. Vogel and Feldman (2009) constructed a new measure for P-V fit for the study they conducted. To assess an individual’s P-V fit, three questions were developed and utilized in this research study as well. Survey participants were asked to answer the questions on a seven-point Likert scale with their chosen profession as their focus. P-V fit was found to be so important that to achieve P-O fit or P-J fit, a certain level of P-V must first be achieved (Vogel & Feldman, 2009). “When person-vocation fit is low, due to either discrepant skills or discrepant values, it is much harder for individuals to subsequently achieve congruence with their jobs and organizations” (Vogel & Feldman, 2009, p. 79). An outcome of SI as the discrepant skill for a hotel manager not achieving P-V fit for the hotel industry was anticipated.

Regarding other measures of fit, P-V fit was found to be highly correlated. The internal reliability for this scale was $\alpha = 0.65$ (Vogel & Feldman, 2009). “To ascertain the discriminant validity of the theoretical constructs in the study, a confirmatory factor analysis (CFA) was conducted using Mplus version 5.1” (Vogel & Feldman, 2009, p. 79). The results showed that respective to their constructs, all items loaded adequately (Vogel & Feldman, 2009). Finally, Vogel and Feldman indicated that career counseling for students was often focused on the
students’ interests or personality and whether it was a match for a certain career. However, the Vogel and Feldman study also suggests “that skill fit is at least as important as interest fit in accelerating employees’ careers” (p. 79). When permission was sought from Dr. Ryan Vogel, it was determined that while permission was not required, citing the article was required (Appendix D).

**Turnover Intention Scale (TIS-6)**

Turnover has been a problem in the workplace for decades, especially within the hospitality industry. Therefore, tools developed to measure an employee’s intention to leave are prevalent. The tools vary in the number of questions asked and vary in regard to assessing the individual’s intention to leave their current role or organization. In their hospitality research, Emiroğlu et al. (2015) asked three questions focused on an employee’s intention to leave the organization. Pang et al. (2015) created their measurement tool by combining questions from other surveys. While there were other articles offering questions designed to measure turnover intention, the turnover intention scale was found to meet the three-step process and, like the TSIS, was more widely used. This may be because the questions were clear and easy for participants to understand.

Bothma and Roodt (2013) tested the reliability and validity of the shortened version of the turnover intention scale (TIS-6). The scale was determined to be reliable ($\alpha = 0.80$) and valid in that it could significantly differentiate between those employees with intentions to leave or to stay. “The TIS-6 can be used as a reliable and valid scale to assess turnover intentions and can therefore be used in research to validly and reliably assess turnover intentions or to predict actual turnover” (Bothma & Roodt, 2013, p. 1).
The purpose of the research study presented by Bothma and Roodt (2013) was to assess whether a six-item shortened version of the turnover intention scale (TIS-6) was reliable and valid. Prospective participants were sent an invitation to participate in an anonymous web-based questionnaire. There was a total of 2,429 participants, representing an 11% response rate (2013). Weekly electronic reminders were sent out to participants to encourage responses. Analyses of the data received was conducted in two phases (2013): (a) Phase 1 consisted of correlations of the variables, descriptive statistical analyses, factor analyses, and iterative item reliability analyses; and (b) Phase Two consisted of inferential statistical analyses.

The results of the empirical and quantitative research by Bothma and Roodt (2013) yielded an overall reliability ($\alpha = 0.80$) of the TIS-6 scale. “The TIS-6 could significantly distinguish between leavers and stayers (actual turnover), thereby confirming its criterion-predictive validity” (Bothma & Roodt, 2013, p. 1). Being a reliable and valid tool to measure turnover intentions, the TIS-6 scale was used in this study to assess the turnover intentions of hotel managers. Permission was given by Dr. Gerhard Roodt to utilize the TIS-6 scale (Appendix E).

**Pilot Study**

A pilot study was conducted to ensure the clarity of the questionnaire’s questions (Appendix F). The electronic questionnaire included questions designed to assess the participants’ perception of SI and P-V fit; to assess their SI level, P-V fit, and turnover intentions; and to collect demographic information. The questionnaire was reviewed by professors who were skilled in preparing research questionnaires. The questionnaire along with a questionnaire evaluation form was distributed electronically to 52 hotel managers working within various types of hotels currently holding various manager positions. The 52 hotel
managers who participated in the pilot student were not the hotel managers who were contacted to participate in the actual research survey. A reminder email was sent approximately one week later (Appendix G). Twenty-three managers reviewed and responded to the survey after giving consent (Appendix H), resulting in a 44% response rate. However, only 14 pilot study questionnaire evaluation forms (Appendix I) were submitted. An adjustment made to the questionnaire based on the results and feedback from the pilot study questionnaire evaluation forms included decreasing the amount of time projected to take the electronic survey.

Data Analysis

Data from the questionnaires collected from the research study were uploaded into the Statistical Package for the Social Sciences (SPSS) and analyzed. First, the answers from the open-ended questions, such as the demographic information, were collated and summarized using descriptive statistics. To analyze hypotheses 1, 2, 3, and 6, t-tests were run. Next, to analyze hypotheses 4A, 4B, 5A, 5B, 7, and 8, multiple regression was utilized, CFA and SEM were used to analyze hypotheses 9, 10, and 11. Figure 1 illustrates the proposed model, showing the relationship between SI, P-V fit, and turnover intention. Analysis goals were to identify relationships between variables, look for differences between groups, and explore how one variable changed in response to others. In addition, there were questions from the TSIS and the third question, on P-V fit, was reverse-scored.

Finally, each of the following research questions and hypotheses have been developed based on the study’s investigation and were answered by the results of the analyzed data:
RQ 1. How do hotel managers perceive their social intelligence and person-vocation fit?

Descriptive statistics were utilized to address this research question. In analyzing the basic features of the data, the distribution, central tendency, and dispersion were determined. More specifically, a table was created depicting the overall demographic information, mean, and standard deviation.

RQ 2. How do demographic characteristics (sex, length of service in the industry, and age) influence social intelligence, person-vocation fit, and turnover intention?

Hₐ₁: Women score higher in the social information processing dimension of social intelligence than men.

Hₐ₂: Women score higher in the social awareness dimension of social intelligence than men.

Hₐ₃: Women score higher in the social skills dimension of social intelligence than men.

Hₐ₄: Managers who have a longer length of service in the industry have a higher level of social intelligence.

Figure 1: Model Used for Testing Hypotheses 9, 10, and 11 using SEM

Note: There are 21 variables for social intelligence, 6 variables for turnover intention, and 3 for person-vocation fit.
HA4a: Managers who have a longer length of service in the industry have a higher person-vocation fit.

HA5a: Managers who are older have a higher level of social intelligence.

HA5b: Managers who are older have a higher person-vocation fit.

HA6: Women have a lower intention to leave than men.

HA7: Managers who have a longer length of service in the industry have a lower turnover intention.

HA8: Managers who are older have lower turnover intention.

Multivariate analysis was utilized to address this research question as there was more than one variable. Using a table to summarize and provide an overview of the data, dominant patterns, outliers, and trends were identified. The objective was to use one set of variables to determine another. The analysis was run three separate times, once to determine which variables influence SI, then again to determine which variables influence P-V fit, and finally to determine which variables influence turnover intention.

RQ 3. What is the relationship between person-vocation fit and social intelligence for hotel managers?

HA9: Higher social intelligence leads to higher person-vocation fit.

RQ 4. What is the relationship between the social intelligence and turnover intention of hotel managers?

HA10: Higher social intelligence leads to lower turnover intention.

RQ 5. What is the relationship between the person-vocation fit and turnover intention of hotel managers?

HA11: Higher person-vocation fit leads to lower turnover intention.
CFA and SEM were utilized to address research questions 3, 4, and 5. The data analysis consisted of two steps including (a) CFA to examine the competence of the measurement model and to establish how well the measured variables represent the constructs (Schumacker & Lomax, 2004) and (b) a structural model to test the proposed hypotheses. This second step tested the proposed framework and analyzed the data through SEM.

Summary

Using the TSIS-E, the P-V fit questions from the Vogel and Feldman (2009) study, and the TIS-6, the relationships between SI, P-V fit, and turnover intentions were examined in this study. The process included the formation of a questionnaire, approval from the Iowa State University Institutional Review Board (IRB), a pilot study, the distribution of the adjusted questionnaire, and data analysis. The goal was to determine the relationships between variables, look for differences between groups, explore how one variable changed in response to others, etc. It was anticipated that hotel managers with high SI will have a better P-V fit as well as have a low turnover intention.
CHAPTER 4: RESULTS AND DISCUSSION

In this chapter, the survey results are presented and discussed. Demographic information (sex, age, and length of service in the industry) was provided for the survey respondents in addition to other characteristics of the sample, such as education, tenure in current job, and the hotel department in which they currently work. Then, the results of each tested research question and associated hypotheses are provided along with supportive quantitative data and results.

Respondent Demographics

The final section of the electronic survey requested demographic information from the respondents. This information is presented and summarized in Table 2. A total of 209 complete and usable surveys were analyzed, of which 89 (43%) were completed by male respondents and 120 (57%) were completed by female respondents. Comparatively, in 2016, men were 47.8% of the lodging management population, and women were 52.2% (Torpey, 2017). Dillman et al. (2014) stated that it was important that the respondent trust the survey requestor in order to prompt participation. The primary researcher distributed the survey to 223 professional contacts of whom 50 were regional managers, responsible for a territory of hotels. Snowball sampling was used, and the regional managers were asked to complete the survey and then share it with their region.

Emiroğlu et al. (2015) identified the age groups of 46–55 and 56 years and over as having a lower turnover intention than younger people. Sixty (28.7%) respondents were in the age group of 46–55, which was the age group of the majority of participants for this survey. The age group of 36–45 had the second highest number of respondents, with a number count of 52 (24.9%). The mean age of respondents was 41 years old. In addition, overwhelmingly, the majority of respondents (49.8%) have been in the hotel industry 16–20 years, with 18 years as the mean.
Participants in other surveys representing the hotel industry have been similar in age and sex make-up, including women as the majority respondent (Akova et al., 2015).

Table 2. Demographics of Current Hotel Managers \((n = 209)\)

<table>
<thead>
<tr>
<th>Demographic Variables</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Sex</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>89</td>
<td>42.6</td>
</tr>
<tr>
<td>Female</td>
<td>120</td>
<td>57.4</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>25 or younger</td>
<td>27</td>
<td>12.9</td>
</tr>
<tr>
<td>26–35</td>
<td>47</td>
<td>22.5</td>
</tr>
<tr>
<td>36–45</td>
<td>52</td>
<td>24.9</td>
</tr>
<tr>
<td>46–55</td>
<td>60</td>
<td>28.7</td>
</tr>
<tr>
<td>56–65</td>
<td>20</td>
<td>9.6</td>
</tr>
<tr>
<td>66 or older</td>
<td>3</td>
<td>1.4</td>
</tr>
<tr>
<td><strong>Length of Service</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1–5 years</td>
<td>22</td>
<td>10.5</td>
</tr>
<tr>
<td>6–10 years</td>
<td>17</td>
<td>8.1</td>
</tr>
<tr>
<td>11–15 years</td>
<td>13</td>
<td>6.2</td>
</tr>
<tr>
<td>16–20 years</td>
<td>104</td>
<td>49.8</td>
</tr>
<tr>
<td>21–25 years</td>
<td>16</td>
<td>7.7</td>
</tr>
<tr>
<td>26–30 years</td>
<td>24</td>
<td>11.5</td>
</tr>
<tr>
<td>31–35 years</td>
<td>8</td>
<td>3.8</td>
</tr>
<tr>
<td>36–40 years</td>
<td>3</td>
<td>1.4</td>
</tr>
<tr>
<td>41–50 years</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 3 presents a breakdown of the characteristics of the survey participants. Over half of the respondents (52.1 %) had a bachelor’s degree. Most of the respondents (63.6%) have been in their current job 1–5 years. Emiroğlu et al. (2015) identified people with short tenure, such as one year or less or two to four years, have a higher turnover intention than people who have tenure of five to seven years, eight to ten years, or more. While the majority of participants have been in their current job five years or fewer, the majority been in the hotel industry close to 20 years. Similar results were shown in a study conducted by Stalcup and Pearson (2001). Participants left their current employer; however, 86.2% remained in the hotel industry, indicating that they still enjoyed the industry.
Table 3. Sample Characteristics of Current Hotel Managers ($n = 209$)

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>n</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High School</td>
<td>33</td>
<td>15.8</td>
</tr>
<tr>
<td>Associate’s Degree</td>
<td>38</td>
<td>18.2</td>
</tr>
<tr>
<td>Bachelor’s Degree</td>
<td>109</td>
<td>52.1</td>
</tr>
<tr>
<td>Graduate Degree</td>
<td>9</td>
<td>4.3</td>
</tr>
<tr>
<td>Other (Please Specify)</td>
<td>11</td>
<td>5.3</td>
</tr>
<tr>
<td>Other/Missing</td>
<td>9</td>
<td>4.3</td>
</tr>
<tr>
<td><strong>Tenure in Current Job</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than One Year</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>1–5 years</td>
<td>133</td>
<td>63.6</td>
</tr>
<tr>
<td>6–10 years</td>
<td>34</td>
<td>16.3</td>
</tr>
<tr>
<td>11–15 years</td>
<td>12</td>
<td>5.7</td>
</tr>
<tr>
<td>16–20 years</td>
<td>10</td>
<td>4.8</td>
</tr>
<tr>
<td>21–25 years</td>
<td>8</td>
<td>3.8</td>
</tr>
<tr>
<td>26–30 years</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>31–35 years</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>36–40 years</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>Other/Missing</td>
<td>9</td>
<td>4.3</td>
</tr>
<tr>
<td><strong>Hotel Department</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounting</td>
<td>5</td>
<td>2.4</td>
</tr>
<tr>
<td>Administration</td>
<td>47</td>
<td>22.5</td>
</tr>
<tr>
<td>Bar/Lounge</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>Banquets/Catering</td>
<td>10</td>
<td>4.8</td>
</tr>
<tr>
<td>Engineering/Maintenance</td>
<td>4</td>
<td>1.9</td>
</tr>
<tr>
<td>Front Office</td>
<td>30</td>
<td>14.3</td>
</tr>
<tr>
<td>Housekeeping</td>
<td>4</td>
<td>1.9</td>
</tr>
<tr>
<td>Human Resources</td>
<td>10</td>
<td>4.8</td>
</tr>
<tr>
<td>Reservations</td>
<td>2</td>
<td>0.9</td>
</tr>
<tr>
<td>Restaurants</td>
<td>6</td>
<td>2.9</td>
</tr>
<tr>
<td>Retail Outlets</td>
<td>1</td>
<td>0.5</td>
</tr>
<tr>
<td>Revenue Management</td>
<td>3</td>
<td>1.4</td>
</tr>
<tr>
<td>Sales/Marketing</td>
<td>33</td>
<td>15.8</td>
</tr>
<tr>
<td>Other (Please Specify)</td>
<td>43</td>
<td>20.6</td>
</tr>
<tr>
<td>Other/Missing</td>
<td>10</td>
<td>4.8</td>
</tr>
</tbody>
</table>

According to the descriptive statistics in Table 3, over 40 respondents specified the hotel department in which they worked versus selecting from the options provided. The over-arching role of operations manager was the predominant position noted. Managers working in operations deal with both employees and guests on a daily basis and must have the skill to relate to others.
Research Questions and Hypotheses

In this section, the results of the data analysis for the five research questions and 11 hypotheses are reported.

RQ 1. How do hotel managers perceive their social intelligence and person-vocation fit?

There are three dimensions of SI, including social information processing, social skills, and social awareness. Each dimension was measured using seven questions on a seven-point Likert scale. Therefore, each survey participant could have self-reported a score of seven to 49 per dimension. Table 4 outlines the dimension means and standard deviations for the respondents. Silvera et al. (2001) reported an average norm of 32.69 for social information processing, 32.99 for social skills, and 36.93 for social awareness. Participants in the present research’s survey scored slightly lower in the area of social awareness (36.56). However, the participants scored higher than average in the areas of social information processing (37.83) and social skills (38.02). This indicates that hotel managers perceive their SI to be higher than average and feel strong in their social information processing ability, which is to understand verbal and non-verbal cues. Social information processing was the first dimension of SI based on the ToM. In order for the remaining two dimensions to be successful, one must accurately predict others’ behavior (Zautra et al., 2015).

<table>
<thead>
<tr>
<th>Table 4. Mean Ratings for Social Intelligence Dimensions (n = 209)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SI Dimensions</td>
</tr>
<tr>
<td>Social Awareness (SA)</td>
</tr>
<tr>
<td>SA2</td>
</tr>
<tr>
<td>SA5</td>
</tr>
<tr>
<td>SA8</td>
</tr>
<tr>
<td>SA11</td>
</tr>
<tr>
<td>SA13</td>
</tr>
<tr>
<td>SA16</td>
</tr>
<tr>
<td>SA21</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
Table 4 continued

Social Information Processing (SP)

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>SP1</td>
<td>5.23</td>
<td>.974</td>
</tr>
<tr>
<td>SP3</td>
<td>5.74</td>
<td>1.016</td>
</tr>
<tr>
<td>SP6</td>
<td>5.73</td>
<td>1.022</td>
</tr>
<tr>
<td>SP9</td>
<td>5.39</td>
<td>1.078</td>
</tr>
<tr>
<td>SP14</td>
<td>4.97</td>
<td>1.330</td>
</tr>
<tr>
<td>SP17</td>
<td>4.95</td>
<td>1.208</td>
</tr>
<tr>
<td>SP19</td>
<td>5.82</td>
<td>.911</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>37.83</strong></td>
<td><strong>7.539</strong></td>
</tr>
</tbody>
</table>

Social Skills (SS)

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>SS4</td>
<td>4.76</td>
<td>1.771</td>
</tr>
<tr>
<td>SS7</td>
<td>5.45</td>
<td>1.337</td>
</tr>
<tr>
<td>SS10</td>
<td>5.55</td>
<td>1.362</td>
</tr>
<tr>
<td>SS12</td>
<td>6.35</td>
<td>.994</td>
</tr>
<tr>
<td>SS15</td>
<td>5.00</td>
<td>1.519</td>
</tr>
<tr>
<td>SS18</td>
<td>5.80</td>
<td>1.049</td>
</tr>
<tr>
<td>SS20</td>
<td>5.11</td>
<td>1.606</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>38.02</strong></td>
<td><strong>9.638</strong></td>
</tr>
</tbody>
</table>

Overall Ratings

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall Ratings</strong></td>
<td>37.47</td>
</tr>
</tbody>
</table>

Note: Scale is 1 = Describes me extremely poorly to 7 = Describes me extremely well.

Scale for SA questions and SS4, SS12, SS15, and SS20 is 7 = Describes me extremely poorly to 1 = Describes me extremely well.

Three questions included in the survey are designed to assess the hotel manager’s fit between (a) their personal interests and the work they perform in the hotel industry, (b) their skills and abilities and the hotel industry, and (c) their interests and whether they chose the right industry (Table 5). This was a measurement of P-V fit. The hotel managers perceive their skills and abilities as a good fit for the hotel industry ($M = 6.33; SD = .849$).
Table 5. Mean Ratings for Person-vocation Fit (n = 209)

<table>
<thead>
<tr>
<th>P-V Fit Questions</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. There is a good fit between my personal interests and the kind of work I perform in my profession (hotel industry).</td>
<td>5.84</td>
<td>1.218</td>
</tr>
<tr>
<td>B. My skills and abilities are well suited for my current profession (hotel industry).</td>
<td>6.33</td>
<td>.849</td>
</tr>
<tr>
<td>C. When I think about my interests, I sometimes wonder whether I chose the right profession (hotel industry).</td>
<td>5.05</td>
<td>1.734</td>
</tr>
</tbody>
</table>

Note: Scale for questions A and B is 1 = Strongly Disagree to 7 = Strongly Agree
Scale for question C is 7 = Strongly Disagree to 1 = Strongly Agree

RQ 2. How do demographic characteristics (sex, length of service in the industry, and age) influence social intelligence, person-vocation fit, and turnover intention?

H_01: Women score higher in the social information processing dimension of social intelligence than men.

According to the analyzed data in this research study, in the SI dimension of social information processing, men scored higher than women. Therefore, this hypothesis was not supported. An independent-samples t-test indicated that the scores were not significantly higher for women (M = 5.39, SD = .788) than for men (M = 5.42, SD = .682), t (207) = .308, p = .758. This result was contrary to the research conducted by Goleman and Boyatzis (2008): “Women tend, on average, to be better than men at immediately sensing other people’s emotions. . .” (p. 76). However, among the most successful managers, gender differences within SI levels are non-existent (Goleman & Boyatzis, 2008).

H_02: Women score higher in the social awareness dimension of social intelligence than men.

As mentioned above, among the most successful managers, gender differences within SI levels are non-existent (Goleman & Boyatzis, 2008). However, in the SI dimension of social awareness, women scored higher than men. Therefore, this hypothesis was supported. An
independent-samples $t$-test indicated that the scores were higher for women ($M = 5.37, SD = .852$) than for men ($M = 5.03, SD = .938$), $t (207) = -2.73, p = .007$.

**HA3:** Women score higher in the social skills dimension of social intelligence than men.

In the SI dimension of social skills, women scored higher than men. Therefore, this hypothesis was supported. An independent-samples $t$-test indicated that the scores were higher for women ($M = 5.52, SD = .944$) than for men ($M = 5.32, SD = .906$), $t (207) = -1.51, p = .133$.

While previous research purports that among the most successful managers, gender differences are non-existent (Goleman & Boyatzis, 2008), this research study shows that, overall, women may be slightly more socially intelligent than men.

**HA4A:** Managers who have a longer length of service in the industry have a higher level of social intelligence.

Multiple regression analysis was used to test if managers who have a longer length of service in the industry significantly predicted a higher level of SI. Wolfe and Kim (2013) hypothesized that EI would have a positive relationship with industry tenure. The findings indicated that “the model for industry tenure was significant, with a total adjusted R2 of 0.142 (14.2%)” (p. 185). Tables 6, 7, and 8 outline the results of the regression indicating **HA4A** was not supported ($R^2 = .013, F (1, 207) = 2.79, p = .096, p < .05$). It was found that a longer length of service in the industry does not predict a higher level of SI.

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.115</td>
<td>.013</td>
<td>.009</td>
<td>.665</td>
</tr>
</tbody>
</table>

*Note:* Predictors: (Constant), Years of Service
Table 7. ANOVA Table for Regression Model—Length of Service and Social Intelligence

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1.237</td>
<td>1</td>
<td>1.237</td>
<td>2.798</td>
<td>.096</td>
</tr>
<tr>
<td>Residual</td>
<td>91.486</td>
<td>207</td>
<td>.442</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>92.723</td>
<td>208</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes: Dependent Variable: Social Intelligence
Predictors: (Constant), Years of Service

Table 8. Regression Coefficients—Length of Service and Social Intelligence

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td>.115</td>
<td>.013</td>
</tr>
<tr>
<td></td>
<td>-.009</td>
<td>.006</td>
</tr>
</tbody>
</table>

Note: Dependent Variable: Social Intelligence

H4b: Managers who have a longer length of service in the industry have a higher person-vocation fit.

Multiple regression analysis was used to test if managers who have a longer length of service in the industry significantly predicted a higher P-V fit. Tables 9, 10, and 11 outline the results of the regression indicating this hypothesis was not supported ($R^2 = .002$, $F (1, 207) = .364$, $p = .547$, $p < .05$). It was found that a longer length of service in the industry does not predict a higher P-V fit. This holds true in previous research, where a relationship between P-V fit and tenure were not supported by the data (Feij et al., 1999).

Table 9. Regression Model Summary—Length of Service and Person-Vocation Fit

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.042</td>
<td>.002</td>
<td>-.003</td>
<td>1.012</td>
</tr>
</tbody>
</table>

Note: Predictors: (Constant), Years of Service
Table 10. ANOVA Table for Regression Model—Length of Service and Person-Vocation Fit

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>.373</td>
<td>1</td>
<td>.373</td>
<td>.364</td>
<td>.547</td>
</tr>
<tr>
<td>Residual</td>
<td>212.154</td>
<td>207</td>
<td>1.025</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>212.526</td>
<td>208</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes: Dependent Variable: Person-Vocation Fit
Predictors: (Constant), Years of Service

Table 11. Regression Coefficients—Length of Service and Person-Vocation Fit

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>5.644</td>
<td>.169</td>
<td>33.485</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>.005</td>
<td>.008</td>
<td>.042</td>
<td>.603</td>
</tr>
</tbody>
</table>

Note: Dependent Variable: Person-Vocation Fit

Hₐ₅ₐ: Managers who are older have a higher level of social intelligence.

Multiple regression analysis was used to test if managers who are older significantly predicted a higher level of SI. Tables 12, 13, and 14 outline the results of the regression indicating this hypothesis was supported ($R^2 = .036$, $F (1, 207) = 7.63$, $p = .006$, $p < .05$). It was found that managers who are older does predict a higher level of SI. Although new graduates are deficient in the area of working with others (Jackson et al., 2014), this ability may come with age and maturity.

Table 12. Regression Model Summary—Age and Social Intelligence

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.189</td>
<td>.036</td>
<td>.031</td>
<td>.657</td>
</tr>
</tbody>
</table>

Note: Predictors: (Constant), Age
Table 13. ANOVA Table for Regression Model—Age and Social Intelligence

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>3.297</td>
<td>1</td>
<td>3.297</td>
<td>7.632</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>89.426</td>
<td>207</td>
<td>.432</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>92.723</td>
<td>208</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes: Dependent Variable: Social Intelligence
Predictors: (Constant), Age

Table 14. Regression Coefficients—Age and Social Intelligence

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td>5.791</td>
<td>.165</td>
</tr>
<tr>
<td></td>
<td>-.011</td>
<td>.004</td>
</tr>
</tbody>
</table>

Note: Dependent Variable: Social Intelligence

Hₐ₅₈: Managers who are older have a higher person-vocation fit.

Multiple regression analysis was used to test if managers who are older significantly predicted a higher P-V fit. Tables 15, 16, and 17 outline the results of the regression indicating this hypothesis was not supported ($R^2 = .001$, $F(1, 207) = .270$, $p = .604$, $p < .05$). It was found that managers who are older does not predict a higher P-V fit. However, previous research indicates that fit becomes greater over time. In addition, choosing the vocation “is in part a function of age, since time alone provides more learning opportunities for the accumulation of information” (Holland, 1959, p. 41).

Table 15. Regression Model Summary—Age and Person-Vocation Fit

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.036</td>
<td>.001</td>
<td>-.004</td>
<td>.626</td>
</tr>
</tbody>
</table>

Note: Predictors: (Constant), Age
Table 16. ANOVA Table for Regression Model—Age and Person-Vocation Fit

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>.106</td>
<td>1</td>
<td>.106</td>
<td>.270</td>
<td>.604</td>
</tr>
<tr>
<td>Residual</td>
<td>81.143</td>
<td>207</td>
<td>.392</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>81.249</td>
<td>208</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes: Dependent Variable: Person-Vocation Fit
Predictors: (Constant), Age

Table 17. Regression Coefficients—Age and Person-Vocation Fit

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td>5.117</td>
<td>.157</td>
</tr>
<tr>
<td></td>
<td>-.002</td>
<td>.004</td>
</tr>
</tbody>
</table>

Note: Dependent Variable: Person-Vocation Fit

HA6: Women have a lower intention to leave than men.

In the area of turnover intention, men scored lower than women. Therefore, this hypothesis was not supported. An independent-samples t-test indicated that scores were not lower for women ($M = 2.66, SD = .822$) than for men ($M = 2.62, SD = .748$), $t (207) = -.405, p = .685$. Admittedly, according to previous literature, women were found to have a higher turnover intention than men (Emiroğlu et al., 2015). This was primarily due to the woman’s responsibilities within the home, such as domestic chores and childcare. However, it was thought that SI would be a mediating factor. P-V fit was found to be the mediating variable between SI and turnover intention.

HA7: Managers who have a longer length of service in the industry have a lower turnover intention.
Multiple regression analysis was used to test if managers who have a longer length of service in the industry significantly predicted a lower turnover intention. Tables 18, 19, and 20 outline the results of the regression indicating this hypothesis was supported ($R^2 = .020$, $F (1, 207) = 2.61, p = .041, p < .05$). It was found that a longer length of service in the industry does predict a lower turnover intention. However, years of service only explains 2% of the variance in turnover intention. Yet, this result was supported by previous research. Emiroğlu et al. (2015) indicate that people with short tenure such as one year or less or two to four years have a higher turnover intention than people who have tenure of five to seven years, eight to ten years, or more.

<p>| Table 18. Regression Model Summary—Length of Service and Turnover Intention |
|-----------------------------|----------------|-------|----------------|----------------|</p>
<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.142</td>
<td>.020</td>
<td>.015</td>
<td>.784</td>
</tr>
</tbody>
</table>

*Note:* Predictors: (Constant), Years of Service

<p>| Table 19. ANOVA Table for Regression Model—Length of Service and Turnover Intention |
|-----------------------------|----------------|-------|----------------|----------------|</p>
<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>2.607</td>
<td>1</td>
<td>2.607</td>
<td>4.244</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>127.182</td>
<td>207</td>
<td>.614</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>129.789</td>
<td>208</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Notes:* Dependent Variable: Turnover Intention

Predictors: (Constant), Length of Service

<p>| Table 20. Regression Coefficients—Length of Service and Turnover Intention |
|-----------------------------|----------------|-------|----------------|----------------|</p>
<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2.887</td>
<td>.131</td>
<td>22.117</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>-.013</td>
<td>.007</td>
<td>-.142</td>
<td>-2.060</td>
</tr>
</tbody>
</table>

*Note:* Dependent Variable: Turnover Intention
HA8: Managers who are older have lower turnover intention.

Multiple regression analysis was used to test if managers who are older significantly predicted a lower turnover intention. Tables 21, 22, and 23 outline the results of the regression indicating this hypothesis was supported \( R^2 = .019, F (1, 207) = 2.42, p = .049, p < .05 \). It was found that managers who are older does predict a lower turnover intention. Age explains 13.7% of the variance in turnover intention. Age was found to be strongly correlated to employee turnover (Ghiselli et al., 2001; Mobley et al., 1979). “Older people who is [sic] located in the age groups 46-55 and 56 years and over have lower turnover intention than young people who is [sic] located in other age groups” (Emiroğlu et al., 2015, p. 390).

Table 21. Regression Model Summary—Age and Turnover Intention

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.137</td>
<td>.019</td>
<td>.014</td>
<td>.784</td>
</tr>
</tbody>
</table>

Note: Predictors: (Constant), Age

Table 22. ANOVA Table for Regression Model—Age and Turnover Intention

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>2.423</td>
<td>1</td>
<td>2.423</td>
<td>3.937</td>
<td>.049</td>
</tr>
<tr>
<td>Residual</td>
<td>127.366</td>
<td>207</td>
<td>.615</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>129.789</td>
<td>208</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Notes: Dependent Variable: Turnover Intention

Predictors: (Constant), Age

Table 23. Regression Coefficients—Age and Turnover Intention

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients Std. Error</th>
<th>Standardized Coefficients Beta</th>
<th>t</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>3.017</td>
<td>.197</td>
<td>15.345</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>-.009</td>
<td>.005</td>
<td>-.137</td>
<td>-1.984</td>
</tr>
</tbody>
</table>

Note: Dependent Variable: Turnover Intention
Confirmatory Factor Analysis and Structural Equation Modeling

To test the proposed hypotheses for the remaining research questions, the data analysis consisted of two steps, including (a) CFA to examine the competence of the measurement model and to establish how well the measured variables represent the constructs (Schumacker & Lomax, 2004) and (b) a structural model to test the proposed hypotheses. This second step tested the proposed framework and analyzed the data through SEM.

The advantages of using SEM are measurement accuracy and synchronized analysis. SEM analysis assesses measurement errors related with all variables and has the capability to test multiple hypotheses simultaneously (Byrne, 2013). There are different fit indices to assess measurement and structural models. In addition to the chi-squared goodness-of-fit test, the following three types of overall fit measures are considered (Hair, Black, Babin, & Anderson, 2010):

- **Absolute Fit Indices (AFIs):** $X^2$ test, Goodness-Fit-Index (GFI), Adjusted-GFI (AGFI), and Root Mean Square Error of Approximation (RMSEA). Absolute fit was a direct assessment of the researcher’s model and data collected.

- **Incremental Fit Indices (IFIs):** Normed Fit Index (NFI), Non-NFI (NNFI), and Comparative Fit Index (CFI). Incremental fit compares the researcher’s model to an alternative model in which the variables are uncorrelated.

- **Parsimony Fit Indices (PFIs):** Adjusted Goodness Fit Index (AGFI), Parsimony Goodness-of-Fit Index (PGFI), and Parsimony Normed Fit Index (PNFI). Parsimony fit determines which model is best.

To assess the impact of SI on P-V fit and turnover intention, the data were analyzed based on Anderson and Gerbing’s (1988) two-step process—CFA and SEM. Analysis of
Moments Structures 20.0 (AMOS) was used to assess the CFA and SEM model. In line with Zautra et al. (2015), this research study considers the concept of SI as a reflective construct. Thus SI was explained in terms of social information processing, social awareness, and social skills. Additionally, this research considers P-V fit as a mediating construct between the SI and turnover intention relationship. In summary, the focus of this section was on testing each specific path coefficient, variance, and overall model fit. Therefore, CFA and SEM were a more adequate method for the present research study.

First, CFA was utilized to examine the measurement model (Hair, Black, Babin, Anderson, & Tatham, 1998). At this phase, reliability of the scale and convergent and discriminant validity were tested for the measurement model (Figure 2). Similar to the second step, in which the primary researcher tested the research hypotheses and structural model, the primary researcher relies on the model’s goodness-of-fit test. Hair et al. (2010) suggest that some fit indices must be considered, for instance, \((X^2)/df \leq 3\), \text{Goodness-of-Fit Index (GFI)} \geq .85, Normed Fit index (NFI) \geq 9, \text{Parsimony Goodness of Fit Index (PGFI)} \geq .5, and \text{Root Mean Square Error of Approximation (RMSEA)} \leq .08. In this first run, there were convergent validity issues. Therefore, items with loadings lower than 0.50 were deleted.

The measurement model was examined again to guarantee there were no reliability and validity issues. Inter-item reliability (Cronbach’s alpha), composite reliability (CR), and average variance extracted (AVE) were used. After deleting certain items causing convergent validity issues, the results surpassed the thresholds suggested in the literature (Hair et al., 2010). The results are presented in Table 24. The CR values for each of the constructs were higher than the threshold of 0.70, ranging from 0.70 to 0.80, and the AVE values were superior to the threshold of 0.50. Similarly, the Cronbach’s alpha values ranged from 0.70 and 0.80 (Table 25).
Figure 2: Measurement Model
These results suggest no reliability and convergent validity issues were found and indicate an adequate internal consistency for the constructs included in the model.

Construct validity was investigated with convergent validity and discriminant validity (Fornell & Larcker, 1981). Convergent validity shows the extent to which conceptually comparable measures are significantly correlated. Table 25 shows that the values for CR are greater than 0.70 and that the values for AVE range from 0.50 to 0.60, surpassing the 0.50 threshold value. Discriminant validity reveals the level at which the items of distinct constructs are markedly different from each other.

Discriminant validity reflects the extent to which the variables of different constructs are noticeably distinct from each other. Farrell (2010) suggests that discriminant validity may be investigated considering the AVE.

Table 24. Measurement Results for Composite Reliability, AVE, and Item Reliability

<table>
<thead>
<tr>
<th>Construct</th>
<th>Variables</th>
<th>Standardize Loadings</th>
<th>Composite Reliability</th>
<th>AVE</th>
<th>Item Reliability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Information Processing</td>
<td>SP1</td>
<td>0.55*</td>
<td>0.72</td>
<td>0.60</td>
<td>0.81</td>
</tr>
<tr>
<td></td>
<td>SP2</td>
<td>0.61*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SP3</td>
<td>0.54*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SP4</td>
<td>0.64*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SP5</td>
<td>0.62*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SP6</td>
<td>0.74*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SP7</td>
<td>0.64*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Social Awareness</td>
<td>SA1</td>
<td>0.40*</td>
<td>0.70</td>
<td>0.52</td>
<td>0.79</td>
</tr>
<tr>
<td></td>
<td>SA2</td>
<td>0.50*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SA3</td>
<td>0.71*</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>SA4</td>
<td>0.72*</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Table 24 continued

<table>
<thead>
<tr>
<th></th>
<th>SA5</th>
<th>0.60*</th>
<th>SA6</th>
<th>0.60*</th>
<th>SA7</th>
<th>0.60*</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Social Skills</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SS1</td>
<td></td>
<td>0.57*</td>
<td></td>
<td>0.79</td>
<td></td>
<td>0.51</td>
</tr>
<tr>
<td>SS2</td>
<td></td>
<td>0.80*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SS3</td>
<td></td>
<td>0.76*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SS4</td>
<td></td>
<td>0.50*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SS5</td>
<td></td>
<td>0.50*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SS6</td>
<td></td>
<td>0.64*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SS7</td>
<td></td>
<td>0.53*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Person-Vocation Fit</strong></td>
<td>PV1</td>
<td>0.68*</td>
<td></td>
<td>0.72</td>
<td></td>
<td>0.51</td>
</tr>
<tr>
<td></td>
<td>PV2</td>
<td>0.76*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>PV3</td>
<td>0.58*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Turnover Intention</strong></td>
<td>TI1</td>
<td>0.80*</td>
<td>0.76</td>
<td>0.50</td>
<td>0.78</td>
<td></td>
</tr>
<tr>
<td></td>
<td>TI2</td>
<td>0.57*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>TI3</td>
<td>0.53*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>TI4</td>
<td>0.70*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>TI5</td>
<td>0.56*</td>
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<td></td>
</tr>
<tr>
<td></td>
<td>TI6</td>
<td>0.56*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note: AVE: Average variance extracted

***p < 0.01; **p < 0.05; *p < 0.001

Table 25 shows that no discriminant validity issues were found after the analysis between each pair of constructs was conducted. For instance, the square root of AVE for turnover intentions (TI) was 0.67, while the shared variance between TI and other constructs ranged from 0.17 to
0.52, suggesting no discriminant validity issues. Also, the AVE for social information processing (SP) was 0.75, while the shared variance between SP and other constructs ranged from 0.40 to 0.47. Additionally, by evaluating the maximum shared squared variance (MSV) and the average shared squared variance (ASV) with the AVE, the primary researcher perceived that the AVE indexes were higher than the MSV and ASV, indicating that no discriminant validity issues were found.

Table 25. Discriminant Validity

<table>
<thead>
<tr>
<th></th>
<th>CR</th>
<th>AVE</th>
<th>MSV</th>
<th>ASV</th>
<th>TI</th>
<th>SP</th>
<th>SS</th>
<th>SA</th>
<th>PV</th>
</tr>
</thead>
<tbody>
<tr>
<td>TI</td>
<td>0.76</td>
<td>0.50</td>
<td>0.272</td>
<td>0.099</td>
<td><strong>0.674</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SP</td>
<td>0.72</td>
<td>0.60</td>
<td>0.228</td>
<td>0.158</td>
<td>-0.189</td>
<td><strong>0.754</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SS</td>
<td>0.79</td>
<td>0.51</td>
<td>0.205</td>
<td>0.118</td>
<td>-0.172</td>
<td>0.453</td>
<td><strong>0.710</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SA</td>
<td>0.70</td>
<td>0.52</td>
<td>0.228</td>
<td>0.114</td>
<td>-0.239</td>
<td>0.477</td>
<td>0.335</td>
<td><strong>0.717</strong></td>
<td></td>
</tr>
<tr>
<td>PV</td>
<td>0.72</td>
<td>0.51</td>
<td>0.272</td>
<td>0.155</td>
<td>-0.522</td>
<td>0.402</td>
<td>0.354</td>
<td>0.246</td>
<td><strong>0.678</strong></td>
</tr>
</tbody>
</table>

*Note: TI: turnover intentions; SP: social processing, SS: social skills, SA: social awareness, PV: vocation fit; CR: composite reliability; AVE: averance variance extracted. MSV: maximum shared squared variance; ASV: average shared squared variance (ASV). The square root of AVE was highlighted in bold.*

Table 25 shows that no discriminant validity issues were found after the analysis between each pair of constructs was conducted. For instance, the square root of AVE for turnover intentions (TI) was 0.67, while the shared variance between TI and other constructs ranged from 0.17 to 0.52, suggesting no discriminant validity issues. Also, the AVE for social information processing (SP) was 0.75, while the shared variance between SP and other constructs ranged from 0.40 to 0.47. Additionally, by evaluating the maximum shared squared variance (MSV) and the average shared squared variance (ASV) with the AVE, the primary researcher perceived that the AVE indexes were higher than the MSV and ASV, indicating that no discriminant validity issues were found.
The use of CFA was to corroborate the factor structure of a group of observed variables to the respective constructs (Fornell & Larcker, 1981). In Table 26, the results suggest that the absolute fit measures, including GFI = 0.90, chi-squared/d egrees of freedom ratio = 2.26, and RMSEA = 0.078, reached the minimum threshold suggested in the literature (Hair et al., 2010). Similarly, the results of the incremental fit measures, including the values for Comparative Fit Index (CFI) = 0.89 and Incremental Fix Index (IFI) = 0.90, reached the minimum thresholds. Finally, the results of the parsimony fit measures, including the values for Parsimony Normed Fit Index (PNFI) = 0.63 and Parsimony Goodness of Fit Index (PGFI) = 0.60, reached the minimum required level. In this research, the absolute, incremental, and parsimonious fit measures have surpassed the expected threshold levels.

Table 26. Confirmatory Factor Analysis—Measurement Model

<table>
<thead>
<tr>
<th>Goodness-of-Fit Statistics</th>
<th>Values</th>
<th>Desired range of values for a good fit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Absolute Fit measures</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chi-squared/Degrees of Freedom Ratio</td>
<td>$X^2/df$</td>
<td>2.26</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Table 26 continued</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goodness-of-Fit Index</td>
<td>GFI</td>
<td>0.90</td>
</tr>
<tr>
<td>Root Mean Square Error of Approximation</td>
<td>RMSEA</td>
<td>0.078</td>
</tr>
<tr>
<td><strong>Incremental Fit Measures</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comparative Fit Index</td>
<td>CFI</td>
<td>0.89</td>
</tr>
<tr>
<td>Incremental Fix Index</td>
<td>IFI</td>
<td>0.90</td>
</tr>
</tbody>
</table>
Table 26 continued

Parsimony Fit Measures

<table>
<thead>
<tr>
<th></th>
<th>PNFI</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Parsimony Normed Fit</td>
<td>0.63</td>
<td>&gt; .50</td>
</tr>
<tr>
<td>index</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parsimony Goodness-of-</td>
<td>PGFI</td>
<td>0.60</td>
</tr>
<tr>
<td>Fit Index</td>
<td></td>
<td>&gt; .50</td>
</tr>
</tbody>
</table>

Note: Desired values suggested by Diamantopoulos & Siguaw (2006)

The structural model uses the same constructs included in the CFA phase. The constructs included are SI; three sub-dimensions: social information processing (SP), social awareness (SA), and social skills (SS); P-V fit, and finally TI. In SEM, the strength and significance level of the path coefficient indicates support for the proposed relationships (Kline, 2011). AMOS 20 was used to assess the proposed framework.

For the structural model, in Table 27, the results suggest that the absolute fit measures, including GFI = 0.90, chi-squared/degrees of freedom ratio = 2.19, and RMSEA = 0.076, reached the minimum threshold suggested in the literature (Hair et al., 2010). Similarly, the results of the incremental fit measures, including the values for CFI = 0.89 and IFI = 0.90, reached the minimum thresholds. Finally, the results of the parsimonious fit measures, including the values for PNFI = 0.70 and PGFI = 0.63, reached the minimum required level. In this research, the absolute, incremental, and parsimonious fit measures have surpassed the expected threshold levels. As presented in Table 27, the obtained indexes of the goodness-of-fit statistics suggest that the structural equation model fit was acceptable.
Table 27. Structural Model

<table>
<thead>
<tr>
<th>Goodness-of-Fit Statistics</th>
<th>Values</th>
<th>Desired range of values for a good fit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Absolute Fit Measures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chi-squared/Degrees of Freedom Ratio</td>
<td>$X^2/df$</td>
<td>2.19</td>
</tr>
<tr>
<td>Goodness-of-Fit Index</td>
<td>GFI</td>
<td>0.90</td>
</tr>
<tr>
<td>Root Mean Square Error of Approximation</td>
<td>RMSEA</td>
<td>0.076</td>
</tr>
<tr>
<td>Incremental Fit Measures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Comparative Fit Index</td>
<td>CFI</td>
<td>0.89</td>
</tr>
<tr>
<td>Incremental Fix Index</td>
<td>IFI</td>
<td>0.90</td>
</tr>
<tr>
<td>Parsimony Fit Measures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parsimony Normed Fit Index</td>
<td>PNFI</td>
<td>0.70</td>
</tr>
<tr>
<td>Parsimony Goodness-of-Fit Index</td>
<td>PGFI</td>
<td>0.63</td>
</tr>
</tbody>
</table>

In the structural model, the variance explained was 68% for SI, 27% for P-V fit, and 27% for turnover intention. This research assesses the mediating effect of P-V fit between the SI and turnover intention relationship in the context of hotel managers. Figure 3 displays the path coefficients and explained variances. These results suggest that two of the remaining three hypotheses were supported by the data.
RQ 3. What is the relationship between person-vocation fit and social intelligence for hotel managers?

Hₐ9: Higher social intelligence leads to higher person-vocation fit.

This hypothesis was supported. There was a relationship between P-V fit and SI. A higher level of SI leads to a higher P-V fit H₉ (path coefficient = 0.52, p < 0.001). SI positively influences P-V fit. For example, when hotel managers possess “the ability to understand others and to act wisely in social situations” (Walker & Foley, 1973, p. 839), they tend to feel more comfortable working in the hotel industry. Ganzach (1998) measured intelligence and job satisfaction and found there was a significant relationship (r = .47, p < .0001). Although intelligence is different from SI, a comparison can be made in that individuals who have the skills and abilities to do their job feel more comfortable in their profession.
RQ 4. What is the relationship between the social intelligence and turnover intention of hotel managers?

H010: Higher social intelligence leads to lower turnover intention.

This hypothesis was not supported. There was no significant relationship between SI and turnover intention. A higher level of SI does not lead to a lower turnover intention H10 (path coefficient = -0.51, \( p > 0.001 \)). For example, when hotel managers possess “the ability to understand others and to act wisely in social situations” (Walker & Foley, 1973, p. 839), they still are likely to leave the industry at the same rate as managers who are not socially intelligent.

It was originally believed that similar to previous research (Eketu & Edeh, 2015; Rahim et al., 2015), SI would lead to a lower turnover intention. However, in those studies, it was the socially intelligent leader who interacted with the employee that led to the lower turnover intention.

RQ 5. What is the relationship between the person-vocation fit and turnover intention of hotel managers?

H011: Higher person-vocation fit leads to lower turnover intention.

This hypothesis was supported. There was a relationship between P-V fit and turnover intention. A higher P-V fit leads to a lower turnover intention H11 (path coefficient = -0.02, \( p < .001 \)). There was a significant negative relationship between P-V fit and turnover intention. For example, when there was “congruence between individuals’ interests and abilities and the characteristics and requirements of their vocation” (Vogel & Feldman, 2009, p. 70), they tended to remain employed in their current job. P-V fit and other work experience variables are oftentimes used to predict turnover (Feij et al., 1999; Mobley et al., 1979). In addition, according to the multidimensional theory of P-E fit, each individual fit subscale, such as P-V fit, can influence outcomes, such as job satisfaction and intention to leave.
Mediation Analysis

As mentioned above, P-V fit was found to be the mediating variable between SI and turnover intention. Mediation is a hypothesis test where one variable impacts a second variable, which then impacts a third variable (Falk & Biesanz, 2016). Mediation testing is commonly used in the service industry, of which hospitality and hotels are a part. Roy, Lassar, and Shekhar (2016) used mediation to determine the relationship between service convenience and customer satisfaction. SI was the predictor, P-V the mediator, and turnover intention the outcome.

Table 28. User-defined Estimands: (Group Number 1—Default Model)

<table>
<thead>
<tr>
<th>Parameter</th>
<th>Estimate</th>
<th>Lower</th>
<th>Upper</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>A x B</td>
<td>-.270</td>
<td>-.603</td>
<td>-.112</td>
<td>.003</td>
</tr>
</tbody>
</table>

The Bootstrap Analysis Properties in AMOS 23 were utilized to determine the User-Demand Estimand (Table 28). The estimate for indirect effect was $\beta = 0.27$, and the $p$ value was .003. This was significant because it was less than 0.01. In other words, there was a mediation effect as P-V fit mediates the effect between SI and turnover intention. As the predictor, SI must be taught to hotel managers in order for there to be a P-V fit mediation and a low turnover intention outcome.

The main theoretical argument supporting the mediation model is that not all individuals with high levels of SI have lower turnover intention. Therefore, the literature suggests that P-V fit better clarifies the reason for the uneven relationship between SI and turnover intentions (Falk, 2018). The socially intelligent hotel manager tends to reduce their turnover intentions due to their personal interests being aligned to the type of work they perform.

Initially, in the mediation analysis, the direct path between SI and turnover intention was tested (Figure 4). The results of the direct path were shown to be significant (path coefficient = -.031, $p > 0.05$). However, Figure 3 suggests that once the P-V fit construct was introduced into
the analysis, the direct path coefficient between SI and turnover intention became non-significant, resulting in stronger path coefficients between SI and P-V fit and P-V fit and turnover intention with higher levels of significance at 0.001. Human capital theory is a turnover intention theory that explains the importance of employee training and development. Teaching SI in the classroom and SI training for hotel managers may have a positive impact on productivity and wages.

Figure 4: Direct Path Test of Social Intelligence and Turnover Intention

Teaching Social Intelligence

Zautra et al. (2015) created an online curriculum on SI to investigate whether participants could improve in the area of SI after completing a three-month program. An assessment was taken prior to administering training and then afterward. Two areas of SI were assessed: “1) Sensitivity to others and 2) Confidence in one’s own capacity to manage social situations” (p. 7). The findings indicated that the online curriculum enhanced the students’ sensitivity toward others and gave them confidence in their own capacity to manage social situations.

Sigmar, Hynes, and Hill (2012) offer readers four exercises that can be utilized in the business communication classroom to develop students’ social and emotional skills. “These strategies also stimulate the neural pathways that are fundamental for interacting and relating to other people” (p. 306). Doing so will help better prepare students to operate in a global workplace environment. Most likely of interest to educators and human resource personnel are the four exercises presented in this article designed to develop social and emotional skills. These
activities were implemented within a business communication class; however, they could also be utilized in a variety of programs and industries, including the hotel industry, where managers are known to interact with supervisors, employees, and guests. Educational institutions and organizations wanting to know if there is value in developing and delivering programs in SI may utilize the information contained in these articles to proceed with their plans.

Conclusion

To summarize, the demographic variable of sex influenced SI, P-V fit, and turnover intentions in the following ways: men scored higher in the area of social information processing, while women scored higher in the areas of social awareness and social skills. In addition, men had a lower turnover intention. This means that overall, although women were more socially intelligent, they still are more likely to leave their current job. The longer a hotel manager was in the hotel industry does not predict a higher level of SI nor a higher P-V fit. Hotel managers that are older have a higher level of SI and a lower turnover intention but not a higher P-V fit. Notably, a higher level of SI leads to a higher P-V fit and a lower turnover intention.
CHAPTER 5: SUMMARY AND CONCLUSIONS

In this final chapter there are four sections, including a summary of the research findings, the implications of the study, the limitations of the study, and recommendations for future research.

Summary of Findings

An electronic survey was initially emailed to 223 professional contacts of the primary researcher. The contacts ranged from general managers to sales managers currently working in the hotel industry. Approximately, 50 of the 223 professional contacts were hotel owners, company presidents, and regional managers. These contacts were asked to share the survey with their management teams as company leaders provide an entry point to the intended population (Groger, Mayberry, & Straker, 1999). A personalized email reminder was sent to each of the original 223 contacts. Several survey responses were the result of the reminder, proving it to be an effective part of the process. Other collection tactics included posting the survey link on social media. A total of 270 surveys were received, of which 209 were complete and utilized in the research analysis.

Based on the 209 completed surveys, 89 respondents were male and 120 were female. According to Goleman and Boyatzis (2008), “women tend, on average, to be better than men at immediately sensing other people’s emotions. . .” (p. 76). Therefore, it was anticipated that women would score higher in the social information processing dimension of social intelligence than men. However, they did not. Social information processing includes listening to verbal and observing non-verbal cues to understand the true nature of the message being sent. “However, gender differences in SI that are dramatic in the general population are all but absent among the most successful leaders” (Goleman & Boyatzis, 2008).
Women scored higher than men in the final two SI dimensions of social awareness and social skills. Social awareness is the ability to recognize what is important in the interaction, while social skills is having the ability to know how to respond. Overall, women scored higher in SI when each of the dimensions were combined. SI is “the ability to understand others and to act wisely in social situations” (Walker & Foley, 1973, p. 839).

According to previous research, women were found to have a higher turnover intention than men (Emiroğlu et al., 2015). This is primarily due to the woman’s responsibilities within the home. The same holds true as a result of this research study: women had a higher intention to leave the industry. The hotel industry can be a challenging industry to work in that demands much of your time. Hotel managers are usually required to work more than 40 hours per week and interact with customers who may not be cordial when complaining. Add to these industry characteristics the fact that hotels are open 24 hours per day, a manager may likely be contacted after he or she has left for the day. In a study conducted by Almeida and Kessler (1998), “Results showed that women reported a higher prevalence of high distress days and a lower prevalence of distress-free days than men” (p. 670).

Results indicated that managers who have a longer length of service in the industry do not necessarily have a higher level of SI. However, managers who are older have a higher level of SI. Moreover, whereas employers contend that new graduates are deficient in the area of working with others (Jackson et al., 2014), this ability may come with age and maturity.

Managers who have a longer length of service in the industry and are older do not have a higher P-V fit. The missing variable here was SI. Vogel and Feldman suggest “that skill fit is at least as important as interest fit in accelerating employees’ careers” (2009, p. 79). This means
that whereas length of service and age may not impact an individual’s comfortability level in an industry, his or her skill level may.

Finally, according to research conducted by Emiroğlu et al. (2015), people with short tenure such as one year or less or two to four years have a higher turnover intention than people who have tenure of five to seven years, eight to ten years, or more. Age was a determinant of turnover intention as well. “Older people who is [sic] located in the age groups 46-55 and 56 years and over have lower turnover intention than young people who is [sic] located in other age groups” (Emiroğlu et al., 2015, p. 390). Both outcomes were supported by the results of this research, in which managers who have a longer length of service in the industry were determined to have a lower turnover intention. In addition, managers who are older have a lower turnover intention.

**Implications of Study**

**Practical Implications**

There are both operational and academic implications of this study. Employee turnover has been an important topic that has been frequently researched (Mobley et al., 1979). As a result of this research study, it was found that hotel managers with a higher level of SI have a higher P-V fit and a lower turnover intention. In addition, women scored higher in the area of SI, and older managers have a lower turnover intention.

Hotel human resources managers, recruiters, supervisors, and owners may benefit from knowing this information by being able to streamline the recruitment process for managers. By recognizing the importance of SI in the daily work lives of hotel managers, the recruitment process may include SI testing or interview questions aimed at assessing a candidate’s ability to
work well with others. With P-V fit as a mediator between SI and turnover intention, SI training can be incorporated in training programs with a goal of improving turnover.

Academically, hospitality programs at colleges and universities can better prepare students for hotel manager roles by incorporating SI dimensions into their curriculum. Managers who are older and have a longer length of service in the industry have a lower turnover intention. Therefore, college-age students are more likely to leave the industry if they are not comfortable in their new manager role. Having strong SI skills may facilitate this comfortability.

**Research Implications**

Over the years, research into EI has flourished, even within the hospitality industry, while interest in SI has diminished. This was because of the difficulty in reaching a consensus on the definition of SI (Bar-On, 2006). However, today there exists an accepted definition based on the foundation set by Thorndike. Therefore, the findings from this research should encourage interest in SI again and more interest in its relationship to P-V fit and turnover intentions within the hospitality industry. In addition, there are two major contributions of this research to the body of knowledge on hotel managers.

First, the findings indicate that hotel managers who have a higher level of SI have a higher P-V fit. Managers who have a higher level of SI are comfortable working in the hotel industry. There are over 1,700 articles on hotel manager skills and abilities and zero articles on the relationship between a hotel manager’s SI level and P-V fit. Yet, hotel managers communicate interpersonally with peers, supervisors, guests, and employees on a daily basis (Lolli, 2013). This requires the ability to relate to others and to perform accordingly, which is SI: “the ability to understand others and to act wisely in social situations” (Walker & Foley, 1973, p. 839).
Second, the findings indicate that a higher P-V fit results in lower turnover intention. This means that managers who feel they are in the right vocation (hotel industry) are less likely to leave their current job. The hospitality industry has been challenged with retaining educated employees (Blomme et al., 2010a). More importantly, turnover has been a concern for the industry for a long time (Hinkin & Tracey, 2000) and has been said to be costly (Blomme et al., 2010a; Bothma & Roodt, 2012; Hinkin & Tracey, 2000; Kang et al., 2015). Having a better understanding of what keeps managers from thinking about leaving and ultimately leaving remains important. A great number of research articles have been published on the topic of turnover intention and even turnover intention in hospitality. Previous research contends that hospitality employees intend to leave due to work-family conflict, lack of organizational support, customer incivility, and poor job satisfaction. Among food-service managers, salary and benefit package are a top concern. “Seventy-six (17.4 percent) of the respondents indicated this was the most important reason they would leave” (Ghiselli et al., 2001, p. 35).

Researchers now have a foundational study that identifies P-V fit as a mediating variable between SI and turnover intention. This contribution is paramount as recruiting and retaining hotel managers is important to the overall success of the industry. By making changes according to these findings, both academically and industry-wide, the recruitment process may be positively impacted.

**Limitations of Study**

Utilizing a self-reporting measurement presents limitations on its own. Limitations of using a self-reporting survey for this study may include (a) the fact that the information provided was not verifiable, (b) transient mood state, and (c) the social desirability problem (Podsakoff & Organ, 1986). When asking respondents to report on how they feel or what their intentions are, it
was not possible to verify that the information they are providing is true. Therefore, whereas the respondent must trust the person disseminating the survey (Dillman et al., 2014), likewise, the researcher must trust the respondent. Experts contend that the convenience of using a self-reporting survey oftentimes offsets the submission of occasional inaccurate information (Gupta & Beehr, 1982).

An additional limitation of using a self-reporting survey is the risk of transient mood state. This is when a survey participant’s response is impacted by his or her current feelings brought on by, for example, the weather, lack of sleep, or hunger (Podsakoff & Organ, 1986). This may be a particular challenge for the hotel manager as he or she interacts often with employees and guests and may have had to deal with a difficult situation prior to completing the survey. When gathering information from an individual on several variables at one sitting, the bias according to their mood will be evident across the measures.

Having themselves or their hotel presented in a favorable light may have prompted the hotel manager to respond in a certain way when completing the survey. Social desirability not only adds bias to the responses but may cause the manager to respond in an ego-flattering way (Podsakoff & Organ, 1986).

In addition to the limitations inherent to using a self-reporting survey, not having all hotel departments represented equally was a limitation. Managers in the food and beverage areas of a hotel represent the minority among respondents. As shown in Table 2, there were only six restaurant, one bar, and 10 banquet respondents. Although generalizations can be made in regard to managers, generalizations specific to departments are unlikely.
Recommendations for Future Research

In reviewing the plethora of data collected for this research study, a number of additional research opportunities were revealed. Previously, researchers have examined the cause of P-V fit resulting in P-O fit and P-J fit being mediating variables (Vogel & Feldman, 2009). However, as a result of this research, P-V fit was found to be the mediating factor between SI and turnover intention. Therefore, researching further into the dynamics of SI and P-V fit was warranted. Seeking to understand which of the SI dimensions (social information processing, social awareness, and social skills) have the greatest impact on P-V fit and where there was room for improvement for managers working within the hotel industry were additional recommendations.

The primary researcher has witnessed the progression of employers requiring managers to possess general soft skills to interpersonal communication skills to EI, and now to SI. SI seems to be a better fit for the complexity of the hotel manager role. Looking at the best and brightest hotel managers and the average SI level may lead to significant research results. While it is suggested that subsequent research in the area of SI be conducted using the TSIS-E, the primary researcher has a couple of recommendations for changes. If possible, the scale should be reduced from the seven assessment questions per SI subscale according to the factor loadings (Table 23). There were questions that were a stronger measurement of the subscale than others. This would aid in the scale taking a shorter time to complete, which may increase the rate of completion. More importantly, using only the questions that were the best measurement of the subscale may eliminate any confusion in language differences due to translation.

“Social intelligence turns out to be especially important in crisis situations” (Goleman, & Boyatzis, 2008, p. 80). While handling customer complaints does not necessarily classify as a crisis, service recovery is critical to the success of a customer-driven business. Managers and
employees who are socially intelligent and well-equipped to deal with upset customers stand to repair more relationships, thereby keeping customers. Research exists that links emotional intelligence to service recovery (Lee et al., 2013). Investigating the impact SI has on the service recovery process may prove to be most beneficial to the hotel industry and other service-related businesses.

Finally, a more practical approach that would benefit the hotel industry greatly was to review SI tools as employment testing. The Rahim Social Intelligence Test (RSIT; Rahim et al., 2015), The MESI Methodology (Frankovsky & Birknerová, 2014), The Tromsø Social Intelligence Scale (TSIS; Silvera et al., 2001), and other SI tools can be tested and dissected to determine their ease of use, reliability, and validity specifically for the hospitality industry.
REFERENCES


Groger, L., Mayberry, P. S., & Straker, J. K. (1999). What we didn’t learn because of who would not talk to us. *Qualitative Health Research, 9*(6), 829-835. doi.org/10.1177/104973299129122180


APPENDIX A. HUMAN SUBJECTS APPROVAL

IOWA STATE UNIVERSITY
OF SCIENCE AND TECHNOLOGY

Institutional Review Board
Office for Responsible Research
Vice President for Research
2520 Lincoln Way, Suite 202
Ames, Iowa 50014
515-294-4566

Date: 8/31/2017
To: Jokima Hiller
13726 Ashwood Lane
Fishers, IN 46038

CC: Dr. Eric A Brown
188 MacKay Hall

From: Office for Responsible Research

Title: The role of social intelligence in relation to the hospitality manager's person-vocation fit and turnover intention

IRB ID: 17-405

Study Review Date: 8/31/2017

The project referenced above has been declared exempt from the requirements of the human subject protections regulations as described in 45 CFR 46.101(b) because it meets the following federal requirements for exemption:

- (2) Research involving the use of educational tests (cognitive, diagnostic, aptitude, achievement), survey or interview procedures with adults or observation of public behavior where
  - Information obtained is recorded in such a manner that human subjects cannot be identified directly or through identifiers linked to the subjects; or
  - Any disclosure of the human subjects' responses outside the research could not reasonably place the subject at risk of criminal or civil liability or be damaging to their financial standing, employability, or reputation.

The determination of exemption means that:

- You do not need to submit an application for annual continuing review.

- You must carry out the research as described in the IRB application. Review by IRB staff is required prior to implementing modifications that may change the exempt status of the research. In general, review is required for any modifications to the research procedures (e.g., method of data collection, nature or scope of information to be collected, changes in confidentiality measures, etc.) modifications that result in the inclusion of participants from vulnerable populations, and/or any change that may increase the risk or discomfort to participants. Changes to key personnel must also be approved. The purpose of review is to determine if the project still meets the federal criteria for exemption.

Non-exempt research is subject to any regulatory requirements that must be addressed prior to implementation of the study. Conducting non-exempt research without IRB review and approval may constitute non-compliance with federal regulations and/or academic misconduct according to ISU policy.

Detailed information about requirements for submission of modifications can be found on the Exempt Study Modification Form. A Personnel Change Form may be submitted when the only modification involves changes in study staff. If it is determined that exemption is no longer warranted, then an Application for Approval of Research Involving Humans Form will need to be submitted and approved before proceeding with data collection.

Please note that you must submit all research involving human participants for review. Only the IRB or designees may make the determination of exemption, even if you conduct a study in the future that is exactly like this study.

Please be aware that approval from other entities may also be needed. For example, access to data from private records (e.g., student, medical, or employment records, etc.) that are protected by FERPA, HIPAA, or other confidentiality policies requires permission from the holders of those records. Similarly, for research conducted in institutions other than ISU (e.g., schools, other colleges or universities, medical facilities, companies, etc.), Investigators must obtain permission from the institution(s) as required by their policies. An IRB determination of exemption in no way implies or guarantees that permission from these other entities will be granted.

Please don't hesitate to contact us if you have questions or concerns at 515-294-4566 or IRB@iastate.edu.
APPENDIX B. QUESTIONNAIRE

Section 1

INSTRUCTIONS: Below you will find a series of statements that describe people to varying degrees. Please use the scale below to indicate how well or poorly each statement describes you as you usually are. For example, if you think a statement describes you very well, select 7. There are no right or wrong answers. The right answer is what you think describes you best. For each item, indicate how well it describes you on a scale from 1 (describes me extremely poorly) to 7 (describes me extremely well):

<table>
<thead>
<tr>
<th>Item</th>
<th>Describes me extremely poorly</th>
<th>.</th>
<th>.</th>
<th>.</th>
<th>.</th>
<th>Describes me extremely well</th>
</tr>
</thead>
<tbody>
<tr>
<td>I can predict other people’s behavior.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>I often feel that it is difficult to understand others’ choices.</td>
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<td></td>
<td></td>
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<tr>
<td>I know how my actions will make others feel.</td>
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<tr>
<td>I often feel uncertain around new people who I don’t know.</td>
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<tr>
<td>People often surprise me with the things they do.</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>I understand other people’s feelings.</td>
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<tr>
<td>I fit in easily in social situations.</td>
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<tr>
<td>Other people become angry with me without me being able to explain why.</td>
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<td></td>
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<tr>
<td>I understand others’ wishes.</td>
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<td></td>
</tr>
<tr>
<td>I am good at entering new situations and meeting people for the first time.</td>
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<td></td>
</tr>
<tr>
<td>It seems as though people are often angry or irritated with me when I say what I think.</td>
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<td></td>
</tr>
</tbody>
</table>
I have a hard time getting along with other people.

I find people unpredictable.

I can often understand what others are trying to accomplish without the need for them to say anything.

It takes a long time for me to get to know others well.

I have often hurt others without realizing it.

I can predict how others will react to my behavior.

I am good at getting on good terms with new people.

I can often understand what others really mean through their expression and body language.

I frequently have problems finding good conversation topics.

I am often surprised by others’ reactions to what I do.

Section 2

INSTRUCTIONS: Please focus on your chosen profession/career (hotel industry) and choose the answers that are most in line with your current experience. Your answers are neither correct nor incorrect. Therefore, please don’t think too much about the questions. Just select the answers that are most in line with your current feelings.

1. There is a good fit between my personal interests and the kind of work I perform in my profession (hotel industry).
2. My skills and abilities are well suited for my current profession (hotel industry).

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Disagree</th>
<th>Neither Agree or Disagree</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

3. When I think about my interests, I sometimes wonder whether I chose the right profession (hotel industry).

<table>
<thead>
<tr>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Somewhat Disagree</th>
<th>Neither Agree or Disagree</th>
<th>Somewhat Agree</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>3</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

Section 3

INSTRUCTIONS: The following section aims to ascertain the extent to which you intend to stay at your current hotel. Please read each question and indicate your response using the scale provided for each question:

1. How often have you considered leaving your job?
   - 1-Never
   - 2
   - 3
   - 4
   - 5-Always
2. How satisfying is your job in fulfilling your personal needs?
   ○ 1-Very satisfying  ○ 2  ○ 3  ○ 4  ○ 5-Totally dissatisfying

3. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?
   ○ 1-Never  ○ 2  ○ 3  ○ 4  ○ 5-Always

4. How often do you dream about getting another job that will better suit your personal needs (such as better compensation)?
   ○ 1-Never  ○ 2  ○ 3  ○ 4  ○ 5-Always

5. How likely are you to accept another job at the same compensation level should it be offered to you?
   ○ 1-Highly Unlikely  ○ 2  ○ 3  ○ 4  ○ 5-Highly likely

6. How often do you look forward to another day at work?
   ○ 1-Always  ○ 2  ○ 3  ○ 4  ○ 5-Never

Section 4

1. Do you supervise other employees?
   ○ Yes
   ○ No

2. What is your age?
   Fill in the blank ____________

3. What is your sex?
   ○ Female
   ○ Male

4. How long have you worked in the hospitality industry? Partial years are acceptable (i.e., 4.5 years).
   Fill in the blank ____________
5. How long have you worked in your current job? Partial years are acceptable (i.e., 4.5 years).

Fill in the blank ______________

6. In which hospitality segment do you currently work?
   ○ Attractions
   ○ Casinos
   ○ Cruises
   ○ Hotels
   ○ Meetings and Events
   ○ Restaurants
   ○ Other (please specify) ___________________________________________

7. What is the highest level of education you have completed?
   ○ High School
   ○ Associate’s Degree
   ○ Bachelor’s Degree
   ○ Graduate Degree (Master’s, Doctorate)
   ○ Other (please specify) __________________________________________

8. What is your current job title? (please specify) _____________________________
APPENDIX C. PERMISSION TO USE TROMSØ SOCIAL INTELLIGENCE SCALE

David Silvera <David.Silvera@utsa.edu> to me Aug 29

Dear Jolima,

I'm pretty sure that you don't need my permission to use the TSIS for research purposes. It's nice of you to ask, though, and I wish you all the best with your dissertation.

If you need assistance with administration and/or scoring, let me know and I can send you instructions.

Best regards,
David

Sent from Mail for Windows 10
Hi Jokima,

You do not need permission to use a measure that has been published in our literature. You need only to cite the article from which it came.

Good luck with your dissertation!

Ryan
APPENDIX E. PERMISSION TO USE TURNOVER INTENTION SCALE

Roodt, Gerhard <groodt@uj.ac.za>
to me

Dear Jokima

You are welcome to use the TIS!

For this purpose please find attached the longer 15-item version of the scale. The six items used for the TIS-6 are highlighted. You may use any one of these two versions.

You are welcome to translate the scale if the need arises. I would like to propose the translate – back-translate method by using two different translators. First you translate from English into home language and then back from home language to English to see if you get to the original English wording.

This is the fourth version of the scale and it is no longer required to reverse score any items. The total score can be calculated by merely adding the individual item scores. I would strongly recommend that you also conduct a CFA on the item scores to determine which item scores should be reflected.

The only conditions for using the TIS is that you acknowledge authorship (Roodt, 2004) by conventional academic referencing. The TIS may not be used for commercial purposes.

I wish you the very best with your research project!

Best regards

Gert

Prof Gert Roodt
Dept Industrial Psychology & People Management
Dear Hotel Manager,

We are interested in examining social intelligence (SI), person-vocation (P-V) fit, and turnover intentions of managers in the hotel industry. Therefore, your opinion and input is important to us as we develop the tools for this process.

The purpose of this pilot study is for you to evaluate the questionnaire developed for a research study. It is important to gain your feedback on how easy it is to understand the questions contained in the online questionnaire.

**Instructions:**

1. Complete the online questionnaire (link provided below) in its entirety. Please make note of how long it took for you to complete the survey.
2. After the survey is complete, please answer the questions on the attached Questionnaire Evaluation Form.
3. Reply to this email (jlhiller@iastate.edu) and attach the completed Questionnaire Evaluation Form.

Please note that your participation in this study is voluntary and you may refuse to participate at any time. In addition, your individual responses will not be shared with your manager and/or supervisor and are completely confidential.

If you have any questions, please contact one of us at the e-mails or phone numbers listed below. Thank you in advance for your support with this research.

**Questionnaire Link:** [https://iastate.qualtrics.com/jfe/form/SV_3TQN6xN4kFqphzT](https://iastate.qualtrics.com/jfe/form/SV_3TQN6xN4kFqphzT)

Jokima Hiller, Graduate Student
Department of AESHM
Iowa State University
jlhiller@iastate.edu
219-789-1027

Eric A. Brown, Associate Professor
Department of AESHM
Iowa State University
ebrown@iastate.edu
515-294-8474
APPENDIX G. CONSENT LETTER

Dear Hotel Manager –

We are interested in examining social intelligence (SI), person-vocation (P-V) fit, and turnover intentions of managers in the hotel industry. Therefore, because you currently are a manager in the hotel industry, your opinion and input is important.

If you agree to participate in this study, the questionnaire will take approximately 20 minutes to complete. Your participation in this study is completely voluntary and you may refuse to participate at any time. In addition, any question you feel uncomfortable answering may be skipped. During this study you will complete the questionnaire about your social intelligence, person-vocation fit, and turnover intentions in the hotel industry. To ensure confidentiality to the extent permitted by law, the following measures will be taken: 1) the questionnaire will not ask for personal identification information, 2) no individual will be identified in the published research, rather pooled data will be reported, 3) only the identified researchers will have access to the study records, and 2) all questionnaire data will be password protected and not accessed except by the identified researchers. There are no foreseeable risks at this time for participating in this study.

If you have any questions regarding this questionnaire or research, you are encouraged to contact either of the researchers at the contact information provided below. If you have any questions about the rights of research subjects or research-related injury, please contact the IRB Administrator, (515) 294-4566, IRB@iastate.edu, or Director, Office for Responsible Research, (515) 294-3115, 1138 Pearson Hall, Ames, IA 50011. Thank you in advance for your support with this project.

Jokima Hiller, Graduate Student
Department of AESHM
Iowa State University
jihiller@iastate.edu
219-789-1027

Eric A. Brown, Associate Professor
Department of AESHM
Iowa State University
ebrown@iastate.edu
515-294-8474

ELECTRONIC CONSENT: Please select your choice below. You may print a copy of this consent form for your records. Clicking on the “Agree” button indicates that

- You have read the above information
- You voluntarily agree to participate
- You are 18 years of age or older

AGREE

DISAGREE
APPENDIX H. PILOT STUDY REMINDER

Dear Hotel Manager,

About one week ago, you received an email from me concerning an electronic questionnaire on social intelligence (SI), person-vocation (P-V) fit, and turnover intentions of managers in the hotel industry.

If you have already completed the survey and emailed the evaluation form, please accept our sincere thanks. If you have not had time to participate, we would appreciate you taking the time to do so. We are especially grateful for your help with this important study.

If you did not receive the email, or if it was misplaced or deleted, please contact us, and we will send the email today.

Jokima Hiller, Graduate Student
Department of AESHM
Iowa State University
jlhiller@iastate.edu
219-789-1027

Eric A. Brown, Associate Professor
Department of AESHM
Iowa State University
ebrown@iastate.edu
515-294-8474
APPENDIX I. PILOT STUDY EVALUATION FORM

QUESTIONNAIRE EVALUATION FORM

Please answer the following questions after you have taken the online survey.

1. How long did it take you to complete the questionnaire?
   __________ minutes

2. Were the questions easy to understand?
   ☐ Yes    ☐ No

   If No, please indicate which question was not easy to understand and needs to be revised.

<table>
<thead>
<tr>
<th>Question number</th>
<th>What needs to be revised?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

3. Were the scales (or rankings) understandable?
   ☐ Yes    ☐ No

   If No, please recommend what needs to be done to make the scales (or rankings) understandable.

   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

4. Do you have any suggestions for improving this online questionnaire?

   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

Thank you for your time in participating in this Pilot Study!
Please save this document, attach it to your email, and return it to jihiller@iastate.edu.