

**Determinants on Mechanism of Emotional  
Marketing:  
Emotional Intelligence, Perception of Emotional  
Labor' Action, Efficacy and Customer' Coping  
Strategy on Customer Satisfaction**

By

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Title of Study: Determinants on Mechanism of Emotional Marketing: Emotional Intelligence, Perception of Emotional Labor' Action, Efficacy and Customer' Coping Strategy on Customer Satisfaction

Major Field: Hospitality Administration

Abstract: This study was to examine to identify the determinants on mechanism of emotional marketing in the restaurant business. The previous studied mostly examined to find out the service failure from the service qualities by service employees and by the service facilities. Limited studies were conducted to identify the service failure based on the emotional relationships among customers' emotional intelligence, and interactions to recover service failure from emotional labors as well as from customers.

The purposes of this study were conducted three steps. First, this study examined to identify how different characteristics of customer' characteristics of emotional intelligence such as perceiving emotion, social management, understanding emotion, use of emotion, and managing emotion can interact with 1) customer' perception on emotional labor' acting-out (deep and superficial), 2) customer' efficacy (for self and for other), 3) customer' coping strategy (emotional coping focus and problem coping focus) under unexpected service failure circumstances. Secondly, these three major theoretical constructs were tested to identify the statistical associations with customer' participation and satisfaction. Lastly, the group differences were conducted to test the mean differences between gender in customer' emotional intelligence, ethnicity, nationality and interactions between ethnicity and nationality.

The total of 598 responses was used for the group differences and the final structural equation modeling. Independent samples t-test was used to identify the mean differences between gender, and the Multivariate Analysis of Variance (MANOVA) was conducted to test the vector differences between the two ethnicity groups and nationality origins from the western countries and the eastern countries.

The findings from the group differences explained 1) customer' emotional intelligence has statistical differences between male and female customers, 2) customer' EI had significant meanings in the vector differences among ethnicity, nationality, and interactions of ethnicity and nationality between the western countries and eastern countries. The comparative fit index of the final competing structural model was 0.918, RMSEA = 0.059, thus the overall SEM fit indices were over the cut-off of the powerful model fits. Thus, the this study identified the determinants on mechanism of emotional marketing using the theoretical constructs of EI, emotional labor's action, customer efficacy, coping strategy on customer satisfaction under unexpectedly encountered service failure and the interactions among emotional changes in the service recovery from emotional labors as well as customers. This study contributes to establish theory on how customer' different characters of the EI can associate with different emotional constructs in this studies for hospitality, tourism and service oriented industries.

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# CHAPTER I

## INTRODUCTION

### **Problem Statements**

In order to understand the characteristics of emotional marketing, this study focuses on how different characteristics of customers' emotional intelligence would have relationships on the variety of customers' emotional responses on customer satisfactions when they may encounter unexpected service failure circumstances. Understanding the importance of an individual's emotional status can lead to their attention, decision making process, and behavioral responses (Kidwel, Hardest, Murth and Sheng., 2011; Kim, H.J. & Agrusa, J., 2010). Managing emotions effectively is critical to its social functioning as this skill enables one to exhibit socially appropriate emotions, and behave in a socially acceptable ways (Gross,1998). Mayer, Salovey, and Caruso EI Test (MSCEIT) (1998, 2002, 2005) identifies four interrelated emotional abilities: i.e., 1) the perception, 2) use, 3) understanding, and 4) management of emotion. There have been few research studies on emotional intelligence (EI) and coping behaviors in the hospitality and tourism fields, and the studies pertaining to the relationships among demographic variables, EI, and repurchase behaviors have been minimal.

## **Questions of this Study**

First, if the emotional intelligence demonstrates a relationship between the EI and employees from the organization behaviors, then would these findings support the causal relationships among the construct of the emotional intelligence on customer from the marketing perspectives?

Second, the previous theoretical models on EI have been discussed in two different models of EI; namely, 'ability model' and 'mixed model.' Can one discern if the mixed model which combines those two constructs effectively describes the construct of the EI better and can the MSCEIT or Bar-Ons models identify any cross-cultural influences from demographic characteristics on customers' satisfaction? There might have limitation on accessing MSCEIT due to the time and cost, and the argument on reliability and validity on the EI scales, this study questions to examine the survey instrument which proved to have as the equivalent levels of the reliability and validity on the EI scale.

Third, in order to understand the characteristics of emotional marketing, this study focuses on identifying the determinants' impact on how customers' emotional intelligence effect customer loyalty to brand companies by relating the brand association mechanism and by mediating customers' perceptions on emotional labors' actions, customers' efficacy, and customers' coping strategy to resolve the situations with service failure by service providers?

## **Purposes of this Study**

To achieve the research goals, the following objectives are specified.

First, this study investigates the overall relationships among customers' emotional intelligence and customer satisfaction with service failure or customers' and service providers' attempts to recover after a service failure.

Second, this study examines how customers' characteristics of emotional intelligence effect customers' perceptions on emotional labors' actions with regard to service quality by emotional labors and service failure.

Third, how do the attributes of emotional labors' actions, customers' participation, customers' efficacy and their coping strategies may work as mediators to customers' satisfaction under service failure situations.

Lastly, this study examines whether customers' emotional intelligence can have significant moderating relationships on customer satisfaction under service failure situation.

## **Contributions of this Study**

Given that these constructs of previous research confirm the interaction between promotional cues, including price promotion, perceived service and brand image, marketers should emphasize emotional marketing of their brand and stress functional aspects of the product that are related to the fit between promotion and brand loyalty.

Literature reviews on the restaurant industry may differ in results and findings from general manufacturing industry and other industry and research fields due to the

different unique characteristics of service management. Other qualities such as self-efficacy relates to customer own self-efficacy and others or efficacy associated with brand image, atmosphere in the restaurant brand appeal, appealing to the brand attributes, location of restaurant, and any convenient and appealing brand propensity could lead to the different results for the restaurant industry because purchasing service in the restaurant can reflect customers' potential desire to the social classes which they want to be in by their consumptions.

### **Contributions to the Academic Perspectives**

This study identified the determinants on mechanism of emotional marketing which included the theories of emotional intelligence, perception of emotional labors' action, efficacy and customers' coping strategy on customer satisfaction under the specified scenarios, unexpectedly encountered service failure circumstance. The overall hypothesis is the different characteristics of emotional intelligence may be able to operate in the different levels of customer efficacy, coping strategy, customer participation on satisfaction depending on their levels of the perception on emotional labor which were service provider at the hotel and restaurant industry.

There are lots of unfinished arguments on the constructs of the emotional intelligence. This study adopted the Self-Rated Emotional Intelligence Scale (SREIS) (Brackett, Rivers, Shiffman, Lerner, and Salovey, 2006) of which the reliability and validity of the SREIS in this study was tested by several researchers, and proved its scale can be substituted by the MSCEIT (Mayer, Salovey, and Caruso, 2003; 2000) which was

the most highly evaluated among the EI scales. Brackett, Rivers, Shiffman, Lerner and Salovey (2006) invented the total of 19 items and five constructs in their SREIS.

Thus, the adoption of the SRIES for testing the EI on customers' emotional responses under service failure and recovery will have significant theoretical contributions on marketing research. Also, the findings from the mean differences of two groups (Western and Eastern) on the emotional intelligence; gender, ethnicity, and nationality will have critical information for as well hospitality and tourism industry as other service industry. The findings of these group difference analyses can contribute on the theories of emotional intelligence which can imply there are disparities in the characteristics of the EI by gender, ethnicity, nationality and the interactions of ethnicity and nationality.

### **Managerial Contributions**

The major practical contributions for the hospitality industry are that the determinants on mechanism of emotional marketing can contribute when managers establish service training for employees, this mechanism on emotional marketing will guide managers and service providers in front-lines to have big pictures on how different characteristics of customers' emotional traits, especially, emotional intelligence can perceive their actions. Furthermore, the findings on determinants of emotional marketing would have significant meanings and service tools to understand the profound psychological interactions based on customer emotion, especially in the specified scenarios, unexpectedly encountered service failure circumstance.



This study shows the historical relationship to the academic application of original streams of research on EI and other related research, for example, (1) emotional labors actions, (2) customer efficacy levels, (3) customer coping strategy, (4) customer participation, and (5) customer satisfaction. This study will contribute when marketing professionals consider customers' emotional reactions and interaction with other influential internal and external factors can they can have useful thoughts how these tested constructs and the finding of this study establish service management consideration for overall emotional marketing.

## **CHAPTER II**

### **LITERATURE REVIEW**

#### **Overview**

The customers' perception of value for a service is particularly important as it is linked to market share, customer relationship marketing and their repurchase intention. Perceived value is frequently conceptualized as involving a consumer's assessment of the portion of perceived benefits and perceived costs (Mittal, B., & Newman, B.I. , 1999; Monroe, 1985; Parasuramn, and Zeithaml, 1988). Research on sales promotions has focused primarily on the effects of price promotions of brand product sales (Kumar and Leone, 1988) and market share (Kumar, V., Rajkumar Venkatesan, and Werner Reinartz , 2008).

Research in services marketing clearly indicates that people and organizations buy services differently than they buy goods (Parasuraman, A., Zeithaml, V. A., & Berry, L. L. , 1993). “Intangibility, heterogeneity, perishability, and simultaneous production and consumption” are critical the differences between goods and services that suggest the need for different marketing approaches (Zeithaml, Parasuraman, & Berry, 1993). Moreover, customer satisfaction measurement is not backed up with in-depth learning in

the perspective of customer value and is related problems that underlie their evaluations, which may not provide enough of the customer's wants to guide managers where to respond (Woodruff, 1997).

This study identified the determinants on mechanism of emotional marketing in the restaurant business. The previous studied mostly examined to find out the service failure from the service qualities by service employees, what we defined “emotional labor” in this study in hospitality industry. Limited studies were conducted to identify the service failure based on the emotional relationships among customers’ emotional intelligence, and interactions to recover service failure from emotional labors as well as from customers.

This study reviewed how different characteristics of customer’ characteristics of emotional intelligence such as perceiving emotion, social management, understanding emotion, use of emotion, and managing emotion can interact with first, customer’ perception on emotional labor’ acting-out (deep and superficial), secondly, customer’ efficacy (for self and for other), and lastly, customer’ coping strategy (emotional coping focus and problem coping focus) under unexpectedly encountered service failure circumstances.

## **I. EMOTIONAL INTELLIGENCE**

Emotion management skills may determine how the individuals' emotions are dealt with once activated in. For the marketing perspectives, consumers have been motivated more attractive and impressive advertisement and marketing promotions. So, this research study questions why subjects who have higher or better emotional intelligence would perceive more sensitively brand marketing promotions and customer satisfaction in the restaurant industry.

### ***Perceiving Emotion in Consumer Behavior***

In psychology literature, the effects of individuals' emotions on behavior have been widely discussed (Zajonc, 1985; Abraham, 1998; Brotheridge & Lee, 2008). Emotion provides a critical bridge in understanding consumer behavior in that emotions, compared to evaluate assessment of the stimuli, provide judgmental responses that are more consist across individuals and better predictive of people's thoughts (Pham, Cohen, Pracejus, & Hughes, 2001). This new perspective views the mechanism of emotions as a core motivator for enabling customer to make decision to purchase, clearly a departure from the traditional perspectives that regarded consumers as rational and cognitive decision makers. From the emotion theories, the efforts of concepts on emotional intelligence may attempt to be adopted to explain the relationships with individuals' behaviors in marketing studies (Ashkansy, Hartel, and Daus, 2002).

### ***What Role does Brand Play in Emotional Marketing?***

According to Wyer and Srull (2000)'s associative network memory model, memory is viewed as consisting of a network of nodes representing stored information and representing the strength of association between the information and concepts. Any type of information can be stored in the memory network, including information that is verbal, visual, abstract, or contextual in nature. What marketers need is an insightful way to represent how brand knowledge exists in consumer's memory. An influential model of memory developed by psychologists is helpful in that regard (Anderson, and Gerbing, 1988; Wyer, N, Sherman, and Stroessner , 2000). One of the challenges in marketing services is that, marketing is less tangible and more likely to vary in quality, depending on the particular customer or employees involved in providing expected service quality. Consequently, branding can be particularly important to service firms in addressing potential intangibility and variability problems. Brand symbols may also be beneficial as they can help to make the abstract nature of services more concrete. Brands can help to identify and provide meaning to the different services provided by a firm.

### ***Emotional Intelligence: Theory and Measurement***

Accordingly, the theory of EI postulates that the information value of emotions can make thinking more intelligent. EI theory was also developed as the concept of intelligence was extending to include of mental abilities which include social, practical and personal intelligence (Cantor and Kihlstrom, 1987; Davies, M., Stankov, L., and Roberts, R.D., 1998; Sternberg, 2002). EI may work on cognitions or information processing that

involves matters of personal and emotional importance to individuals and their relationships (Zajonc, 1980; Mayer, Salovey, and Caruso EI Test (MSCEIT), 2005). EI can be different from other mental skills, and also conceptually and empirically distinct from personality traits, such as neuroticism (Mayer, Salovey, and Caruso, 2000; Salovey and Mayer, 1990).

EI can capture the accurate processing of emotional relevant information, for example, the facial and body expressions, and the ability to use emotions in reasoning in order to solve problems (Mayer, Salovey, and Caruso, 2004; Mayer and Mitchell, 1998; Salovey and Mayer, 1990).

So far, the two distinct types of EI theories and measurements have been developed. Mayer, Salovey, and Caruso (2000) distinguished the 'ability model' which was developed from 'mixed model with four abilities of emotions.' This Ability Model of Mayer, Salovey and Caruso conceptualizes EI as a set of mental skills which can be assessed with performance tests (MSCEIT, Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT), version 2.0; Mayer, Salovey, and Caruso, 2002). For a performance test, the MSCEIT evaluates the ability to manage emotions, so, the construct of EI plays key all to connect emotion theories to marketing studies.

From the literature reviews, the major three major conceptual models in the EI were classified from the researchers: (1) The Salovey-Mayer model (1997), "defined the EI construct as the ability to perceive, understand, manage and use emotions to facilitate thinking," either MESI (Mayer EI Scale, Mayer-Salovey, 1997; its latest version, MESCEIT v. 2.0, Mayer et al., 2000). (2) The Goleman model (1998), which discuss with a view to stating competencies and skills in managerial performance by 'a multi-

rater assessment named Emotional Competencies Inventory-ECI (Boyatzis et al., 2000).

(3) The Bar-On model(1997b, 2000), ‘a cross-section of interrelated emotional and social competencies, skills and facilitators that impact intelligent behavior, measured by self-report in the Bar-On Emotional Quotient Inventory- EQ-I(1997a, 1997b).

More specifically, Bar-On’s views the EI to include major four factors; *Intrapersonal, Interpersonal, Stress Management, and Adaptability* (Bar-On, 1997), and each has the detailed items; *Intrapersonal* – emotional self-awareness, assertiveness, self-regard, self-actualization, independence), *Interpersonal* – empathy, interpersonal relationships, social responsibility, *Stress Management* – problem solving, reality testing, flexibility and *Adaptability* – stress tolerance, impulse control).

Also, the research on expression of emotion across culture was provided: Matsumoto et al. (2008), which recognized that individualistic cultures enforce more emotion expression, whereas members of collectivistic cultures endorse less. Van Hemert et al. (2007) explained a substantial part of the cross-cultural differences in emotions were identified in a view of ‘model of subsistence, political variables, stability of a country, and aggregated psychological variables. Sibia et al., (2003), and Salovey, P., Mayer, J. D., Goldman, S. L., Turvey, C., and Palfai, T. P.(1995), this research paper illustrated about 10 more studies regarding the examining construct validities of cross-cultural impacts on EI.

Table 2.1 Selecting a Measure of Emotional Intelligence

Ability Model	Ability Model	Mixed Model	Mixed Model	Mixed Model
Multifactor Emotional Intelligence Scale(MEIS)(Mayer, Salovey, & Caruso, 1997/1999)	Mayer-Salovey-Caruso Emotional Intelligence Test(MSCEIT)(Mayer, Salovey, & Caruso, 2000)(updated MEIS)	Bar-On-EQi(Bar-On, 1997)	EQ-Map (Cooper,1996; 1997)	Emotional Competence Inventory(ECI)(Boyatzis, Goleman, & Hay Mc/Ber, 1999)
<b>Emotional Perception</b>	<b>Perceiving Emotions</b>	<b>Intrapersonal</b>	<b>Current Environment</b>	<b>Self-Awareness</b>
Identifying emotions in faces, designs, music, and stories	Recognize one's own feelings and the feelings of others. Accurately decode facial expressions and tones of voice	Emotional self-awareness, assertiveness, self-regard, self-actualization, independence	Life pressure, life satisfaction	Emotional self-awareness, accurate self-assessment, self-confidence
<b>Emotional Facilitation</b>	<b>Using Emotions</b>	<b>Interpersonal</b>	<b>Emotional Literacy</b>	<b>Social Awareness</b>
Translating feeling (Synesthesia), Using emotions to make judgments (Feeling Biases)	Take feelings into account to reason out situation and determine how to act. Creative problem solving	Empathy, interpersonal relationship, social responsibility	Emotional Self-awareness, emotional expression, emotional awareness of others	Empathy, Organizational awareness, service orientation



Table 2.1 Selecting a Measure of Emotional Intelligence (Continued)

Ability Model	Ability Model	Mixed Model	Mixed Model	Mixed Model
<b>Emotional Understanding</b>	<b>Understanding Emotions</b>	<b>Stress Management</b>	<b>EQ Competencies</b>	<b>Self-Management</b>
Defining emotions, Complex emotional transitions, emotional perspectives	Understand how emotions combine and change with time; interaction with others	Problem solving, reality testing, flexibility	Intentionality, creativity, resilience, interpersonal connections, constructive discontent	Self-control, trustworthiness, conscientiousness, adaptability, achievement orientation
<b>Emotional Management</b>	<b>Managing Emotions</b>	<b>Adaptability</b>	<b>EQ Values &amp; Attitudes</b>	<b>Social Skills</b>
Managing own emotions, managing other's emotions	Work with emotions judiciously	Stress tolerance, impulse control	Outlook, compassion, trust radius, personal power, integrated self	Developing others, leadership, influence, communication, change catalyst, conflict management, building bonds, teamwork
		<b>General Mood</b>	<b>EQ Outcomes</b>	
		Happiness, Optimism	General health, quality of life, relationship quotient, optimal performance	

Note: Recited, Selecting a Measure of Emotional Intelligence based on “Selecting a Measure of Emotional Intelligence”, Mayer, Caruso and Salovey, in *The Handbook of Emotional Intelligence*, Bar-On and Parker, Editors, (2000), p.322

## **Two distinct types of EI theories: 1) the ability model, and 2) mixed model**

### **Definitions of the ability model of EI;**

*Ability model* conceptualize EI as a set of mental skills that can be assessed with performance tests. The first comprehensive performance test of EI was the Multifactor EI Scale (Mayer, Caruso, and Salovey, 1999), which lead to a briefer test version of MSCEIT v.2.0 (Mayer, Salovey, and Caruso, 2002a). For a performance test, the MSCEIT assesses the ability to manage emotions. *Mixed model*, in contrast, is based on the three classes of construct: perceived emotional (and other abilities), competencies, and personality traits (Bar-On, 1997). Table 2.1 summarized the definitions of the ability model and the mixed model on the emotional intelligence.

### ***Two of the most widely used self-report inventories, the Emotional Quotient Inventory and the Self-Report EI Test***

The importance of this study is based on the relationship between emotional ability and social functioning has yet to be examined because there have been lack of reliable and valid performance measures and self-report EI measures. Previous research on EI has used ‘Self-report measures’, however, have failed to incorporate EI theory, thus, this study measured self-rated EI in three ways that can map onto a theoretically derived performance test of EI, and MSCEIT.

One of the EI research, for instance, the research design includes that participants, 291(65% female) at a state university and the majority of participants (27%) were in their first year at the university. In their research, EI Measures uses the MSCEIT v.2.0 (Mayer et al., 2002a), a performance measure of EI by using four dimensions: the perception, use, understanding, and management of emotion. Their research design established experimental design; “The *MSCEIT* measures Perceiving Emotions by asking respondent to identify the emotions expressed in photographs of peoples’ faces and feelings in artistic designs and pictures.”

*Verbal Intelligence Measures: Self-rated verbal intelligence and estimated performance task*

The SRIES was developed by 1) Trait Meta-Mood Scale (Salovey, Mayer, Goldman, Turvey, & Palfai, 1995), and 2) Self-report measure of EI by Schutte et al. (1998). Not many but several research was doing on EI and Socio-demographic variables on EI and Socio-Demographic Variables (Petirdes and Furnham, 2003; Ciarrochi et al., 2000; Extremer et al., 2006; Mayer et al., 1999). A study which the Self-Rated EI, verbal intelligence measures, MSCEIT, post-MSCEIT examined with the procedures to test verbal intelligence measures of the SREIS. And Salovey et al., (1995) studied EI, Neuroticism, Extraversion, and Coping behaviors from which the previous literature on the effects of EI on coping behaviors mostly identified three intrapersonal EI dimensions; such as emotional attention, emotional clarity, and emotional repair, and emotional repair, named TTMS (Salovey et al., 1995).

## **Why is the research question important?**

The most of previous studies used Mayer and Salovey's theory of EI (1997) and Bar-Ons (1997) as a research framework to examine the role of emotional abilities in social functioning. Most of EI literature examined to prove the construct of the EI is conceptually and empirically distinct from personality traits, such as neuroticism (Mayer, Salovey, & Caruso, 2004; Salovey & Mayer, 1990). The theory specifies that the four abilities contribute to the higher order construct of EI; *Perceiving emotion, Using emotion, Understanding emotion, Social management and Managing emotion.*

From the literature reviews, the ability model by Mayer and Salovey's theory of EI (1997) has some restrictions for this study to adopt their EI measures, thus, this study adopted the SREIS (Brackett, Rivers, Shiffman, Lerner, and Salovey, 2006) which were proved the validity and reliability by the studies (Kidwel, Hardest, Murth and Sheng, 2011). The definitions of the SREIS in this study are summarized as follows:

Definitions of each dimensions of EI(Brackett, Rivers, Shiffman, Lerner, and Salovey, 2006):

- *Perceiving emotion* is defined as “it pertains to the ability to identify emotions in oneself and others, as well as in other stimuli, including voices, stories, music, and works of art (Brackett, Rivers, Shiffman, Lerner, and Salovey, 2006).”

- *Using emotion*: the ability to control “feelings that assist in certain cognitive construct, such as problem solving, decision making, and interpersonal communication” that create diverse mental sets to manage reasoning tasks.
- *Understanding emotion*: “pertaining verbal ability of language and propositional opinions that reflect the capacity to describe emotion,”
- *Managing emotion*: it pertains to the ability to reduce, increase, and modify emotional response in oneself and *Social Management (for others)*.

## **2. Emotional Labor**

A number of authors have suggested that emotional labor (EL) in response to organizational display rule is critical to employees, especially, front-line employees in the service industry (McClure, E. B. , 2000; Kim and Argurasa., 2011; Grandey, 2000). The characteristics of emotion responses from the perspectives of emotional labor have been studied from a number of studies in organizational behaviors, for example, emotional labor of the tour leaders (Wong and Wang 2009) and employees (Johnson and Spector, 2007), whose studies defined emotions can be resulted in emotional dissonance; that is the separation of experienced emotion from emotion expressed to encounter external expectations (Hochschild, 1983). This disparity among the experienced emotion could be stressful or pleasant, resulting in for employees to manage their emotions in front of the customers. Thus, some research has shown links between EL and influences on organizational environments (Sharma, S., Biswal, R., Deller, J., & Mandal, M.K., 2009, Johnson & Spector, 2007, Kim et al., 2009, Adelman, 1995, Warton, 1993). However, there is limited research on the relationships between the EL traits and characteristics of the customers' EI in the hotel and restaurant industry.

Most of the studies define that the effects of EL is the type of acting or emotional labor strategy, used similarly to organization display rules. The organization display rules determine the traits of the EL as surface or superficial acting-out and deep acting-out by service providers (Grandey, 2000, Hochschild, 1983). Superficial acting consists of managing only observable expressions to obey display rules, while deep acting corresponds with managing emotions to actually feel the deep internal emotion through

display rules (Wong and Wang 2009), Kim et al., 2009; Grandey, 2000, Hochschild, 1983). Consequently, it would be definite that the responses upon different characteristics of the customers' EI traits and the choice of emotional regulation by service providers would lead different interactions especially in the circumstances of service failure in restaurant industry (Kim, Yoo, Lee & Kim, 2012).

Thus this study, from the literature review, this study establishes the following hypothesis as follows:

***Hypothesis I a-e: The characteristics of the Emotional intelligence (EI) are associated with Perception on Emotional labors' superficial acting-out.***

Hypothesis Ia: The Perceiving Emotion in the Emotional intelligence (EI) is associated with Perception on Emotional labors' superficial acting-out.

Hypothesis Ib: The Social Management in the Emotional intelligence (EI) is associated with Perception on Emotional labors' superficial acting-out.

Hypothesis Ic: The Understanding Emotion in the Emotional intelligence (EI) is associated with Perception on Emotional labors' superficial acting-out.

Hypothesis Id: The Use of Emotion in the Emotional intelligence (EI) is associated with Perception on Emotional labors' superficial acting-out.

Hypothesis Ie: The Managing Emotion in the Emotional intelligence (EI) is associated with Perception on Emotional labors' superficial acting-out.

***Hypothesis I f-j: The characteristics of the Emotional intelligence (EI) are associated with Perception on Emotional labors' deep acting- out.***

Hypothesis If: The Perceiving Emotion in the Emotional intelligence (EI) is associated with Perception on Emotional labors' deep acting- out.

Hypothesis Ig: The Social Management in the Emotional intelligence (EI) is associated with Perception on Emotional labors' deep acting- out. Hypothesis Ih: The Understanding Emotion in the Emotional intelligence (EI) is associated with Perception on Emotional labors' deep acting- out.

Hypothesis Ii: The Use of Emotion in the Emotional intelligence (EI) is associated with Perception on Emotional labors' deep acting- out.

Hypothesis Ij: The Managing Emotion in the Emotional intelligence (EI) is associated with Perception on Emotional labors' deep acting- out.



### **3. Customer participation and Customer Strategy for Coping**

Customer participation (CP) in the service production and service delivery process is emphasized to have interests because it is believed to lead customers meet their expected service quality and service controls for their preferences when they were encountered the customer participation needed (Dabholkar 1990, Xie, Agozzi, and Troye 2008, Yim, Chan, and Lam, 2012). This new logic suggests that customers are viewed as proactive co-creators rather than passive receivers when they would need to react to the specific situations (Payne, Storbacka, and Flow, 2008). Chan, Yim and Lam (2010) examined that the customer participation offers economic benefits such as customized services, better service qualities, and worked more effective for customers to strengthen relational linkage between customers and employees. Also, customers' participation could increase employees' job stresses as well as adverse influence on customers' own satisfaction.

However, Bateson (1985) and Bitner et al., (1997) suggested that customers' participation can also be intrinsically attractive to customers who derive enjoyment from participating in service delivery with or without introducing the unusual economic incentives such as discounts or coupons leading for next visits also psychological rewards, e.g., enjoyment, emotional achievement (Bateson, 1985, Bitner et al., 1997, Dabholkar, 1990).

From the literature review, this study establishes the hypotheses as follows:

***Hypothesis III a-e: The characteristics of the Emotional intelligence (EI) are associated with Customers' Participation***

Hypothesis IIIa: The Perceiving Emotion in the Emotional intelligence (EI) is associated with Customers' Participation.

Hypothesis IIIb: The Social Management in the Emotional intelligence (EI) is associated with Customers' Participation.

Hypothesis IIIc: The Understanding Emotion in the Emotional intelligence (EI) is associated with Customers' Participation.

Hypothesis IIId: The Use of Emotion in the Emotional intelligence (EI) is associated with Customers' Participation.

Hypothesis IIIe: The Managing Emotion in the Emotional intelligence (EI) is associated with Customers' Participation.

***Hypothesis X a-b: Customers' Participation is related to Customers' Efficacy (Self and Other).***

Hypothesis Xa: Customers' Participation is related to Customers' Efficacy for Self  
Hypothesis Xb: Customers' Participation is related to Customers' Efficacy for Other

***Hypothesis XI a-b: Customers' Participation is related to Customers' Coping strategy (Problem focus and emotional focus).***

Hypothesis Xa: Customers' Participation is related to Customers' Emotional Focus Coping Strategy.

Hypothesis Xb: Customers' Participation is related to Customers' Emotional Focus Coping Strategy.

***Hypothesis XII: Customers' Participation is negatively related to Customer Satisfaction under service failure circumstances.***

Coping spells generally refer to a cognitive and behavioral response to external events (Carver et al., 1989; Endler et al., 1994; (Wong and Wang 2009, Kim and Agrusa 2011). Lazarus and his studies (Lazarus, 2000; Lazarus & Launier, 1978) conceptualize the coping as a relationship process between the person and the specific events. The emphasis on the process leads to the approaches of coping as a circumstance – dependents (state or situation-oriented). The other approach is called disposition-based coping. McCrae and Costa (2000) and other authors studied the coping from the perspectives of circumstance-dependents and disposition-based coping, whether the theories of the coping are dispositional or situational responses, coping behaviors are divided into two basic frameworks: problem focus and emotional focus (Lazarus, R.S., 2000).

Problem-focused coping refers to coping efforts that involve the management or alteration of the person-environment relationship that is the source of negative moods. Emotional-focused coping refers to the internal management of emotions experiences from unexpected stressful encounters and events (Gabbott, Tsarento, and Mok, 2010)

This study hypothesized the customers' different characteristics of the Self Report Emotional Intelligence Scale (SREIS) could be different sources to associate with the customer preferences of selecting customer coping strategies whether the problem focus or emotional focus under circumstances of service failure (Gabbott, Tsarento, and Mok, 2010; Lent, Robert W. and Frederick G. Lopez, 2002; Yi, and Baumgartner, 2004).

From the literature review, this study establishes the hypotheses as follows:

***Hypothesis IV a-e: The characteristics of the Emotional intelligence (EI) are associated with Customers' Problem Focus Coping Strategy.***

Hypothesis IVa: The Perceiving Emotion in the Emotional intelligence (EI) is associated with Customers' Problem Focus Coping Strategy.

Hypothesis IVb: The Social Management in the Emotional intelligence (EI) is associated with Customers' Problem Focus Coping Strategy.

Hypothesis IVc: The Understanding Emotion in the Emotional intelligence (EI) is associated with Customers' Problem Focus Coping Strategy.

Hypothesis IVd: The Use of Emotion in the Emotional intelligence (EI) is associated with Customers' Problem Focus Coping Strategy.

Hypothesis IVe: The Managing Emotion in the Emotional intelligence (EI) is associated with Customers' Problem Focus Coping Strategy.

***Hypothesis IV f-j: The characteristics of the Emotional intelligence (EI) are associated with Customers' Emotional Focus Coping Strategy.***

Hypothesis IVf: The Perceiving Emotion in the Emotional intelligence (EI) is associated with Customers' Emotional Focus Coping Strategy. Hypothesis IVg:

The Social Management in the Emotional intelligence (EI) is associated with Customers' Emotional Focus Coping Strategy.

Hypothesis IVh: The Understanding Emotion in the Emotional intelligence (EI) is associated with Customers' Emotional Focus Coping Strategy.

Hypothesis IVi: The Use of Emotion in the Emotional intelligence (EI) is associated with Customers' Emotional Focus Coping Strategy.

Hypothesis IVj: The Managing Emotion in the Emotional intelligence (EI) is associated with Customers' Emotional Focus Coping Strategy.

#### **4. Efficacy and Customer Satisfaction**

Efficacy is defined as efficacy for self and for other (Bandura, 1997). The self-efficacy is defined as “believe in one’s capabilities to organize and execute the course of action required to produce given attainments”(Bandura, 1997) can work as a cognitive mediator of action. Under the unexpected circumstances that demand engaging customers or employees in difficult situations to manage their emotions, self-efficacy can influence their choices of activities (Ellen, Bearden, and Sharma, 1991, Yim, Chan, and Lam, 2012),

Yim, Chan & Lam (2012), examined the relationships between self-efficacy, work engagement and job satisfaction and found that the general self-efficacy scale, work engagement scale and Minnesota job satisfaction scale were applied to identify the relationships and based on social cognitive theory and work engagement events and using regression modeling, results indicated that both self-efficacy and work engagement influence job satisfaction. Their study tests that job satisfaction of certified public accountants was directly predicted by self-efficacy and work engagement.

Also, there are some research on the synergistic effects of self-efficacy and efficacy for others (Lent and Lopez, 2002, Hartline and Ferrell, 1996, McCrae, R. R. , 2000). Thus this study, from the literature review, this study establishes the following hypotheses:

***Hypothesis II a-e: The characteristics of the Emotional intelligence (EI) are associated with Customers' Efficacy for self.***

Hypothesis IIa: The Perceiving Emotion in the Emotional intelligence (EI) is associated with Customers' Efficacy for self.

Hypothesis IIb: The Social Management in the Emotional intelligence (EI) is associated with Customers' Efficacy for self.

Hypothesis IIc: The Understanding Emotion in the Emotional intelligence (EI) is associated with Customers' Efficacy for self.

Hypothesis IId: The Use of Emotion in the Emotional intelligence (EI) is associated with Customers' Efficacy for self.

Hypothesis IIe: The Managing Emotion in the Emotional intelligence (EI) is associated with Customers' Efficacy for self.

***Hypothesis II f-j: The characteristics of the Emotional intelligence (EI) are associated with Customers' Efficacy for others.***

Hypothesis II f: The Perceiving Emotion in the Emotional intelligence (EI) is associated with Customers' Efficacy for others.

Hypothesis IIg: The Social Management in the Emotional intelligence (EI) is associated with Customers' Efficacy for others.

Hypothesis IIh: The Understanding Emotion in the Emotional intelligence (EI) is associated with Customers' Efficacy for others.

Hypothesis IIi: The Use of Emotion in the Emotional intelligence (EI) is associated with Customers' Efficacy for others.

Hypothesis IIj: The Managing Emotion in the Emotional intelligence (EI) is associated with Customers' Efficacy for others.

## **5. Group Differences**

One of purposes of this study is to identify if there are significant relationships of the characteristics of the customer emotional intelligence among gender, two ethnicity groups, western and eastern, nationality origins from the western and eastern countries. The Wong and Law Emotional Intelligence Scale (WLEIS) (2002) was tested across ethnic groups (Whites, Blacks, and Hispanics) and gender groups. Results supported the four-dimension, second-order factor structure of EI and indicated that scores on the WLEIS are comparable across gender and ethnic groups.

Austin (2011) tested the EI and a social perception inspection time task were applied in which participants (Caucasian and Far-East Asian) were required to identify the emotion on Caucasian and Far-East Asian faces that were happy, sad, or angry. Van Rooy, D. L., & Viswesvaran, C. (2004) tested the Wong and Law Emotional Intelligence Scale (WLEIS) in their study to examine across ethnic (Whites, Blacks, and Hispanics) and gender groups Results supported the four-dimension, second-order factor structure of EI and indicated that scores on the WLEIS are comparable across gender and ethnic groups (Van Rooy, Alonso, and Viswesvaran, 2007).

Mandell and Pherwani (2005) studied the EI and leadership, in which a significant predictive relationship was found between transformational leadership style and emotional intelligence, however, not significant relationships between gender differences.



Wong, C., Law, K.S., (2002). administered the EQ tests to undergraduates from various fields of studies who had foreign education background. This study showed that foreign undergraduates have a higher EI score than those with local education background. Their findings (Yim, Chan & Lam, 2012) showed the EI had differed from age, gender, year of study in foreign countries.

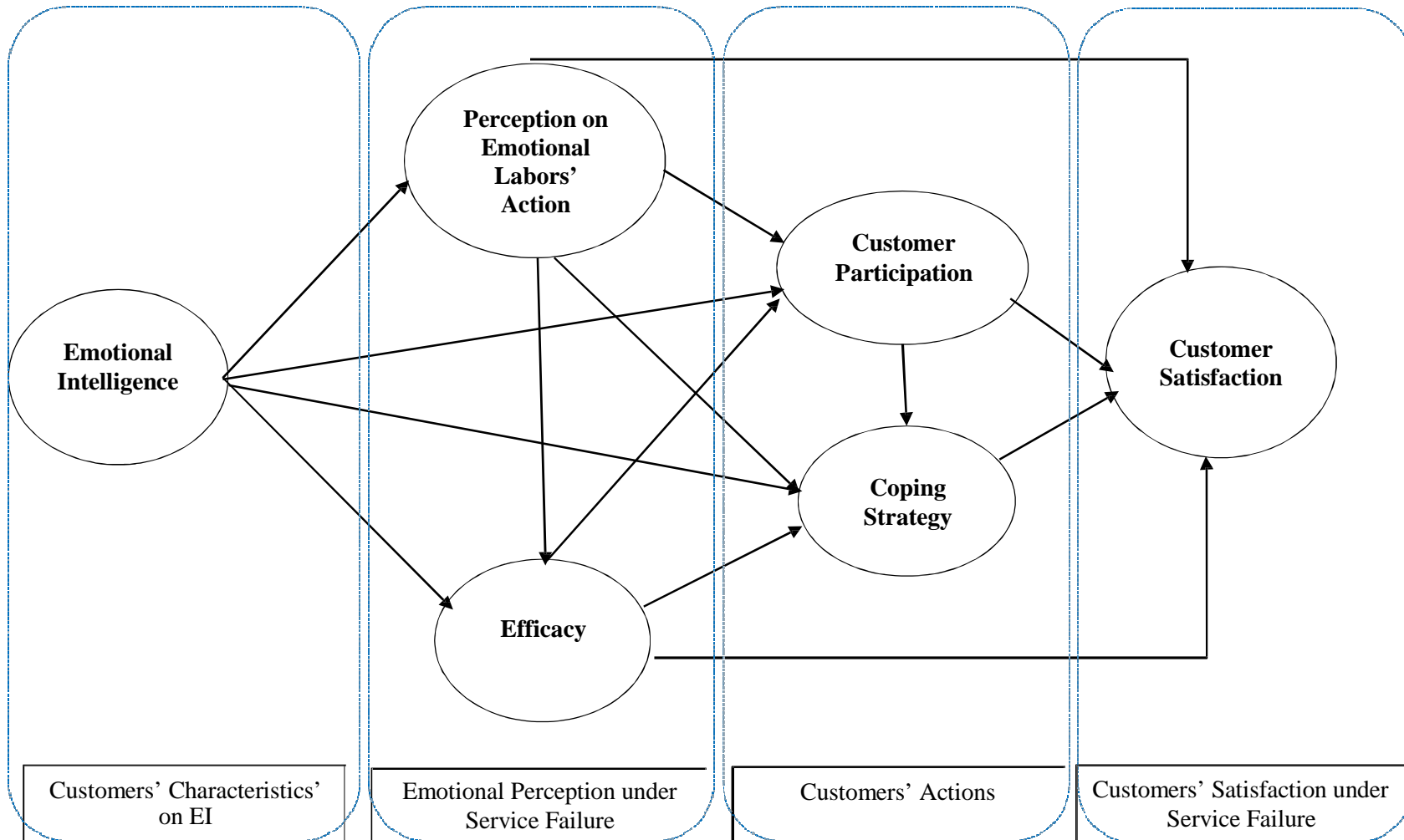
Based on the these literature reviews, this study establish the following hypotheses,

*Hypothesis XV: The characteristics of the Emotional intelligence (EI) are statistically different from gender groups.*

*Hypothesis XVI a-o: The characteristics of the Emotional intelligence (EI) are statistically different from ethnicity (Hypothesis XVI a-e), nationality (Hypothesis XVI f-i), and the interactions of ethnicity and nationality groups (Hypothesis XVI k-o).*

Figure 2.1 Conceptual Model of Determinants on Mechanism of Emotional Marketing

—— Thick line: Direct Effects - Hypotheses



## 5. The Theoretical Framework and Hypotheses

***Hypothesis I a-e: The characteristics of the Emotional intelligence (EI) are associated with Perception on Emotional labors' superficial acting-out.***

Hypothesis Ia: The Perceiving Emotion in the Emotional intelligence (EI) is associated with Perception on Emotional labors' superficial acting-out.

Hypothesis Ib: The Social Management in the Emotional intelligence (EI) is associated with Perception on Emotional labors' superficial acting-out.

Hypothesis Ic: The Understanding Emotion in the Emotional intelligence (EI) is associated with Perception on Emotional labors' superficial acting-out.

Hypothesis Id: The Use of Emotion in the Emotional intelligence (EI) is associated with Perception on Emotional labors' superficial acting-out.

Hypothesis Ie: The Managing Emotion in the Emotional intelligence (EI) is associated with Perception on Emotional labors' superficial acting-out.

***Hypothesis I f-j: The characteristics of the Emotional intelligence (EI) are associated with Perception on Emotional labors' deep acting- out.***

Hypothesis If: The Perceiving Emotion in the Emotional intelligence (EI) is associated with Perception on Emotional labors' deep acting- out.

Hypothesis Ig: The Social Management in the Emotional intelligence (EI) is associated with Perception on Emotional labors' deep acting- out. Hypothesis Ih:

The Understanding Emotion in the Emotional intelligence (EI) is associated with Perception on Emotional labors' deep acting- out.

Hypothesis Ii: The Use of Emotion in the Emotional intelligence (EI) is associated with Perception on Emotional labors' deep acting- out.

Hypothesis Ij: The Managing Emotion in the Emotional intelligence (EI) is associated with Perception on Emotional labors' deep acting- out.

***Hypothesis II a-e: The characteristics of the Emotional intelligence (EI) are associated with Customers' Efficacy for self.***

Hypothesis IIa: The Perceiving Emotion in the Emotional intelligence (EI) is associated with Customers' Efficacy for self.

Hypothesis IIb: The Social Management in the Emotional intelligence (EI) is associated with Customers' Efficacy for self.

Hypothesis IIc: The Understanding Emotion in the Emotional intelligence (EI) is associated with Customers' Efficacy for self.

Hypothesis IId: The Use of Emotion in the Emotional intelligence (EI) is associated with Customers' Efficacy for self.

Hypothesis IIe: The Managing Emotion in the Emotional intelligence (EI) is associated with Customers' Efficacy for self.

***Hypothesis II f-j: The characteristics of the Emotional intelligence (EI) are associated with Customers' Efficacy for others.***

Hypothesis II f: The Perceiving Emotion in the Emotional intelligence (EI) is associated with Customers' Efficacy for others.

Hypothesis IIg: The Social Management in the Emotional intelligence (EI) is associated with Customers' Efficacy for others.

Hypothesis IIh: The Understanding Emotion in the Emotional intelligence (EI) is associated with Customers' Efficacy for others.

Hypothesis IIi: The Use of Emotion in the Emotional intelligence (EI) is associated with Customers' Efficacy for others.

Hypothesis IIj: The Managing Emotion in the Emotional intelligence (EI) is associated with Customers' Efficacy for others.

***Hypothesis III a-e: The characteristics of the Emotional intelligence (EI) are associated with Customers' Participation***

Hypothesis IIIa: The Perceiving Emotion in the Emotional intelligence (EI) is associated with Customers' Participation.

Hypothesis IIIb: The Social Management in the Emotional intelligence (EI) is associated with Customers' Participation.

Hypothesis IIIc: The Understanding Emotion in the Emotional intelligence (EI) is associated with Customers' Participation.

Hypothesis IIId: The Use of Emotion in the Emotional intelligence (EI) is associated with Customers' Participation.

Hypothesis IIIe: The Managing Emotion in the Emotional intelligence (EI) is associated with Customers' Participation.

***Hypothesis IV a-e: The characteristics of the Emotional intelligence (EI) are associated with Customers' Problem Focus Coping Strategy.***

Hypothesis IVa: The Perceiving Emotion in the Emotional intelligence (EI) is associated with Customers' Problem Focus Coping Strategy.

Hypothesis IVb: The Social Management in the Emotional intelligence (EI) is associated with Customers' Problem Focus Coping Strategy.

Hypothesis IVc: The Understanding Emotion in the Emotional intelligence (EI) is associated with Customers' Problem Focus Coping Strategy.

Hypothesis IVd: The Use of Emotion in the Emotional intelligence (EI) is associated with Customers' Problem Focus Coping Strategy.

Hypothesis IVe: The Managing Emotion in the Emotional intelligence (EI) is associated with Customers' Problem Focus Coping Strategy.

***Hypothesis IV f-j: The characteristics of the Emotional intelligence (EI) are associated with Customers' Emotional Focus Coping Strategy.***

Hypothesis IVf: The Perceiving Emotion in the Emotional intelligence (EI) is associated with Customers' Emotional Focus Coping Strategy. Hypothesis IVg:

The Social Management in the Emotional intelligence (EI) is associated with Customers' Emotional Focus Coping Strategy.

Hypothesis IVh: The Understanding Emotion in the Emotional intelligence (EI) is associated with Customers' Emotional Focus Coping Strategy.

Hypothesis IVi: The Use of Emotion in the Emotional intelligence (EI) is associated with Customers' Emotional Focus Coping Strategy. Hypothesis

IVj: The Managing Emotion in the Emotional intelligence (EI) is associated with Customers' Emotional Focus Coping Strategy.

***Hypothesis V a-d: Perception on Emotional labors' acting-out (Superficial and Deep) are related to Efficacy (Self and Others) under service failure circumstances.***

Hypothesis Va: Perception on Emotional labors' Superficial acting-out is related to Customers' Efficacy for self.

Hypothesis Vb: Perception on Emotional labors' Superficial acting-out is related to Customers' Efficacy for others.

Hypothesis Vc: Perception on Emotional labors' Deep-out is related to Customers' Efficacy for self.

Hypothesis Vd: Perception on Emotional labors' Deep-out is related to Customers' Efficacy for others.

***Hypothesis VI a-d: Perception on Emotional labors' acting-out (Superficial and Deep) are related to Customers' Coping strategy (Problem focus and emotional focus) under service failure circumstances.***

Hypothesis VIa: Perception on Emotional labors' Superficial acting-out is related to Customers' Problem Focus Coping Strategy.

Hypothesis VIb: Perception on Emotional labors' Superficial acting-out is related to Customers' Emotional Focus Coping strategy.

Hypothesis VIc: Perception on Emotional labors' Deep-out is related to Customers' Problem Focus Coping Strategy.

Hypothesis VIId: Perception on Emotional labors' Deep-out is related to Customers' Emotional Focus Coping strategy.

***Hypothesis VII a-b: Perception on Emotional labors' acting-out (Superficial and Deep) are related to Customer Participation under service failure circumstances.***

Hypothesis VIIa: Perception on Emotional labors' Superficial acting-out is related to Customers' Participation.

Hypothesis VIIIb: Perception on Emotional labors' Superficial acting-out is related to Customers' Participation.

***Hypothesis VIII a-b: Customers' Efficacy (Self and Others) are associated with Customers' Participation.***

Hypothesis VIIIa: Customers' Efficacy for Self is related to Customers' Participation.

Hypothesis VIIIb: Customers' Efficacy for Others is related to Customers' Participation.

***Hypothesis IX a-b: Customers' Efficacy (Self and Others) are associated with Customers' are associated with Customers' Problem Focus Coping Strategy.***

Hypothesis IXa: Customers' Efficacy for Self is related to Customers' Problem Focus Coping Strategy.

Hypothesis IXb: Customers' Efficacy for Others is related to Customers' Problem Focus Coping Strategy.

***Hypothesis IX c-d: Customers' Efficacy (Self and Other) are associated with Customers' are associated with Customers' Emotional Focus Coping strategy.***

Hypothesis IXc: Customers' Efficacy for Self is related to Customers' Problem Focus Coping Strategy.

Hypothesis IXd: Customers' Efficacy for Other is related to Customers' Problem Focus Coping Strategy.

***Hypothesis X a-b: Customers' Participation is related to Customers' Efficacy (Self and Other).***



Hypothesis Xa: Customers' Participation is related to Customers' Efficacy for  
Self  
Hypothesis Xb: Customers' Participation is related to Customers'  
Efficacy for Other

***Hypothesis XI a-b: Customers' Participation is related to Customers' Coping strategy  
(Problem focus and emotional focus).***

Hypothesis Xa: Customers' Participation is related to Customers' Emotional  
Focus Coping Strategy.

Hypothesis Xb: Customers' Participation is related to Customers' Emotional  
Focus Coping Strategy.

***Hypothesis XII: Customers' Participation is negatively related to Customer  
Satisfaction under service failure circumstances.***

***Hypothesis XIII a-b: Customers' Coping strategy (Problem focus and emotional focus)  
are related to Customer Satisfaction under service failure circumstances.*** Hypothesis  
XIa: Customers' Problem Focus Coping Strategy is related to Customer Satisfaction under  
service failure circumstances.

Hypothesis XIb: Customers' Emotional Focus Coping Strategy is related to  
Customer Satisfaction under service failure circumstances.

***Hypothesis XIVa-b: Customers' Efficacy (Self and Others) are associated with  
Customers' are associated with Customers' Satisfaction under service failure  
circumstances.***

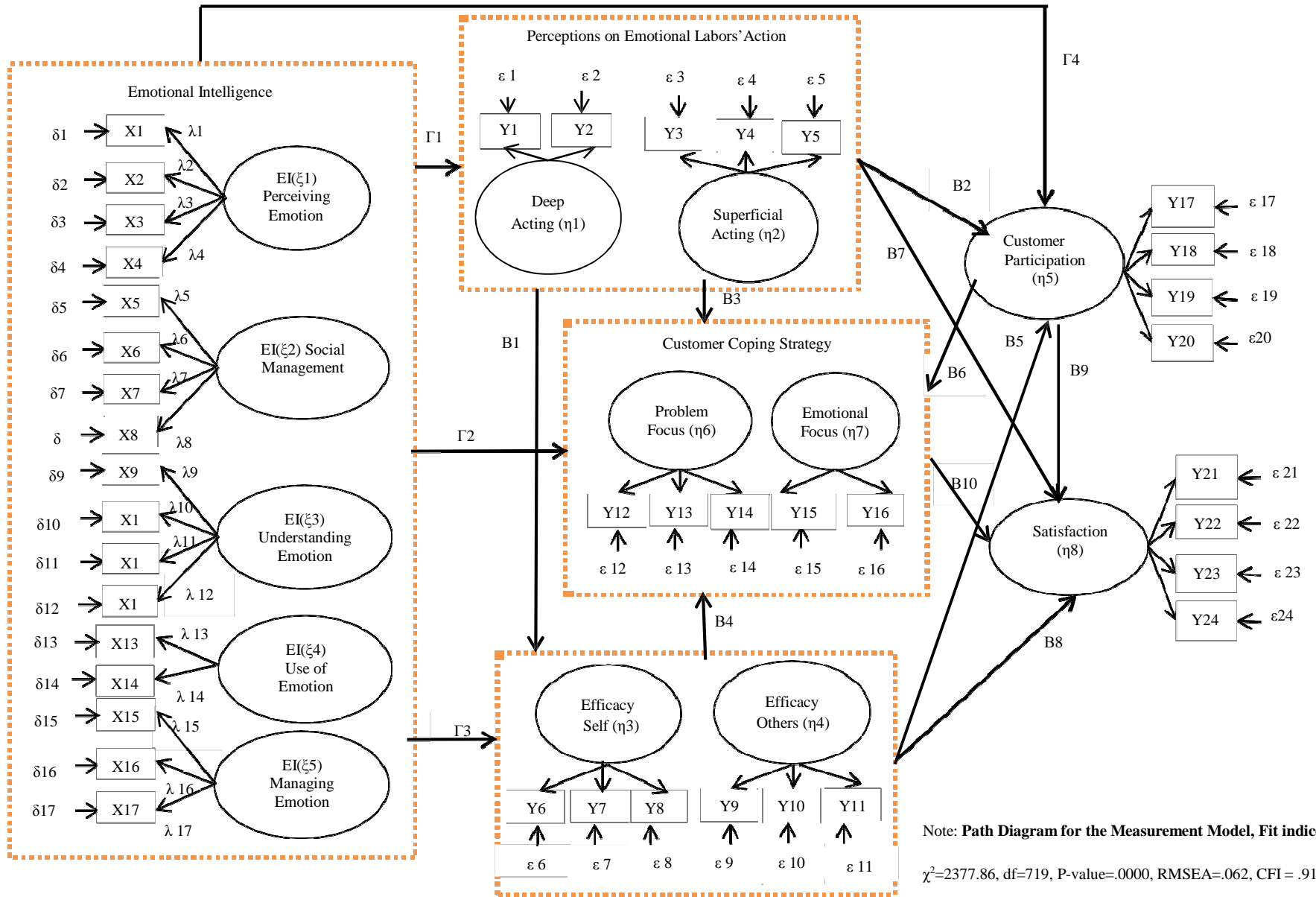
Hypothesis XIVa: Customers' Efficacy for Self is related to Customer Satisfaction under service failure circumstances.

Hypothesis XIVb: Customers' Efficacy for Others is related to Customer Satisfaction under service failure circumstances.

*Hypothesis XV: The characteristics of the Emotional intelligence (EI) are statistically different from gender groups.*

*Hypothesis XVI a-o: The characteristics of the Emotional intelligence (EI) are statistically different from ethnicity (Hypothesis XVI a-e), nationality (Hypothesis XVI f-i), and the interactions of ethnicity and nationality groups (Hypothesis XVI k-o).*

Figure 2.2 Path Diagram for the Proposed Measurement Model



## **CHAPTER III**

### **METHODOLOGY**

#### ***Overview***

Based on the review of literature, the theoretical framework defined and the latent constructs and the variables were selected as operational constructs. This section demonstrates the research framework, research design, survey instrument design, data collection, and data analysis methods.

#### ***Research Framework***

The research framework for this study utilized a survey instruments for primary data collection. The questionnaire instruments consists of the main constructs of emotional intelligence (Self-Rated Emotional Intelligence Scale, SREIS, Schutte, Malouff, et al, 2006), emotional labor (superficial acting and deep acting), efficacy (for self and for others), customer coping strategy (problem focus and emotional focus), customer participation and customer satisfaction.

The descriptive analysis of frequency and valid percentage explored the participants' demographic profiles and group characteristics. Especially, the group characteristics were examined by the independent sample t-test, and multivariate analysis of variance (MANOVA). The independent sample t-test was applied to explore the significant group

differences in 19 items and 5 major constructs of emotional intelligence among gender, ethnicity, and nationality to examine if the group differences had significant differences of mean values on emotional intelligence.

The principal component factor analysis and the confirmatory factor analysis (CFA) tested the reliability and validity of ten constructs. Structural equation modeling (SEM) was employed to analyze the causal relationships among the major constructs of the emotional intelligence (Self Report Emotional Intelligence Scale, SREIS, Schutte, Malouff, et al, 2006), emotional labor (superficial acting and deep acting), efficacy (for self and for others), customer coping strategy (problem focus and emotional focus), customer participation and customer satisfaction

### ***Research Design***

The study uses experimental and causal research designs. The experiment was designed as a three-group, and randomized experimental design which tested the influences of the 19 items of emotional intelligence on customer perceptions. The influences of emotional labors' actions (superficial acting and deep acting), efficacy (for self and for others), customer coping strategy (problem focus and emotional focus), and customers' participation were tested to identify the relationships with the customer satisfaction.

This conceptual design (see Figure 2.1) was chosen in order to better determine whether customers' characteristics of emotional intelligence would be different in the unexpected service failure scenario by the service providers, especially the front-line employees, what we defined as "emotional labors' actions." This conceptual design of the

study would determine how and which factors influenced and the anticipated mediated interactions among major constructs that may impact customers' satisfaction under service failure scenario.

### ***Survey Instrument Design***

All constructs consisted of multiple-item measures and used a five-point Likert interval scales. Survey instrument consists of eight parts: (1) Emotional Intelligence (2) Perception on Emotional labors' acting-out (Superficial and Deep), (3) Efficacy (for self and others), (4) Customers' Coping strategy (Problem focus and emotional focus), (5) Customer Participation, and (6) Customer Satisfaction.

- Independent variables: Emotional Intelligence (19 items has five latent constructs)
- Dependent variables: (2) Perception on Emotional labors' acting-out (Superficial and Deep), (3) Efficacy (for self and others), (4) Customers' Coping strategy (Problem focus and emotional focus), (5) Customer Participation, and (6) Customer Satisfaction. A total of the 24 items were used for the data analysis.

Table 3.1 demonstrates the detail specifications of the survey instruments designs which consist of the constructs, the number of items and constructs, scales for the each construct and description of the socio-demographic profiles in this study.

Table 3.1 Survey Instrument Design

	<b>Constructs</b>	<b>Items and Constructs</b>	<b>Scales</b>
I	Emotional Intelligence Self-Rated Emotional Intelligence Scale (SREIS) (Brackett, Rivers, Shiffman, Lerner & Salovey, 2006): Five constructs-Perceiving Emotion, Social Management, Understanding Emotion, Use of Emotion, and Managing Emotion(Mayer, Salovey, & Caruso, 2003, 2000; Stankov & Roberts, 1998)	Total = 19 5 Constructs P(4), R(4), M2((4), U(3), M1(4)	Interval scale Five point Likert scale 1=Very Inaccurate 5=Very Accurate
II	Emotional Labors' Action (Kim & Agrusa, 2009; Wong & Wang, 2009; Johnson and Spector, 2007; Krohne, Pieper, Knoll, Breimer, 2002;Grandey, 2000; Hochschild, 1983)	2 Constructs Deep Acting(3) Superficial Acting(3)	Interval scale Five point Likert scale 1=Strongly Disagree 5=Strongly Agree
III	Efficacy (Yim, Chan, & Simon, 2012;Yakin & Erdil, 2012; Walters & Raybould, 2007;Kuo, Feng-Yang, 2004)	2 Constructs Self(4) Other(4)	Interval scale Five point Likert scale 1=Strongly Disagree 5=Strongly Agree
IV	Customer Participation (Yim, Chan, & Simon, 2012; Bateson 1985; Bitner et al., 1997	Single Construct (4)	Interval scale Five point Likert scale 1=Strongly Disagree 5=Strongly Agree
V	Coping Strategy (Kim & Agrusa, 2011; Matthews, Falconer, 2002, 2000;Salovey, Bedell, Detweiler, & Mayer, 1999;	2 Constructs Problem Focus(6) Emotional Focus(5)	Interval scale Five point Likert scale 1=Very Unlikely 5=Very Likely
VI	Customer Satisfaction (Mattila, Cho, & Ro, 2011; Watson, 2012; Kim, Kim, & Kim, 2009Mittal, Huppertz, John. et al., 2008)	Single Construct (4)	Interval scale Five point Likert scale 1=Strongly Dissatisfied 5= Strongly Satisfied
VII	Socio-demographic profiles Frequency to eat-out (5 levels); Average check in eating-out(5);Gender (2); Ethnicity (5);Nationality origins (5); Education(3); Age (6)	7 items	Nominal scale
Total	Six constructs Exogenous construct: One, 5 factors Endogenous construct: Five, 6 factors	52 (41) items 19 (17) items 33 (24) items	Interval scale Nominal scale

Note: EI =P=Perceiving Emotion, M2=Social Management, R=Understanding Emotion, U=Use of Emotion, and M1=Managing Emotion

### ***Data Collection***

The simple random sampling, convenience sampling and snowball sampling methods were used for data collection. Online survey through the Qualtrics method was used for the random sampling and the both online and the on-the-spot surveys were conducted for the convenience sampling method and the snowball random sampling method. For maximizing the valid and effective data gathering, the two questionnaire instruments were used to collect data. The first one is written in English only, and the second one is written in English and Korean translated paragraph by paragraph. The two instruments were used meet to examine the purpose of the study to determine the groups' differences on emotional intelligence by gender, ethnicity and nationality are examined. The two survey instruments and the modifications of the data collection methods were all approved by the Institutional Review Board of the Oklahoma State University. Data were collected from March 6, 2013 through May 5, 2013.

A total of the 6,102 email sources were used for the online absolute random sampling. Two hundreds ninety eight responses were collected through the convenient sampling method. Among the total 689 responses received, 368 responses were collected through the simple random sampling as the probability sampling method and 321 were gathered through the convenience and snowball samplings as the nonprobability method. Three hundred thirty four responses were collected through the convenience sampling method.

The total response rates are 10.76% (689 out of 6406), the response rates for the simple random sampling shows 6.19% (368 out of 6005) and convenience sampling 98.3% (298 out of 303) and snowball sampling 23.47% (23out of 98) respectively. Data were



collected through the eight undergraduate, four graduate student classes, and staff members via the online data collection process at the university in mid-west of the USA, as well as from the universities in Seoul, Korea via the on-the spot data collection process.

Table 3.2 Data Collection and Response Rate

	<b>Method</b>	<b>Technique</b>	<b>Distribution of Survey Instrument</b>	<b>Number of Collection</b>	<b>Response Rate</b>
I	Probability Sampling	Simple Random Sampling	6005	368	6.19%
II	Nonprobability Sampling	Snowball Sampling	98	23	23.47%
III		Convenience Sampling	303	298	98.29%
Total			6406	689	10.76%

## *Data Analysis*

This part in the methodology section presents the results of the statistical analysis of the data. The characteristics of the sample follow this introduction. Next, the descriptive statistics of the customer orientation construct are presented. This is followed by a discussion of the reliability and validity of the measures used in this research. Finally, this study will examine the results of the tests of the hypotheses and the model presented in the preceding chapter, and provided the final model derived through the use of the Statistical Package for the Social Science (SPSS) version 19 and Lisrel version 9.1.

This independent samples t-test examined the hypothesis XVI. The MANOVA was applied to explore the significant mean vector differences in ethnicity, nationality and the interaction effects of the ethnicity and nationality among the 5 major constructs of emotional intelligence. This test was used to test the hypothesis XVI. These procedures were to examine for testing hypothesis Ia – XIVb. CFA tested the path coefficients in the measurement model and used to identify the proposed model, then to determine the competing Structural Equation Model (SEM) after testing majority of hypotheses which were established in Chapter 2. (see Figure 2.2)

Table 3.3 Overall Frameworks for Data Analyses in the Study

	<b>Description</b>	<b>Data Analysis</b>
Step One	<b>Overall mean values</b> Check missing data and outliers	Descriptive analysis Frequency
Step Two	<b>Group Differences</b> Gender Difference Ethnicity Difference Nationality Difference Interactions of ethnicity and nationality	Independent sample t-test Multivariate Analysis of Variance (MANOVA)
Step Three	<b>Identifications of Constructs</b> <b>Define individual indicators</b>  <b>Specify and Confirm Indicators</b>	Exploratory factor analysis Simple regression Correlation analysis check multicollinearity Confirmatory factor analysis
Step Four	<b>Model Specification</b>	Confirmatory factor analysis; Structural Equation Model
Step Five	<b>Model Identification</b>	Confirmatory factor analysis; Structural Equation Model

## 1. Group Characteristics of Respondents

One of the interesting hypotheses XVI in this study is the characteristics of the emotional intelligence which are statistically different from the gender, ethnicity, and nationality. For the tests of the group differences, first, independent samples t-test were applied for the test of the gender group, and second, multivariate analysis of variance were conducted for the differences of ethnicity and nationality.

### *Gender Differences on Emotional Intelligence*

First, the situations in which both population variances are known as male and female.

The sample size of the two gender groups are male = 308 and female = 290, thus the two groups met the requirements of the assumption of the standard normal distribution.

Hypothesis tests and confidence intervals are obtained using the  $z$  distribution of the statistics.

**Hypothesis testing** Emotional intelligence is statistically different from the gender groups.

$$H_0 = \mu_1 - \mu_2 = \delta_0 = 0 \text{ or } (\mu_1 = \mu_2) \dots\dots\dots(2)$$

$$H_1 = \mu_1 - \mu_2 > \delta_0$$

Thus the inferences on the difference (Freund & Wilson, 2003),

$$\delta = \mu_1 - \mu_2, \dots\dots\dots(3)$$

Here, the point estimates is (

To test the hypothesis,  $\bar{y}_1$  to  $\bar{y}_2$  statistics used for the two independent samples t- tests (Freund & Wilson, 2003),

$$t = \frac{(\bar{y}_1 - \bar{y}_2) - \delta_0}{\sqrt{S_p^2 \left( \frac{1}{n_1} + \frac{1}{n_2} \right)}} \dots\dots\dots(4)$$

Here,  $S_p^2 = \frac{SS_1 + SS_2}{n_1 + n_2 - 2} \dots\dots\dots(5)$

***Ethnicity differences on Emotional Intelligence***

Differences among t-test, Analysis of Variance (ANOVA), and Multivariate analysis of variance (MANOVA) can be summarized: t-test is to test two sample groups in one variable, or two independent samples when the treatment groups are the independent variables, for instance, the findings in Table 4.3. However, a treatment group has three or more than three groups, then ANOVA can be utilized to test hypothesis. The basic concept of the MANOVA has differences from the assumption of the ANOVA. Thus, the vector matrix is explained as follows (Hair, Anderson, Tatham, and Black, 1998). When there are multiple treatment variables to test mean differences in vectors of multiple dependent variables, the MANOVA would be the best solution to test the relationships in hypothesis.

MANOVA has generally three assumptions. The data were verified to ensure all the assumptions of MANOVA were all satisfied; equality of covariance, normality, and the linearity and absence of multicollinearity (Hair, Anderson, Tatham, and Black, 1998).

Differently from the t-test and ANOVA, multivariate analysis of variance is to test the differences in the vectors, and the null hypothesis can be shown from the null hypothesis of t-test as follows (Freund and Wilson, 2003; Hair, et al., 1998):

Figure 3.1. Null Hypothesis Testing of MANOVA

$$H_0: \begin{bmatrix} u_{11} \\ u_{21} \\ \vdots \\ u_{p1} \end{bmatrix} = \begin{bmatrix} u_{12} \\ u_{22} \\ \vdots \\ u_{p2} \end{bmatrix} = \dots = \begin{bmatrix} u_{1k} \\ u_{2k} \\ \vdots \\ u_{pk} \end{bmatrix}$$

## **2. Reliability and Validity**

Regarding reliability and validity on Emotion and emotional intelligence, the previous research support the significance on all latent constructs in this study.

The principal component factor analysis and the confirmatory factor analysis (CFA) tested the reliability and validity of all constructs. Structural equation modeling (SEM) was employed to analyze the causal relationships among the major constructs of the emotional intelligence (Self Report Emotional Intelligence Scale, SREIS (Schutte, Malouff, et al, 2006), emotional labor (superficial acting-out and deep acting-out), efficacy (for self and for others), customer coping strategy (problem focus and emotional focus), customer participation and customer satisfaction.

A path analysis was performed in order to estimate the relationships among the observed variables and test all the proposed hypotheses (Kline, 2005). For these analyses, maximum likelihood (ML) estimation was used.

## **3. Structural Equation Modeling**

There are a variety of model fit indices described in the SEM literature (Hair et al.'s , 2006; Kline, 2005, Schumacker and Lomax, 1998, Ridgon, 1994, Bentler and Saratora, 1994).

The most basic fit statistic was the model chi-square, which tests if the null hypotheses in the model were correct, in other words, if the model examined had perfect fit in the population.

However, relying solely on the model chi-square fit statistic has several problems, including that it may be unrealistic to expect a model to have perfect population fit, and that it is highly influenced by sample size (Kline, 2005).

The model fits would be measured to assess identification and evaluate the model. The fit indices consist of 1) absolute fit indices, 2) incremental fit indices, and 3) parsimonious fit indices (see Table 3.3 Evaluation of Structural Model with Goodness-of-Fit Measures).

However, the overall fit indices for the structure model are mostly demonstrated to indicate the overall fit for the SEM. The overall fits are evaluated by examining the Chi-square statistics ( $\chi^2$ ), the goodness of fit index (GFI), normed fit index (NFI) or non-normed fit index (NNFI), comparative fit index (CFI), standardized root mean square (SRMR) or root mean square error of approximation (RMSEA).

Table 3.4 summarized the values of overall model fit indices for measurement model and structural model testing (Kline, 2005).

Table 3.4 Overall Model Fit Indices for SEM

<i>Measurement Fit Acceptance</i> <i>Range Measure of fit</i> <i><math>\chi^2</math> and p-value</i>	<i>Acceptable range</i>  <i>Probability value (P &gt; .05)</i>
GFI	> .9
NFI	> .9
CFI	> .9
SRMR	< .10
RMSEA	< .08

The overall fit of the structure model is evaluated by examining the Chi-square statistics ( $\chi^2$ ). Chi-square statistics ( $\chi^2$ ) is used to assess the goodness of fit difference between observed and estimated covariance matrices. Degree of freedom (df) represents the amount of mathematical information available to estimate model parameters. SEM estimated



covariance matrices are influenced by how many parameters are free to be estimated, so the model degree of freedom also influences the  $\chi^2$  test.

The two-step approaches to identify measurement model analysis and structural model analysis, were implemented (Anderson and Gerbing, 1988). From the measurement model analysis, the reliability and discriminant validity of research variables was examined, seeking a foundation for their structural relationships in the model. A principal component factor analysis was conducted to identify individual indicators, and simple regression analysis also needed to check the statistical influence regressed on dependent constructs.

Finally, the confirmatory factor analysis (CFA) was conducted to confirm the individual indicators and to check residual influences on possible constructs and paths. And the results from the CFA were calculated to estimate the validity and reliability for the final competing structural equation model.

## **Seven Stages in Establishing Structural Equation Model**

### *Stage 1: Develop a Theoretically Based Model*

This step was to develop a conceptual model development based on literature reviews and to specify theoretical model. All indicators were resulted from the previous literature, which had been statistically examined with reliability and validity of measurement constructs and indicators. And causal relationships or correlations should be specified to establish the overall hypothesized conceptual model. In order to avoid specification errors, a pre-test or pilot test would be recommended to conduct. In Stage one, the exogenous variables, the emotional intelligence factor was hypothesized to examine the relationships among the endogenous variables which were customers' perception on emotional labors' actions, customers' efficacy, customers' coping strategy, customers' participation and satisfaction under unexpectedly encountered service failure circumstances.

Table 3.5 was adapted from the Hair et al.'s (2006) seven stage processes in SEM for testing a full structural equation model.

Table 3.5 Seven Stages in Structural Equation Modeling

Stage	Description		
Stage 1	<b>Develop a Theoretically Based Model</b> Define individual constructs based on literature reviews Conceptual model development - Specify theoretical model Specify causal relationships or correlations Avoid specification error based on conducting pre-test		
Stage 2	<b>Construct a Path Diagram</b> Define exogenous and endogenous constructs Link relationships in path diagram		
Stage 3	<b>Convert the Path Diagram</b> Establish the structural equations Specify the measurement model Determine the number of indicators Account for construct reliability Identify correlations of Constructs and Indicators		
Stage 4	<b>Choose the Input Matrix Type</b> <b>Research Problem</b>		
	<b>Check Assumptions of SEM</b> Multivariate normality Remove outliers Treat missing data	<b>Assess Adequacy of Sample Size</b> Model misspecification Model size	<b>Select Method of Model Estimation</b> Direct Simulation
Stage 5	<b>Assess the Identification Model</b> Determine the Degree of Freedom Diagnosis and Remedy of Identification Problem		
Stage 6	<b>Evaluate Model Estimates and Goodness-of-Fit</b>		
	<b>Identify/Correct Offending Estimates</b> Check Overall model fit measures Absolute fit Incremental fit Parsimonious fit	<b>Measurement Model Fit</b> Composite reliability Variance extracted Structural model fit Comparison of competing model(s)	
	<b>Model Interpretations</b> Examine standardized residuals Consider modification indices Identify potential model changes		
Stage 7	<b>Model Modifications</b> If modifications are indicated, can theoretical justification be found for the proposed model changes? (go to the stage 5 or finalize a competing SEM) <b>Final Competing Model</b>		

Note: Adapted from Seven Stages in SEM (Hair, Anderson, Tatham, and Black, 2006)

### *Stage 2: Construct a Path Diagram*

This step was to define exogenous and endogenous constructs and to link relationships to the path diagrams. One exogenous construct, the emotional intelligence was identified with five latent factors; *perceiving emotion, social management of emotion, understanding emotion, use of emotion, and managing self-emotion*. The paths were examined the relationships with the endogenous variables which were customers' perception on emotional labors' action (*deep acting-out and superficial acting-out*), customer efficacy (*for self and for others*), customer coping strategy (*problem focus and emotional focus*), customer participation and satisfaction under unexpectedly encountered service failure circumstances.

### *Stage 3: Convert the Path Diagram*

In Stage three, descriptive and principal analyses need to be conducted to establish the structural equations. First, the explanatory principal component factor analysis were conducted to account for each constructs and to check the reliability by Cronbach' alpha for internal consistency. Secondly, simple regression analyses were conducted to identify correlations of constructs and indicators, then to determine the number of indicators for the proposed measurement model. Lastly, the confirmatory factor analyses were conducted to specify the measurement model in this stage three.

# CHAPTER IV

## FINDINGS

### Overview

This chapter explains the findings of the study, which comprises of the four main sections. The first section presents the demographic characteristics of the participants. Descriptive analysis applied to the analysis of the demographic characteristics of participants. The second section shows the mean differences and vector differences on the major independent latent construct, emotional intelligence by gender, ethnicity, and nationality. Independent samples t-test and multivariate analysis of variance (MANOVA) were applied to explain the differences among the groups with respect to emotional intelligence. The third section tests for the content validity and reliability; the principal component factor analysis, reliability tests are applied first, and then the confirmatory factor analysis is conducted for each construct to prove the construct validity and reliability.

Lastly, the fourth section is the model specification and identification. In order to identify the final structural equation competing model, the mediator construct effects are examined for each path, and the proposed structural model and the final competing structural equation model were estimated. Also, the impacts of the emotional intelligence on the eight

dependent latent constructs are supported by the hierarchical regression analysis. SPSS version 19.0 and Lisrel version 9.1 version were used for statistical analysis for this study.

## **1. Respondent Demographic Characteristics**

The absolute random sampling, convenience sampling and snowball random sampling methods were used for the data collection. Online survey through the Qualtrics program was used for the random sampling and the both online and the on-the-spot surveys were conducted for the convenience sampling method and the snowball random sampling method. For maximizing the valid and effective data gatherings, the two questionnaire instruments were used to collect data. The first one was written in English only, and the second one was written in English and Korean translations paragraphs by paragraphs. The two instruments were designed to examine the purpose of the study in which the groups' differences on emotional intelligence by gender, ethnicity and nationality are examined.

There were totally, 6,102 email sources used for the online absolute random sampling method, 298 responses were collected through the convenience sampling method. Among the total 689 responses received, 385 responses were collected through the absolute and snowball random sampling and 298 responses through the convenience sampling method.

Eighty-five responses were deleted for excessive missing data and as being identified as outliers, thus, a total of 598 responses were used for the data analysis in this study. Two hundreds ninety eight responses were collected through the convenience sampling method. Minor missing values were replaced via mean value substitution, which was appropriate with small numbers of missing values in the dataset (Hair et al., 2006).

Table 4.1 shows that the demographic characteristics of the respondents. Of the 598 respondents, approximately 51.5% were male (308) and 48.5% were female (290). Approximately 13.9% (83) of the participants in the education levels were 2 year college or high school, 20.4% (122) were graduate students or graduate degree holders, and the majority, 65.7% (393) were undergraduate students or bachelor degree holders. About 69.4% (415) respondents were between 18-24 years old, 21.6% (129) were between 25-34 years old, 7.2% (43) were between 35-44 years old and 1.2% (7) were 21.6% between 45-54 years old and less than 1% (4) were over 55 years old.

Ethnicity were asked for five category; African American shows 2.8%(17), the major two group were the one for the Asian & Pacific Islander (51.5% 308) and the other for the Caucasian and other Europeans (38.8% + 2%, 232+12) and Hispanic (4.8%, 29). Of the 598 respondents, approximately 51.2% (306) show their nationality from Asia & the Pacific Islanders, 42.3% (252) from the North and South America, about 6% (36) from Europe and less than 1% from the Africa continent.

Table 4.1 General characteristics of respondents

Socio-demographic variables	Frequency (n)	Valid Percentage (%)
Gender		
Male	308	51.5
Female	290	48.5
Ethnicity		
African American	17	2.8
Asian & Pacific Islander	308	51.5
Caucasian	232	38.8
Hispanic	29	4.8
Others	12	2.0
Nationality from		
The North America	251	42.0
The South America	2	0.3
Asia & Pacific Islander	306	51.2
Africa	3	0.5
Europe	36	6.02
Education		
2 year college or less	83	13.9
4 year college	393	65.7
Graduate	122	20.4
Age (years old)		
18-24	415	69.4
25-34	129	21.6
35-44	43	7.2
45-54	7	1.2
Over 55	4	.7



Table 4.2 shows the characteristics of respondents' eating-out in restaurants. Regarding the characteristics of respondents' eating-out in restaurants, the 57.2% (342) respondents answered that they go to the restaurant to eat-out once a week, approximately 32% (191) responded 2 – 3 times a week, 6.5% (39) for eating-out 4 -5 times a week, and about 4.1 % (25) indicated that they go to the restaurants more than 6 times a week.

Among them, 52% (140) respondents spent \$10.01-\$19.99 for their average check, 21.2% (57) shows less than \$10, 18.6% (50) responded their average check between \$20.00 and \$29.99, and 8.2% (22) explains they usually spent \$30.00-\$39.99 or above \$40.00. Thus, according to the levels of the average checks, the restaurant less than the meal price of \$10 is considered as fast-food or sandwich/ light meal special restaurant, and the \$10.01-\$19.99 and \$20.00-\$29.99 for the upper casual dining restaurants. The above \$30 or above may be considered as the upscale full-course dining restaurants.

Table 4.2 Characteristics of Respondents' Eating-out in Restaurants.

Eating-out	Frequency (n)	Percentage (%)
Average check in eating-out		
Less than \$10	57	21.2
\$10.01-\$19.99	140	52
\$20.00-\$29.99	50	18.6
\$30.00-\$39.99 or above \$40.00	22	8.2
Frequency in eating-out <sup>b</sup>		
1 time a week	342	57.2
2-3 times a week	191	31.9
4-5 times a week	39	6.5
6-7 times a week	11	1.8
More than 8 times a week	14	2.3

Note. a. per capita, b. a week (n=598)

## 2. Group Characteristics of Respondents and Test of Hypothesis : Independent

### Samples t-Test

One of the interesting hypothesis in this study is the characteristics of the emotional intelligence are statistically different from the gender, ethnicity, and nationality. For the tests of the group differences, first, independent samples t-test were applied for the test of the gender group, and second, multivariate analysis of variance were conducted for the differences of ethnicity and nationality, also examined the interactions of ethnicity and nationality.

~~Hypothesis test: Emotional intelligence is statistically different from the gender groups.~~

$$H_0 = \mu_1 - \mu_2 = 0 \text{ or } (\mu_1 = \mu_2) \dots\dots\dots(2)$$

$$H_1 = \mu_1 - \mu_2 \neq 0 \text{ or } (\mu_1 \neq \mu_2)$$

After the test of two group differences,

Hypothesis XVI: Emotional intelligence is statistically different from the gender groups. (Partially supported)

Of the 19 items in the Self Report Emotional Intelligence Scale (SREIS), 9 items are supported by the hypothesis of the gender differences. Especially, the 19<sup>th</sup> item of *social management* indicates major differences among the emotional differences by gender, “I am the type of person to whom others go when they need help with a difficult situation”(absolute t-value = **4.52\*\***), the mean value of the female indicates the higher scores. Also, female groups has statistically higher *perception of emotion*, “I am aware of the nonverbal message

other people send” (absolute t-value = **2.35\*\***). Interestingly, the biggest mean differences between male and female is “When making decisions, I listen to my feelings to see if the decision feels right” (absolute Mean Difference = **0.35** and absolute t-value = **4.26\*\***), in which the female refers to their *use of emotion* slightly more than the male do when they make their decision. Here, \*\* denotes ( $p \leq 0.05$ ).

According to the results of the independent samples t-test, the male groups have statistically the higher mean differences among three items in the only M1, *Managing Emotion*. “I can handle stressful situations without getting too nervous,” (absolute Mean Difference = **0.18** and absolute t-value = **2.16\*\***), I am able to handle most upsetting problems, (absolute Mean Difference = **0.24** and absolute t-value = **3.07\*\***), and “I know how to keep calm in difficult or stressful situations”, (absolute Mean Difference = **0.17** and absolute t-value = **2.22\*\***). Here, \*\* denotes ( $p \leq 0.05$ ).

Therefore, according to the findings of the independent two sample t-test, the female group presents statistically the higher means differences in verbal excellence when managing in *social management*, when they need to make decision, refer to the *perception of emotion*, and *use of emotion* slightly more than male group do. Interestingly, the male groups show higher mean score in *Managing Emotion* in especially in difficult and problematic situations.

Table 4.3 Gender differences on Emotional Intelligence (Independent Samples t-test)

Gender		Mean	SD	Mean	F	t
		1.Male (n=308)		DIFF (1-2)		
P: By looking at people's facial expressions, I recognize the emotions they are experiencing	1	3.97	(0.82)	-0.06	2.86	-1.02
	2	4.03	(0.70)			
U: I am a rational person and I rarely, if ever, consult my feelings to make a decision.	1	<b>2.97</b>	<b>(0.91)</b>	<b>-0.23</b>	<b>4.83</b>	<b>-2.96**</b>
	2	<b>3.20</b>	<b>(1.01)</b>			
R:I have a rich vocabulary to describe my emotions.	1	3.40	(0.98)	-0.07	0.46	-0.84
	2	3.47	(1.03)			
M1:I have problems dealing with my feelings of anger.	1	3.51	(1.22)	-0.05	5.00	-0.49
	2	3.56	(1.12)			
M2: When someone I know is in a bad mood, I can help the person calm down and feel better quickly.	1	3.62	(0.96)	0.10	0.13	1.31
	2	3.52	(0.96)			
P: I am aware of the nonverbal message other people send.	1	<b>3.75</b>	<b>(0.95)</b>	<b>-0.17</b>	<b>13.13</b>	<b>-2.35**</b>
	2	<b>3.92</b>	<b>(0.82)</b>			
U: When making decisions, I listen to my feelings to see if the decision feels right.	1	<b>3.15</b>	<b>(1.02)</b>	<b>-0.35</b>	<b>0.54</b>	<b>-4.26**</b>
	2	<b>3.50</b>	<b>(0.99)</b>			
R: I could easily write a lot of synonyms for emotion words like happiness or sadness.	1	<b>3.44</b>	<b>(1.13)</b>	<b>-0.17</b>	<b>5.34</b>	<b>-1.96**</b>
	2	<b>3.62</b>	<b>(1.01)</b>			
M1: I can handle stressful situations without getting too nervous.	1	<b>3.43</b>	<b>(1.00)</b>	<b>0.18</b>	<b>1.87</b>	<b>2.16**</b>
	2	<b>3.24</b>	<b>(1.08)</b>			
M2: I know the strategies to make or improve other people's moods.	1	3.56	(0.96)	0.04	0.32	0.54
	2	3.52	(0.90)			

P: I can tell when a person is lying to me by looking at his or her facial expression.	1	3.39	(1.07)	-0.01	11.44	-0.09
	2	3.40	(0.89)			
U: I am a rational person and don't like to rely on my feelings to make decisions.	1	3.26	(0.99)	0.30	0.13	0.54
	2	2.97	(1.07)			
R: I have the vocabulary to describe how most emotions progress from simple to complex feelings.	1	3.31	(0.98)	-0.05	0.19	-0.63
	2	3.36	(0.98)			
M1: I am able to handle most upsetting problems.	1	<b>3.66</b>	<b>(0.96)</b>	<b>0.24</b>	<b>0.12</b>	<b>3.07**</b>
	2	<b>3.42</b>	<b>(0.91)</b>			
M2: I am not very good at helping others to feel better when they are feeling down or angry.	1	3.59	(1.06)	0.04	0.92	0.42
	2	3.56	(1.00)			
P: My quick impressions of what people are feeling are usually wrong.	1	3.66	(0.92)	-0.08	2.26	-1.08
	2	3.74	(0.88)			
R: My "feeling" vocabulary is probably better than most other persons; "feeling" vocabularies.	1	3.22	(1.00)	0.03	12.10	0.40
	2	3.19	(0.89)			
M1: I know how to keep calm in difficult or stressful situations.	1	<b>3.75</b>	<b>(0.92)</b>	<b>0.17</b>	<b>3.82</b>	<b>2.22**</b>
	2	<b>3.58</b>	<b>(1.00)</b>			
M2: I am the type of person to whom others go when they need help with a difficult situation.	1	<b>3.44</b>	<b>(0.93)</b>	<b>-0.33</b>	<b>7.94</b>	<b>-4.52**</b>
	2	<b>3.77</b>	<b>(0.85)</b>			

Note: Equal variances assumed

Independent Sample t-test, \*\* P<0.05 (two-tailed Significance)

SD: Standard Deviation; Mean DIFF: Mean Difference

Self-Rated Emotional Intelligence Scale (SREIS): P=Perceiving Emotion, M2=Social Management, R=Understanding Emotion, U=Use of Emotion, and M1=Managing Emotion (Brackett, Rivers, Shiffman, Lerner & Salovey, 2006)

***Ethnicity differences on Emotional Intelligence: Multivariate Analysis of Variance (MANOVA)***

Differences among t-test, Analysis of Variance (ANOVA), and Multivariate analysis of variance (MANOVA) can be summarized: t-test is to test two sample groups in one variable, or two independent samples when the treatment groups are the independent variables, for instance, the findings in Table 4.3. However, a treatment group has three or more than three groups, then ANOVA can be utilized to test hypothesis.

Differently from the t-test and ANOVA, multivariate analysis of variance is to test the differences in the vectors, and the null hypothesis can be shown from the null hypothesis of t-test as follows (Freund & Wilson, 2003; Hair, et al., 1998):

Figure 4.1 Null Hypothesis Testing of MANOVA (Recalled)

$$H_0: \begin{bmatrix} u_{11} \\ u_{21} \\ \vdots \\ u_{p1} \end{bmatrix} = \begin{bmatrix} u_{12} \\ u_{22} \\ \vdots \\ u_{p2} \end{bmatrix} = \dots = \begin{bmatrix} u_{1k} \\ u_{2k} \\ \vdots \\ u_{pk} \end{bmatrix}$$

When the differences between ethnicity are tested,

Hypothesis XVII: Emotional intelligence is statistically different from the ethnicity and nationality, and their interactions of the ethnicity and nationality.

In Figure 4.1,  $u_{pk}$  denotes means of dependent variable  $p$  ( $p=19$ , *emotional intelligence*), and group  $k$  ( $k=2$ , *gender: male and female*). This study tests the three

groups of the characteristics, “ethnicity”, “nationality” and the “interactions of ethnicity \* nationality” on dependent variables of the 19 items in Emotional Intelligence section.

The data was recorded as the two groups, Western and Eastern and the characteristics of ethnicity among 598 participants (see Table 4.1), nationality origins were also recorded as the two groups, Western countries and Eastern countries to meet the equal variance of the vector groups and to meet the assumptions of the standard normal distribution for the homogeneity test.

The characteristics of ethnicity and nationality between-subject factors were summarized in Table 4.4

Table 4.4 is the results of the differences of the means of the independent two vectors. The two vectors were tested by general linear model of multivariate analysis of variance (GLM-MANOVA) to test effects of 1) ethnicity, 2) nationality, and 3) the interactions of ethnicity \* nationality because the characteristics of nationality are combined into the one group which may not easily separate the characteristics from the two groups.

Table 4.4 The characteristics of ethnicity and nationality between-subject factors

	Between-Subjects Factors	
		N
Ethnicity	Western	287
	Asian	307
Nationality	Western countries	288
	Eastern countries	306

Note: Missing values and systematic missing are not counted. Total sample size=598



The findings from Table 4.5 and Table 4.6 are to test the Hypothesis XVI,

*Hypothesis XVI a-t: The characteristics of the Emotional intelligence (EI) are statistically different from ethnicity (Hypothesis XVI -1-5a-d, Supported), nationality (Hypothesis XVI -1-5, Supported), the interactions of ethnicity and nationality groups (Hypothesis XVI-3, Not Supported) and the corrected model (Intercept+ Ethnicity + National Origins + Interaction Effects of Ethnicity and Nationality Origins: Supported).*

In Table 4.5, Self-Report Emotional Intelligence Scale (SREIS) for the emotional intelligence was used: P=Perceiving Emotion, M2=Social Management, R=Understanding Emotion, U=Use of Emotion, and M1=Managing Emotion (Brackett, Rivers, Shiffman, Lerner & Salovey, 2006). From the findings, the most major differences were identified in *M1: I am able to handle most upsetting problems* and the second top two variables among the EI items were *P: By looking at people's facial expressions, I recognize the emotions they are experiencing* and *P: I am aware of the nonverbal message other people send.*

Table 4.5 Differences of the Main effects in Ethnicity and Nationality (General Linear Model-MANOVA)

Dependent Variables	Corrected Model <sup>a</sup>			
	Type III SS <sup>b</sup>	Mean Square	R <sup>2</sup>	F
P: By looking at people’s facial expressions, I recognize the emotions they are experiencing	27.45	9.14	.08	17.00**
U: I am a rational person and I rarely, if ever, consult my feelings to make a decision.	3.89	1.30	.01	1.40ns
R: I have a rich vocabulary to describe my emotions.	.72	0.24	.01	0.24ns
M2: When someone I know is in a bad mood, I can help the person calm down and feel better quickly.	36.03	14.34	.07	14.03**
P: I am aware of the nonverbal message other people send.	34.28	15.52	.08	15.53**
R: I could easily write a lot of synonyms for emotion words like happiness or sadness.	4.70	1.34	.01	1.34ns
M1: I can handle stressful situations without getting too nervous.	22.02	6.96	.04	6.97**
M2: I know the strategies to make or improve other people’s moods.	31.35	12.67	.07	12.89**
P: I can tell when a person is lying to me by looking at his or her facial expression.	8.82	3.07	.02	3.07**
U: I am a rational person and don’t like to rely on my feelings to make decisions.	.45	0.14	.01	0.14ns
R: I have the vocabulary to describe how most emotions progress from simple to complex feelings.	.65	0.23	.01	0.23ns
M1: I am able to handle most upsetting problems.	52.28	17.43	.10	21.73**
M2: I am not very good at helping others to feel better when they are feeling down or angry.	35.66	11.89	.06	11.89**
P: My quick impressions of what people are feeling are usually wrong.	17.87	5.95	.06	7.54**
R: My “feeling” vocabulary is probably better than most other persons; “feeling” vocabularies.	2.49	0.83	.01	0.92ns
M1: I know how to keep calm in difficult or stressful situations.	9.79	3.27	.02	3.58**
M2: I am the type of person to whom others go when they need help with a difficult situation.	17.73	5.91	.04	7.47**

Note: Test of Between-Subjects Effects, \*P<0.10, \*\*P<0.05, \*\*\*P<0.001, NS denotes Not Supported.

Independent Variables = ethnicity and nationality

Self-Rated Emotional Intelligence Scale (SREIS): P=Perceiving Emotion, M2=Social Management, R=Understanding Emotion, U=Use of Emotion, and M1=Managing Emotion (Brackett, Rivers, Shiffman, Lerner & Salovey, 2006)

a. Corrected Model Design: Intercept + Ethnicity + Nationality + Ethnicity \* Nationality

Box’ M<sup>a</sup> = 389.55\*\*\*, F=2.47\*\*\*(p=.000), df = 3 in ethnicity and nationality

Box’s Test of Equality of Covariance Matrices of the Gender groups tests the null hypothesis that the observed covariance matrices of the dependent variables are equal across groups.

b. Type III Sum of Squares denotes tests of Between-Subjects Effects, and c. Exact statistics of Roy’s Largest Root.

Box's Test of Equality of Covariance Matrices explains one of the assumptions of MANOVA. The significances of probability of the F values about the two vectors, ethnicity, and nationality explain less than 0.05 ( $P < 0.05$ ), thus the null hypotheses are able to reject, which means the equalities of covariances of the vectors of ethnicity, and nationality. The results of Box's Test of Equality of Covariance are satisfied one of the assumptions of the MANOVA. However, the result of the Box's M on gender is not supported. Even though the equality of the covariance on age vector is not statistically supported, the sufficient sample may be able to compensate the results (Chung & Choi, 2009).

In sum, the five constructs of the Self-Rated Emotional Intelligence Scale (SREIS), Perceiving Emotion, Social Management, Understanding Emotion, Use of Emotion, and Managing Emotion (Brackett, Rivers, Shiffman, Lerner & Salovey, 2006) have different mean vectors by three categories of the ethnicity (Caucasian, Asian, and Hispanics, and African) as well as the three groups of the nationality origins, such as North America and Europe, Asia and Pacific Islands, and South America and Others. Thus, the characteristics of EI can be generalized and described as their own differences by the ethnicity and nationality origins.

Thus, *Hypothesis XVI a-t: The Perceiving Emotion of the Emotional intelligence (EI) are statistically different from ethnicity (Hypothesis XVI -1a, Supported), nationality (Hypothesis XVI -1b, Supported), the interactions of ethnicity and nationality groups (Hypothesis XVI-1c, Not Supported) and the corrected model (Hypothesis XVI-1d, Intercept+ Ethnicity + National Origins + Interaction Effects of Ethnicity and Nationality Origins: Not Supported).*

From the findings of the mean vector differences between the two groups of the ethnicity and the nationality, this study may contribute the ways of “capacity of handling most upsetting problems,” “ability by looking at people’s facial expressions and awareness levels of nonverbal message other people” can be statistically different.

Table 4.6 The main effects and Interaction effects of Ethnicity and Nationality on Emotional Intelligence (General Linear Model-MANOVA)

Effect	Multivariate Tests <sup>(c)</sup>			Hypothesis	
		Value	F	df	
Intercept	Pillai's Trace	0.80	130.97a **	17.00	
	Wilks' Lambda	0.21	130.97a **	17.00	
	Hotelling's Trace	3.89	130.97a **	17.00	
	Roy's Largest Root	3.89	130.97a **	17.00	
Main effects Ethnicity	Pillai's Trace	0.07	2.41a**	17.00	
	Wilks' Lambda	0.93	2.41a**	17.00	
	Hotelling's Trace	0.08	2.41a**	17.00	
	Roy's Largest Root	0.08	2.41a**	17.00	
Nationality	Pillai's Trace	0.08	2.61a**	17.00	
	Wilks' Lambda	0.93	2.61a**	17.00	
	Hotelling's Trace	0.08	2.61a**	17.00	
	Roy's Largest Root	0.08	2.61a**	17.00	
Two-way interaction effects Ethnicity * Nationality	Pillai's Trace	0.04	1.25ns	17.00	
	Wilks' Lambda	0.97	1.25ns	17.00	
	Hotelling's Trace	0.04	1.25ns	17.00	
	Roy's Largest Root	0.04	1.25ns	17.00	

a. Exact statistic

b. The statistic is an upper bound on F that yields a lower bound on the significance level.

c. Design: Intercept + Ethnicity + Nationality + Ethnicity \* Nationality

Table 4.6 shows the tests of the multivariates to satisfy the one of the assumptions of MANOVA. The results of the significances from the Wilk's Lambda indicates all of the covariances of the main effects as well the two groups of the ethnicity (Western vs Eastern) as the the two groups of the nationality (Western vs Eastern). The two-way interactions of the ethnicity and nationality, however, were not statistically supported by the probability less than  $p < 0.05$ . Thus the null hypotheses of the main effects which postulated that there were differences among the tested vectors' means, were not rejected, which prove the two variables of ethnicity and nationality have the differences by the main effects. However, the interaction effects of ethnicity and nationality did not have mean vector differences, which captured the interaction effects of these two variables among the two groups; Western and Eastern might not have.

Pillai's Trace, Wilks' Lambda, Hotelling's Trace, and Roy's Largest Root statics were used to determine the significant differences among the groups on the set of the tested vectors simultaneously this study examined. The results of Wilks' Lambda indicated the significance of the probability was all supported statistically on the main effects of *Ethnicity and Nationality*. Box's Test of Equality of Covariance conducted to test equality tests of covariance and the MANOVA factorial designs of the main effects, two-way interactions on the tested variables, *emotional intelligence* were all statistically supported by the ethnicity and nationality. These results are verified to ensure that the equality of covariance, one of the assumptions of MANOVA is satisfied.

Table 4.7 Tests of Between-Subjects Effects and Multivariate Tests

Source		Type		F	R <sup>2</sup>	Multivariate Tests	
		III Sum Squares	Mean Square			Wilks' Lambda	(F)
Corrected Model	Ei1_P	27.444 <sup>a</sup>	9.15	17.00**	0.08		
	Ei6_P	34.272 <sup>b</sup>	11.42	15.52**	0.08		
	Ei11_P	8.818 <sup>c</sup>	2.94	3.07**	0.02		
	REi16_P	17.855 <sup>d</sup>	5.95	7.54**	0.40		
Intercept	Ei1_P	274.66	274.66	510.31*			
	Ei6_P	245.31	245.31	333.31*		169.69 <sup>b**</sup>	
	Ei11_P	205.70	205.70	214.49*			
	REi16_P	203.59	203.59	257.77*			
Ethnicity	Ei1_P	0.08	0.08	0.15ns			
	Ei6_P	0.05	0.05	0.06ns		1.002 <sup>b</sup> ns	
	Ei11_P	0.01	0.01	0.01ns			
	REi16_P	2.27	2.27	2.87ns			
Nationality	Ei1_P	0.42	0.42	0.77ns			
	Ei6_P	1.54	1.54	2.10ns		1.614 <sup>b</sup> ns	
	Ei11_P	0.39	0.39	0.41ns			
	REi16_P	4.54	4.54	5.75ns			
Ethnicity * Nationality	Ei1_P	0.87	0.87	1.63ns			
	Ei6_P	1.24	1.24	1.69ns		1.279 <sup>b</sup> ns	
	Ei11_P	0.27	0.27	0.28ns			
	REi16_P	3.62	3.62	4.59ns			

Note: Self-Rated Emotional Intelligence Scale (SREIS): P=Perceiving Emotion (Brackett, Rivers, Shiffman, Lerner & Salovey, 2006)

a. Design: Intercept + Ethnicity2 + NatnOrg2 + Ethnicity2 \* NatnOrg2

b. Exact statistic

c. Computed using alpha = .05

Table 4.7 and Table 4.8 are the results of the 17 items of the Emotional Intelligence, and the findings would hypothesize which factors of the EI have the differences among the four interaction effects and two main effects. Thus, the following analyses were the findings from the five latent constructs of the EI which were examined by two ethnicities (Western and Eastern) and by two nationality origins (Western and Eastern). Thus, Perceiving Emotion among the EI were statistically supported the mean differences among the ethnicity, nationality origins and their interactions of ethnicity and nationality origins (See Table 4.8). In sum, the corrected model of the Perceiving Emotion was supported.

Table 4.8 Tests of Between-Subjects Effects and Multivariate Tests

Source		Type III Sum Squares	Mean Square	F	R2	Multivariate Tests Wilks' Lambda
Corrected Model	Ei5_M2	36.669 <sup>a</sup>	12.22	14.25**	0.07	F
	Ei10_M2	31.738 <sup>b</sup>	10.58	13.03**	0.07	
	REi15_M2	36.323 <sup>c</sup>	12.11	12.10**	0.06	
	Ei19_M2	17.576 <sup>d</sup>	5.86	7.41**	0.04	
Intercept	Ei5_M2	206.40	206.40	240.64**		106.833 <sup>b**</sup>
	Ei10_M2	160.49	160.49	197.63**		
	REi15_M2	211.68	211.68	211.59**		
	Ei19_M2	218.48	218.48	276.24**		
Ethnicity2	Ei5_M2	2.82	2.82	3.29**		4.619 <sup>b**</sup>
	Ei10_M2	12.25	12.25	15.09**		
	REi15_M2	0.56	0.56	0.56ns		
	Ei19_M2	0.00	0.00	0.00ns		
NatnOrg2	Ei5_M2	7.20	7.20	8.40**		5.813 <sup>b**</sup>
	Ei10_M2	17.11	17.11	21.08**		
	REi15_M2	3.23	3.23	3.23**		
	Ei19_M2	0.53	0.53	0.67ns		
Ethnicity2 * NatnOrg2	Ei5_M2	1.62	1.62	1.89ns		2.505 <sup>b**</sup>
	Ei10_M2	8.12	8.12	10.00**		
	REi15_M2	1.20	1.20	1.19ns		
	Ei19_M2	0.92	0.92	1.17ns		

Note: Self-Rated Emotional Intelligence Scale (SREIS): M2 = Social Management (Brackett, Rivers, Shiffman, Lerner & Salovey, 2006)

a. Design: Intercept + Ethnicity2 + NatnOrg2 + Ethnicity2 \* NatnOrg2

b. Exact statistic

c. Computed using alpha = .05



### 3. Construct Validity and Reliability

Table 4.10 – 4.12 shows the construct validity and reliability among the emotional intelligence construct. Extract method is Varimax rotation, the Kaiser-Meyer-Olkins (KMO) Measure of Sampling Adequacy test is .756, and the Bartlett's Test of Sphericity for the homogeneity test of the variances is  $\chi^2 = 2681.45(df=120)$ , the significance of KMO and Bartlett's Test is  $p = 0.000$ .

Table 4.10 – 4.12 explains the construct validity and reliability tests for the constructs. One independent latent construct, Emotional Intelligence and eight dependent latent constructs were examined by principal component factor analysis. These steps are to determine the items for the confirmatory factor analysis. All constructs present that the significances of probability are less than 0.05 for the homogeneity tests. *Customer participation* and *customer satisfaction* are single factor and the other constructs have each two opposite content constructs in one latent constructs.

Kline and Schumaker (Kline, 2005; Schumaker & Lomax, 2010) suggested that factor loadings, or standard loading, and the squared multiple correlations between items and constructs should be given attention to for the measurement model testing. Table 4.10 – Table 4.12 summarized the results of the exploratory factor analysis (EFA) and the confirmatory factor analysis (CFA). In the analysis of the measurement model, each item on hypothesized constructs is significant,  $p < 0.01$  in all cases. Aside from the significant loading of all items to their latent constructs, the analysis of the squared multiple correlations demonstrated that the majority item in this study met the recommended criteria of 0.40 (Bentler and Raykov, 2000; Taylor and Todd, 1995). Only the four items out of forty two measurement items has a squared multiple correlation below 0.4, however, they are very close to the benchmark of 0.4, thus considered fine; most of the coefficients are higher or closer to the benchmark of 0.4, and demonstrated a satisfactory reliability.

The results of the internal consistency, was also assessed by means of the Cronbach alpha coefficient. The Cronbach alpha coefficient ranged from 0.59 to 0.89, so the results presented from Table 4.8 to Table 4.10 attested to the middle-high or high internal consistency of the instrument in which all values were close or above 0.70 levels for scale robustness (Nunnally and Berstein, 1994).

Validity tests are assessed by the internal consistency among the variables in the used constructs, and also, the composite reliability and the average variance extracted can be used for analysis purposes. When the principal explanatory component factor analysis is conducted, the internal consistency is tested by Cronbach's alpha ( $\alpha$ ).

Table 4.9 The Criteria for the Cronbach's alpha internal consistency

<b>Cronbach's alpha Internal Consistency</b>	
$\alpha \geq 0.9$	Excellent (High-Stakes testing)
$0.8 \leq \alpha < 0.9$	Good (Low-Stakes testing)
$0.7 \leq \alpha < 0.8$	Acceptable (Surveys)
$0.6 \leq \alpha < 0.7$	Questionable
$0.5 \leq \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Only one construct, the managing emotion among the emotional intelligence construct showed the below .60, however, the sample size sufficiently larger (about sample size = 600), thus this results should be considered fine for the further analysis. The internal constancy is assessed by means of the Cronbach alpha coefficient, however, when confirmatory factor analysis is conducted, the two statistics, composite reliability (CR) and average variance extracted (AVE) support the internal consistency for the content convergent validity.

In the results from the Table 4.10 to Table 4.12, all estimates were generated through a maximum likelihood (ML) technique by using Lisrel version 9.1.

Table 4.10 Construct Validity and Reliability of Emotional Intelligence

Constructs and Indicators	Std. Loadings	SMC	TVE	CR	AVE
<b>Emotional Intelligence</b>					
<b><i>Perceiving Emotion</i> (<math>\alpha = .67</math>) (Eigenvalues = 4.07)</b>			25.40	0.82	0.54
By looking at people's facial expressions, I recognize the emotions they are experiencing	.76	.57			
I am aware of the nonverbal message other people send.	.72	.52			
I can tell when a person is lying to me by looking at his or her facial expression.	.55	.38			
My quick impressions of what people are feeling are usually wrong.	.55	.38			
<b><i>Social Management</i> (<math>\alpha = .73</math>) (Eigenvalues = 2.05)</b>			12.83	0.78	0.51
When someone I know is in a bad mood, I can help the person calm down and feel better quickly.	.78	.51			
I know the strategies to make or improve other people's moods.	.67	.44			
I know the strategies to make or improve other people's moods.	.61	.42			
I am the type of person to whom others go when they need help with a difficult	.60	.42			
<b><i>Understanding Emotion</i> (<math>\alpha = .79</math>) (Eigenvalues = 1.70)</b>			10.57	0.81	0.52
I have a rich vocabulary to describe my emotions.	.78	.60			
I could easily write a lot of synonyms for emotion words like happiness or sadness.	.60	.42			
I have the vocabulary to describe how most emotions progress from simple to complex feelings.	.77	.58			
My "feeling" vocabulary is probably better than most other persons; "feeling"	.65	.44			
<b><i>Use of Emotion</i> (<math>\alpha = .79</math>) (Eigenvalues = 1.20)</b>			7.51	0.82	0.69
I am a rational person and I rarely, if ever, consult my feelings to make a decision.	.84	.70			
I am a rational person and don't like to rely on my feelings to make decisions.	-.79	.61			
<b><i>Managing Emotion</i> (<math>\alpha = .59</math>) (Eigenvalues = 1.08)</b>			6.75	0.76	0.52
I can handle stressful situations without getting too nervous.	.70	.49			
I am able to handle most upsetting problems.	.62	.43			
I know how to keep calm in difficult or stressful situations.	.75	.59			

Note: Overall Fit indices:  $\chi^2=2340.0$ ,  $df=718$ ,  $P\text{-value}=.0000$ ,  $RMSEA=.59$ ,  $CFI = .918$ ,  $NNFI=.906$ ; Std. Loadings = Standard loadings; SMC = squared multiple correlation; CR = composite reliability; AVE = average variance extracted; TVE=total variance explained;  $\alpha$  = Cronbach's alpha

Composite reliability and average variance extracted estimates were calculated as follows (Fornell & Larcker, 1981).

Composite reliability is estimated using the following formula:

$$\text{Composite reliability (CR)} = \frac{(\sum \lambda_i)^2}{(\sum \lambda_i)^2 + \sum (\epsilon_i)} \dots\dots\dots(6)$$

Average variance extracted

$$\text{Average variance extracted (AVE)} = \frac{(\sum \lambda_i^2)}{(\sum \lambda_i^2) + \sum (\epsilon_i)} \dots\dots\dots(7)$$

Where, in the formula,  $\lambda$  (lambda) represents completely standardized loadings and  $\theta$  (theta-epsilon ( $\theta_\epsilon$ ) or theta-delta ( $\theta_\delta$ )) represents measurement error of each loading (Hair & Anderson, et al., 2006; Kline, 2005; Bagozzi's et al., 1980).

These composite reliability coefficients ranged from 0.75 to 0.73, and were displayed for all of the studied variables from Table 4.10 to Table 4.12. They were shown that all constructs have a higher composite reliability than the benchmark of 0.60 recommended by Fornell and Larcker (1981). These indicators suggested that a high internal reliability for the data exists in the measurement model.

Table 4.11 Construct Validity and Reliability of Emotional Labor and Efficacy

Constructs and Indicators	Std. Loadings	SMC	TVE	CR	AVE
<b>Emotional Labor: Superficial Acting out</b> ( $\alpha = .63$ ) (Eigenvalues = 1.86)			37.0	0.75	0.60
Employee resists expressing his/her feelings.	.75	.57			
Employee pretends to have emotions that he/she doesn't really have.	.56	.38			
Employee his/her true feelings about a situation.	.57	.39			
<b>Emotional Labor: Deep Acting out</b> ( $\alpha = .66$ ) (Eigenvalues = 1.41)			28.3	0.76	0.52
Employee makes an effort to actually feel the emotions that I need to display to others.	.63	.40			
Employee tries to actually experience the emotions that I must show.	.78	.60			
<b>Efficacy for Self</b> ( $\alpha = .89$ ) (Eigenvalues = 3.31)			55.2	0.91	0.77
I do not doubt my ability to participate effectively.	.75	.55			
I have excellent participation skills and ability.	.88	.72			
I am proud of my participation skills and ability.	.90	.81			
<b>Efficacy for Others</b> ( $\alpha = .81$ ) (Eigenvalues = 1.1)			17.5	0.75	0.50
I have confidence in his/her ability to respond to my participation effectively.	.70	.49			
I do not doubt his/her ability to respond to my participation.	.62	.41			
I am proud of his/her skills and ability in responding to my participation.	.62	.41			

Note: Overall Fit indices:  $\chi^2=2340.0$ ,  $df=718$ ,  $P\text{-value}=.0000$ ,  $RMSEA=.59$ ,  $CFI = .918$ ,  $NNFI=.906$ ; Std. Loadings = Standard loadings; SMC = squared multiple correlation; CR = composite reliability; AVE = average variance extracted; TVE=total variance explained;  $\alpha$  = Cronbach's alpha

Table 4.12 Construct Validity and Reliability of Customer Participation and Satisfaction

Constructs and Indicators					
	Std. Loadings	SMC	TVE	CR	AVE
<b>Customer Participation</b> ( $\alpha = .84$ ) (Eigenvalues = 2.7)			67.5	0.83	0.55
I spent a lot of time sharing information about my needs and opinions with the service staff during the service process.	.69	.35			
I put a lot of effort into expressing my personal needs to the service staff during service process.	.66	.44			
I always provide suggestions to the service staff for improving the service outcomes.	.82	.67			
I am very much involved in deciding how the services should be provided.	.84	.71			
<b>Coping Strategy : Problem-focused coping</b> ( $\alpha = .84$ ) (Eigenvalues = 2.17)			43.5	0.76	0.52
I will let the service staffs know how upset I am.	.80	.64			
I will talk to the manager to complain about the situation.	.78	.60			
I will express my feelings of displeasure to the service staffs without reservation.	.62	.39			
<b>Coping Strategy : Emotion- focused coping</b> ( $\alpha = .84$ ) (Eigenvalues =1.16)			23.3	0.78	0.65
I do not doubt my ability to participate effectively.	.81	.66			
I have excellent participation skills and ability.	.34	.76			
<b>Customer Satisfaction</b> ( $\alpha = .89$ ) (Eigenvalues = 2.98)			74.5	0.93	0.77
I am satisfied with the services provided.	.73	.53			
This restaurant is a good bank to do business with.	.80	.64			
The service of this restaurant meets my expectations.	.88	.77			
Overall, I am satisfied with this restaurant's service.	.84	.70			

Note: Overall Fit indices:  $\chi^2=2340.0$ ,  $df=718$ ,  $P\text{-value}=.0000$ ,  $RMSEA=.59$ ,  $CFI = .918$ ,  $NNFI=.906$ ; Std. Loadings = Standard loadings; SMC = squared multiple correlation; CR = composite reliability; AVE = average variance extracted; TVE=total variance explained;  $\alpha$  = Cronbach's alpha

The average variance extracted indicates (AVE) what percentage of the variance of the construct is explained by an individual item. The results of the AVE are ranged from 0.50 to 0.77, and the all of the constructs have an average extracted variance higher than the benchmark of 0.5 recommended by Fornell and Larcker (1981).

The total variance explained (TVE) demonstrates the explained variances among their latent constructs from the explanatory factor analysis (principal component factor analysis).



#### 4. Model Specification

Emotional Intelligence is exogenous constructs with 5 latent variables. The matrix  $\Lambda_x$  with factor loadings for the latent dependent variable measure model:

$$\Lambda = \begin{bmatrix} \lambda_{11} & \lambda_{12} & \lambda_{13} & \lambda_{14} & \lambda_{15} \\ \lambda_{21} & \lambda_{22} & \lambda_{23} & \lambda_{24} & \lambda_{25} \\ \lambda_{31} & \lambda_{32} & \lambda_{33} & \lambda_{34} & \lambda_{35} \\ \lambda_{41} & \lambda_{42} & \lambda_{34} & 0 & 0 \end{bmatrix}$$

Here the  $\lambda_x$  represent the values in  $\Lambda$  that might be parameters of interest and would constitute free parameters. After factor confirmatory factor analysis,  $\Lambda_x$  appears as in the constructs of the Emotional Intelligence, that

$$\Lambda_x = \begin{bmatrix} \lambda_{x11} & 0 & 0 & 0 & 0 \\ \lambda_{x21} & 0 & 0 & 0 & 0 \\ \lambda_{x31} & 0 & 0 & 0 & 0 \\ \lambda_{x41} & 0 & 0 & 0 & 0 \\ 0 & \lambda_{x52} & 0 & 0 & 0 \\ 0 & \lambda_{x62} & 0 & 0 & 0 \\ 0 & \lambda_{x72} & 0 & 0 & 0 \\ 0 & \lambda_{x82} & 0 & 0 & 0 \\ 0 & 0 & \lambda_{x93} & 0 & 0 \\ 0 & 0 & \lambda_{x103} & 0 & 0 \\ 0 & 0 & \lambda_{x113} & 0 & 0 \\ 0 & 0 & \lambda_{x123} & 0 & 0 \\ 0 & 0 & 0 & \lambda_{134} & 0 \\ 0 & 0 & 0 & \lambda_{x144} & 0 \\ 0 & 0 & 0 & 0 & \lambda_{x155} \\ 0 & 0 & 0 & 0 & \lambda_{x165} \\ 0 & 0 & 0 & 0 & \lambda_{x175} \end{bmatrix}$$

Figure 4.3 Matrix  $\Lambda_x$  with factor loadings for the EI in the measure model

In this study,  $\Lambda_y$  models have the 8 endogenous latent variables, and the second and the third endogenous latent variables, are the Perceptions on Emotional Labor's Actions for Deep Acting-out and for Superficial Acting-out are identified as the following measurement matrix,  $\Lambda_{yl}$  as:

$$\Lambda_{yl} = \begin{bmatrix} \lambda_{y11} & 0 \\ \lambda_{y21} & 0 \\ 0 & \lambda_{y32} \\ 0 & \lambda_{y42} \\ 0 & \lambda_{y52} \end{bmatrix}$$

Figure 4.4 Matrix  $\Lambda_{yl}$  with factor loadings for the Perceptions on Emotional Labor's Actions in the measure model

In Y measurement model,  $\Lambda_y$  has 8 endogenous latent variables, and the second and the third endogenous latent variables,  $\eta_3$  and  $\eta_4$ , are the Efficacy for self and for others are identified as the following  $\Lambda_{yf}$  matrix:

$$\Lambda_{yf} = \begin{bmatrix} \lambda_{y13} & 0 \\ \lambda_{y23} & 0 \\ \lambda_{y33} & \lambda_{y44} \\ 0 & \lambda_{y54} \\ 0 & \lambda_{y64} \end{bmatrix}$$

Figure 4.5 Matrix  $\Lambda_{yf}$  with factor loadings for the latent the Efficacy in the measure model

Likewise, in Y measurement model,  $\Lambda_y$ , the sixth and seventh endogenous latent variables,  $\eta_6$  and  $\eta_7$ , are the Customers' Coping Emotional Focus and Problem Focus are identified as the following  $\Lambda_{yc}$  matrix:

$$\Lambda_{yc} = \begin{bmatrix} \lambda_{y16} & 0 \\ \lambda_{y26} & 0 \\ \lambda_{y36} & 0 \\ 0 & \lambda_{y47} \\ 0 & \lambda_{y57} \end{bmatrix}$$

Figure 4.6 Matrix  $\Lambda_{yc}$  with factor loadings for the Customers' Coping Focus in the Measure Model

And the endogenous latent constructs of Customer Participation and Satisfaction are a single latent variable in this study and the each Y measurement models are follows respectively:

$$\Lambda_{yp} = \begin{bmatrix} \lambda_{y15} \\ \lambda_{y25} \\ \lambda_{y35} \\ \lambda_{y45} \end{bmatrix} \text{ and,}$$

Figure 4.7 Matrix  $\Lambda_{yp}$  with factor loadings for the Customer Participation in the measure model

$$\Lambda_{ys} = \begin{bmatrix} \lambda_{y18} \\ \lambda_{y28} \\ \lambda_{y38} \\ \lambda_{y48} \end{bmatrix}$$

Figure 4.8 Matrix  $\Lambda_{ys}$  with factor loadings for the Customer Satisfaction in the Measure Model

Here,  $\Lambda_{yp}$  denotes Y measurement matrix of Customer Participation and,  $\Lambda_{ys}$  denotes Y measurement matrix of Customer Satisfaction as well as the eventual endogenous latent variable in this study.

Then, if the each  $\Lambda$  variance matrices are organized as the matrix equation for the latent independent variable measurement model,

$$\begin{matrix} \text{Lambda-X model is } X = \Lambda_x \xi + \delta, \text{ and} \\ \text{Lambda-Y model is } Y = \Lambda_y \xi + \varepsilon \end{matrix} \quad \dots \dots \dots \begin{matrix} (8) \\ (9) \end{matrix}$$

$$X = \Lambda_x \xi + \delta, \text{ and}$$

$$Y = \Lambda_y \eta + \varepsilon \dots$$

The elements of the matrices  $X = \Lambda_x \xi + \delta$  (8) are:

$$\begin{bmatrix} X_1 \\ X_2 \\ X_3 \\ \vdots \\ \vdots \\ X_{16} \\ X_{17} \end{bmatrix} = \begin{bmatrix} \lambda_{x11} & 0 & 0 & 0 & 0 \\ \lambda_{x21} & 0 & 0 & 0 & 0 \\ \lambda_{x31} & 0 & 0 & 0 & 0 \\ \lambda_{x41} & 0 & 0 & 0 & 0 \\ 0 & \lambda_{x52} & 0 & 0 & 0 \\ 0 & \lambda_{x62} & 0 & 0 & 0 \\ 0 & \lambda_{x72} & 0 & 0 & 0 \\ 0 & \lambda_{x82} & 0 & 0 & 0 \\ 0 & 0 & \lambda_{x93} & 0 & 0 \\ 0 & 0 & \lambda_{x103} & 0 & 0 \\ 0 & 0 & \lambda_{x113} & 0 & 0 \\ 0 & 0 & \lambda_{x123} & 0 & 0 \\ 0 & 0 & 0 & \lambda_{134} & 0 \\ 0 & 0 & 0 & \lambda_{x144} & 0 \\ 0 & 0 & 0 & 0 & \lambda_{x155} \\ 0 & 0 & 0 & 0 & \lambda_{x165} \\ 0 & 0 & 0 & 0 & \lambda_{x175} \end{bmatrix} \begin{bmatrix} \xi_1 \\ \xi_2 \\ \xi_3 \\ \xi_4 \\ \xi_5 \end{bmatrix} + \begin{bmatrix} \delta_1 \\ \delta_2 \\ \delta_3 \\ \vdots \\ \vdots \\ \delta_{16} \\ \delta_{17} \end{bmatrix}$$

Figure 4.9 Independent Constructs, X-axis with factor loadings among the Latent Constructs in the measure model

In the final competing structural equation model, exogenous variables X1- X17 are the elements of Emotional Intelligence, and the EI constructs are factored into the five exogenous latent variables, EI1 = P, Perceiving Emotion, EI2 = M2, Social Management, EI3 = R, Understanding Emotion, EI4 = U, Use of Emotion, and EI5 = M1, Managing Emotion.

Thus, where,

X1- X17 are the elements of Emotional Intelligence,

The exogenous latent variables  $\xi_1 - \xi_5$ , Ksi represent,

$\xi_1 =$  EI1 is the P, Perceiving Emotion,

$\xi_2 =$  EI2 is M2, Social Management,

$\xi_3 =$  EI2 is R, Understanding Emotion,

$\xi_4 =$  EI2 is U, Use of Emotion, and

$\xi_5 =$  EI2 is M1, Managing Emotion.

Then,

$\delta_1 - \delta_{17}$ , Deltas are the error terms for the each X variables.

The matrix of X measurement model can be reorganized as follows:

$$\begin{bmatrix} ei1_p \\ ei2_u \\ ei3_r \\ \vdots \\ \vdots \\ ei16_{m1} \\ ei17_{m2} \end{bmatrix} = \begin{bmatrix} \lambda_{x11} & 0 & 0 & 0 & 0 \\ \lambda_{x21} & 0 & 0 & 0 & 0 \\ \lambda_{x31} & 0 & 0 & 0 & 0 \\ \lambda_{x41} & 0 & 0 & 0 & 0 \\ 0 & \lambda_{x52} & 0 & 0 & 0 \\ 0 & \lambda_{x62} & 0 & 0 & 0 \\ 0 & \lambda_{x72} & 0 & 0 & 0 \\ 0 & \lambda_{x82} & 0 & 0 & 0 \\ 0 & 0 & \lambda_{x93} & 0 & 0 \\ 0 & 0 & \lambda_{x103} & 0 & 0 \\ 0 & 0 & \lambda_{x113} & 0 & 0 \\ 0 & 0 & \lambda_{x123} & 0 & 0 \\ 0 & 0 & 0 & \lambda_{134} & 0 \\ 0 & 0 & 0 & \lambda_{x144} & 0 \\ 0 & 0 & 0 & 0 & \lambda_{x155} \\ 0 & 0 & 0 & 0 & \lambda_{x165} \\ 0 & 0 & 0 & 0 & \lambda_{x175} \end{bmatrix} \begin{bmatrix} \text{Perceiving Emotion} \\ \text{Social Management} \\ \text{Understanding Emotion} \\ \text{Use of Emotion} \\ \text{Managing Emotion} \end{bmatrix} + \begin{bmatrix} \delta_1 \\ \delta_2 \\ \delta_3 \\ \vdots \\ \vdots \\ \delta_{16} \\ \delta_{17} \end{bmatrix}$$

Figure 4.10 The Full Matrix of X-axis with factor loadings in the Measurement Model





In the final competing structural equation models,

Thus, where,

Y1- Y24 are the elements of dependent variables,

The endogenous latent variables,  $\eta_1 - \eta_8$ , Eta represents,

$\eta_1$  = Perception on Emotional Labor's Deep Acting-out,

$\eta_2$  = Perception on Emotional Labor's Superficial Acting-out,

$\eta_3$  = Efficacy for Self,

$\eta_4$  = Efficacy for Others,

$\eta_5$  = Customer Participation,

$\eta_6$  = Customers' Coping Problem Focus,

$\eta_7$  = Customers' Coping Emotional Focus, and

$\eta_8$  = Customer Satisfaction.

Then,

$\varepsilon_1 - \varepsilon_{24}$ , Epsilons are the error terms for the each Y variables.

The  $\eta_1$  and  $\eta_2$ , represent the two factors in the same latent constructs, Perception on Emotional Labor's Deep Acting-out and Superficial Acting-out,  $\eta_3$  and  $\eta_4$ , represent the two factors in the same latent constructs, Efficacy for Self and for Others.

And,  $\eta_5$  denotes the Customer Participation  $\eta_6$  and  $\eta_7$  represents the Customers' Coping Emotional Focus and Problem Focus, and the last endogenous variables,  $\eta_8$  denotes the construct, Satisfaction in the matrices.

The full matrix of Y-axis structural equation model measurement model can be reorganized as follows:

$$\begin{array}{c}
 \begin{array}{l}
 ELda_1 \\
 ELda_2 \\
 ELsd_3 \\
 \vdots \\
 EFS_6 \\
 \vdots \\
 EFO_9 \\
 \vdots \\
 CP_{12} \\
 \vdots \\
 CSPf_{16} \\
 \vdots \\
 CSe_{19} \\
 \vdots \\
 Sat_{21} \\
 \vdots \\
 Sat_{24}
 \end{array}
 =
 \begin{array}{cccccccc}
 1 & 0 & 0 & 0 & 0 & 0 & 0 & 0 \\
 y_{l21} & 0 & 0 & 0 & 0 & 0 & 0 & 0 \\
 0 & 1 & 0 & 0 & 0 & 0 & 0 & 0 \\
 0 & y_{l42} & 0 & 0 & 0 & 0 & 0 & 0 \\
 0 & y_{l52} & 0 & 0 & 0 & 0 & 0 & 0 \\
 0 & 0 & 1 & 0 & 0 & 0 & 0 & 0 \\
 0 & 0 & y_{f73} & 0 & 0 & 0 & 0 & 0 \\
 0 & 0 & y_{f83} & 0 & 0 & 0 & 0 & 0 \\
 0 & 0 & 0 & 1 & 0 & 0 & 0 & 0 \\
 0 & 0 & 0 & y_{f104} & 0 & 0 & 0 & 0 \\
 0 & 0 & 0 & y_{f114} & 0 & 0 & 0 & 0 \\
 0 & 0 & 0 & 0 & 1 & 0 & 0 & 0 \\
 0 & 0 & 0 & 0 & y_{p135} & 0 & 0 & 0 \\
 0 & 0 & 0 & 0 & y_{p145} & 0 & 0 & 0 \\
 0 & 0 & 0 & 0 & y_{p155} & 0 & 0 & 0 \\
 0 & 0 & 0 & 0 & 0 & 1 & 0 & 0 \\
 0 & 0 & 0 & 0 & 0 & y_{c176} & 0 & 0 \\
 0 & 0 & 0 & 0 & 0 & y_{c186} & 0 & 0 \\
 0 & 0 & 0 & 0 & 0 & 0 & 1 & 0 \\
 0 & 0 & 0 & 0 & 0 & 0 & y_{c207} & 0 \\
 0 & 0 & 0 & 0 & 0 & 0 & 0 & 1 \\
 0 & 0 & 0 & 0 & 0 & 0 & 0 & y_{s228} \\
 0 & 0 & 0 & 0 & 0 & 0 & 0 & y_{s238} \\
 0 & 0 & 0 & 0 & 0 & 0 & 0 & y_{s248}
 \end{array}
 \begin{array}{c}
 \begin{array}{l}
 \varepsilon_1 \\
 \varepsilon_2 \\
 \varepsilon_3 \\
 \vdots \\
 \vdots \\
 \vdots \\
 \vdots \\
 \vdots \\
 \vdots \\
 \vdots \\
 \vdots \\
 \vdots \\
 \vdots \\
 \vdots \\
 \varepsilon_{23} \\
 \vdots \\
 \varepsilon_{24}
 \end{array}
 \end{array}
 \begin{array}{l}
 Deep Acting – out \\
 Superficial Acting – out \\
 Efficacy Self \\
 Efficacy Others \\
 Customer Participation \\
 Coping – Emotional Focus \\
 Coping – Problem Focus \\
 Customer Satisfaction
 \end{array}
 \end{array}$$

Figure 4.12 The Full Matrix of Y-axis Competing Measurement Model

The structural model is written in terms of the following matrix equation (Jöreskog and Sörbom, 1996),

$$\eta = B\eta + \Gamma\xi + \zeta \dots\dots\dots(10)$$

For the full structural equation model (see Figure 4.12) in this study,

$$\begin{aligned} &Satisfaction = Perceptions\ of\ Emotional\ Labor's\ Action + Efficacy + Customer \\ &Participation + Coping\ Focus + error\dots\dots\dots(11) \end{aligned}$$

The matrices of the structural equation model would be  $\eta = B\eta + \Gamma\xi + \zeta$  (10) and the elements of the matrices in this final competing structural equation model are:

$$\begin{bmatrix} \eta_1 \\ \eta_2 \\ \eta_3 \\ \eta_4 \\ \eta_5 \\ \eta_6 \\ \eta_7 \\ \eta_8 \end{bmatrix} = \begin{bmatrix} 1 & 0 & 0 & 0 & 0 & 0 & 0 & 0 \\ 0 & 1 & 0 & 0 & 0 & 0 & 0 & 0 \\ \beta_{31} & \beta_{32} & 1 & 0 & 0 & 0 & 0 & 0 \\ \beta_{41} & \beta_{42} & 0 & 1 & 0 & 0 & 0 & 0 \\ \beta_{51} & \beta_{52} & \beta_{53} & \beta_{54} & 1 & 0 & 0 & 0 \\ \beta_{61} & \beta_{62} & \beta_{63} & \beta_{64} & \beta_{65} & 1 & 0 & 0 \\ \beta_{71} & \beta_{72} & \beta_{73} & \beta_{74} & \beta_{75} & 0 & 1 & 0 \\ \beta_{81} & \beta_{82} & \beta_{83} & \beta_{84} & \beta_{85} & \beta_{86} & \beta_{87} & 1 \end{bmatrix} \begin{bmatrix} \eta_1 \\ \eta_2 \\ \eta_3 \\ \eta_4 \\ \eta_5 \\ \eta_6 \\ \eta_7 \\ \eta_8 \end{bmatrix} + \begin{bmatrix} 0 & 0 & 0 & 0 & \gamma_{15} \\ 0 & \gamma_{22} & \gamma_{23} & \gamma_{23} & 0 \\ \gamma_{31} & \gamma_{32} & 0 & \gamma_{24} & \gamma_{35} \\ \gamma_{41} & 0 & \gamma_{34} & \gamma_{34} & \gamma_{45} \\ \gamma_{51} & \gamma_{52} & \gamma_{53} & \gamma_{53} & 0 \\ \gamma_{61} & \gamma_{62} & \gamma_{63} & \gamma_{63} & \gamma_{65} \\ 0 & 0 & 0 & 0 & 0 \\ 0 & 0 & 0 & 0 & 0 \end{bmatrix} \begin{bmatrix} \xi_1 \\ \xi_2 \\ \xi_3 \\ \xi_4 \\ \xi_5 \end{bmatrix} + \begin{bmatrix} \zeta_1 \\ \zeta_2 \\ \zeta_3 \\ \zeta_4 \\ \zeta_5 \\ \zeta_6 \\ \zeta_7 \\ \zeta_8 \end{bmatrix}$$

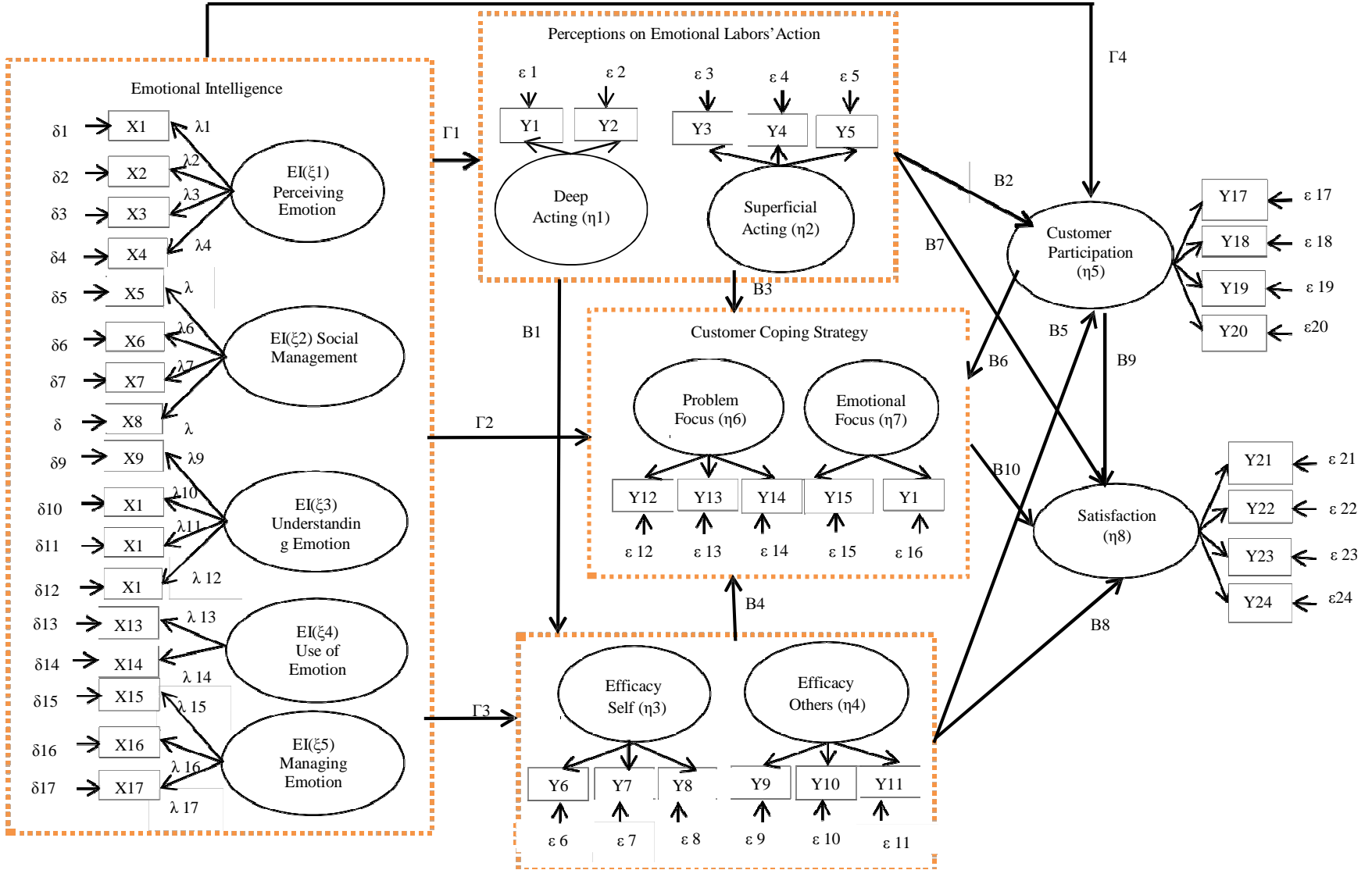
Figure 4.13 The Full Matrices of the Competing Structural Equation Model

In the matrix, Figure 4.13, “1” in  $\beta_{11}, \beta_{22}, \dots$  and  $\beta_{88}$  diagonal matrix in B means  $\beta_{yy}$  itself, and “0”  $\beta_{21}$ , and  $\beta_{12}$  means the value was not estimated because  $\eta_1$  and  $\eta_2$ , represent the two factors in the same latent constructs, Perception on Emotional Labor’s Deep Acting-out and Superficial Acting-out, which meet the one of assumptions in factor analysis, multicollinearity. Likewise, “0”  $\beta_{34}$ , and  $\beta_{43}$  means the two factors in the same latent constructs, Efficacy for Self and for Others. Also, the factors in the same constructs require to meet the assumption, less correlations among the constructs. Then, “0”  $\beta_{76}$ , and  $\beta_{67}$  also was not estimated with the same reason of avoiding the multicollinearity among the latent constructs of Customer Coping Strategy; Emotional Coping focus and Problem Coping focus.

The Proposed Model estimated many paths which are not supported statistically, and the high error variance may decrease the model fits, so the fewer paths need to be estimated for the final competing structural equation model.

Figure 4.14 is recalled for the model speculations from the Chapter 2.

Figure 4.14 Path Diagram for the Proposed Measurement Model (Recalled)



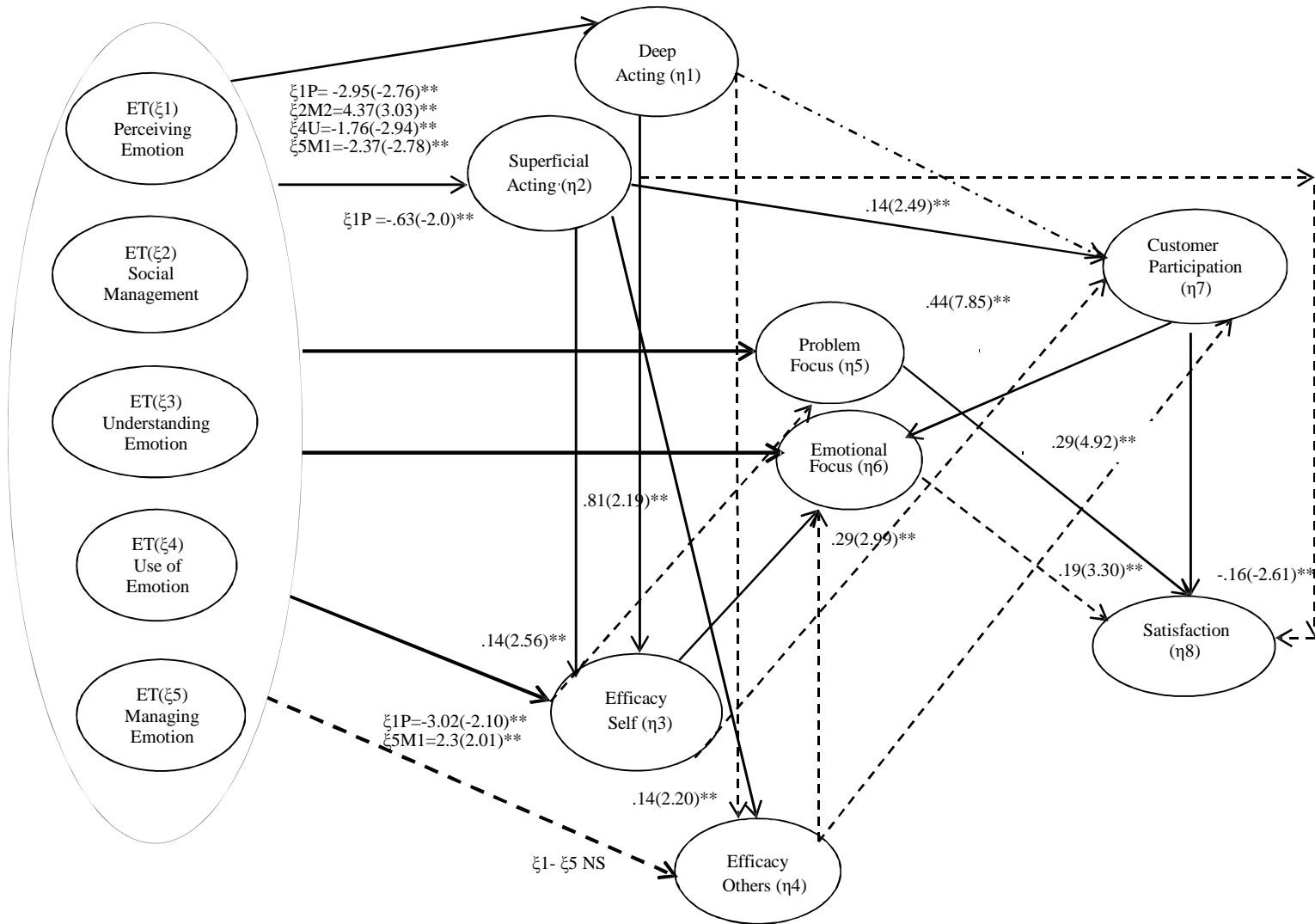
Note: Path Diagram for the Measurement Model, Fit indices:  $\chi^2=2377.86$ ,  $df=719$ ,  $P\text{-value}=.0000$ ,  $RMSEA=.062$ ,  $CFI=.911$ ,  $NNFI=.898$

Table 4.13 Path Specifications for the Proposed Measurement Model

Path	Path from	Path to	Path specifications
Γ1	Emotional Intelligence ( $\xi_1 - \xi_5$ )	Perception on Emotional Labor's Action ( $\eta_1 - \eta_2$ )	$\gamma_{11}, \gamma_{12}, \gamma_{13}, \gamma_{14}, \gamma_{15},$ $\gamma_{21}, \gamma_{22}, \gamma_{23}, \gamma_{24}, \gamma_{25},$
Γ2	Emotional Intelligence ( $\xi_1 - \xi_5$ )	Coping Strategy ( $\eta_6 - \eta_7$ )	$\gamma_{61}, \gamma_{62}, \gamma_{63}, \gamma_{64}, \gamma_{65},$ $\gamma_{71}, \gamma_{72}, \gamma_{73}, \gamma_{74}, \gamma_{75},$
Γ3	Emotional Intelligence ( $\xi_1 - \xi_5$ )	Efficiency ( $\eta_3 - \eta_4$ )	$\gamma_{31}, \gamma_{32}, \gamma_{33}, \gamma_{34}, \gamma_{35},$ $\gamma_{41}, \gamma_{42}, \gamma_{43}, \gamma_{44}, \gamma_{45},$
Γ4	Emotional Intelligence ( $\xi_1 - \xi_5$ )	Customer Participation ( $\eta_5$ )	$\gamma_{51}, \gamma_{52}, \gamma_{53}, \gamma_{54}, \gamma_{55},$
B1	Perception on Emotional Labor's Action ( $\eta_1 - \eta_2$ )	Efficiency ( $\eta_3 - \eta_4$ )	$\beta_{31}, \beta_{32}, \beta_{41}, \beta_{42}$
B2	Perception on Emotional Labor's Action ( $\eta_1 - \eta_2$ )	Customer Participation ( $\eta_5$ )	$\beta_{51}, \beta_{52}$
B3	Perception on Emotional Labor's Action ( $\eta_1 - \eta_2$ )	Coping Strategy ( $\eta_6 - \eta_7$ )	$\beta_{61}, \beta_{71}, \beta_{62}, \beta_{72}$
B4	Efficiency ( $\eta_3 - \eta_4$ )	Coping Strategy ( $\eta_6 - \eta_7$ )	$\beta_{63}, \beta_{73}, \beta_{64}, \beta_{74}$
B5	Efficiency ( $\eta_3 - \eta_4$ )	Customer Participation ( $\eta_5$ )	$\beta_{53}, \beta_{54}$
B6	Customer Participation ( $\eta_5$ )	Coping Strategy ( $\eta_6 - \eta_7$ )	$\beta_{65}, \beta_{75}$
B7	Perception on Emotional Labor's Action ( $\eta_1 - \eta_2$ )	Customer Satisfaction ( $\eta_8$ )	$\beta_{81}, \beta_{82}$
B8	Efficiency ( $\eta_3 - \eta_4$ )	Customer Satisfaction ( $\eta_8$ )	$\beta_{83}, \beta_{84}$
B9	Customer Participation ( $\eta_5$ )	Customer Satisfaction ( $\eta_8$ )	$\beta_{85}$
B10	Customer Coping Strategy ( $\eta_6 - \eta_7$ )	Customer Satisfaction ( $\eta_8$ )	$\beta_{86}, \beta_{87}$

Note: Model fit indices in the Proposed SEM:  $\chi^2=2377.86$ ,  $df=719$ ,  $P\text{-value}=.0000$ ,  $RMSEA=.062$ ,  $CFI = .911$ ,  $NNFI=.898$

Figure 4.15. Standardized structural path coefficients in the Proposed Model



Note: **Fit indices:**  $\chi^2=2367.04$ ,  $df=717$ ,  $P\text{-value}=0.0000$ ,  $RMSEA=0.062$ ,  $CFI=.911$ ,  $NNFI=.90$

## **5. Measurement Model**

### *Indirect and Total Effects of the Structural Equation Model*

The findings from the results of the proposed measurement model and the structural equation competing model, the independent construct, the emotional intelligence have not estimated the direct paths to the customer participation and customer satisfaction. The direct regressive impacts are examined to test the mediated latent constructs directly to those two factors. Table 4.14 and Table 4.15 shows the highlighted cells indicates the indirect and additional total effects on the specified latent constructs even though the paths were not examined. These results are the new findings from the checks of the indirect and total effects of the structural equation model identification.



Table 4.14 Total and Indirect Effects of Emotional Intelligence on Endogenous Latent Constructs

Y \ X	Perceiving Emotion		Social Management		Understanding Emotion		Use of Emotion		Managing Emotion	
	Indirect	Total	Indirect	Total	Indirect	Total	Indirect	Total	Indirect	Total
Deep Acting-Out	-	-	-	.36 (5.59)**	-	-.14 (-2.35)**	-	-.17 (-3.06)**	-	-
Superficial Acting-Out	-	-	-	-	-	-	-	-	-	.19 (3.40)**
Efficacy-Self	-	<b>.32</b> <b>(2.75)**</b>	-	.26 (2.57)**	<b>-.05</b> <b>(2.49)**</b>	-.05 (-2.49)**	-	-.17 (-.71)**	-	.16 (2.07)**
Efficacy-Others	-.21 (-2.46)**	<b>.22</b> <b>(3.52)**</b>	.28 (4.45)**	.28 (4.45)**	-	-.13 (-3.29)**	-.28 (-3.31)**	-.11 (-2.31)**	-	.15 (2.84)**
<b>Customer Participation</b>	<b>-.21</b> <b>(-3.20)**</b>	<b>-.21</b> <b>(-3.20)**</b>	<b>.19</b> <b>(3.10)**</b>	<b>.19</b> <b>(3.09)**</b>	<b>.10</b> <b>(1.99)**</b>	<b>-.10</b> <b>(1.99)**</b>	<b>-.26</b> <b>(-3.86)**</b>	<b>-.26</b> <b>(-3.86)**</b>	<b>-.05</b> <b>(-.71)ns</b>	<b>-.05</b> <b>(-.71)ns</b>
Problem Focus	-.11 (-2.54)**	-	.15 (3.36)**	-	-	-	<b>-.15</b> <b>(-3.89)**</b>	<b>-.16</b> <b>(-3.08)**</b>	-	-
Emotional Focus	-	-	.17 (3.54)**	.17 (3.54)**	-	.27 (4.48)**	-.13 (-4.19)**	-.40 (-5.50)**	-	-
<b>Customer Satisfaction</b>	<b>.16</b> <b>(3.87)**</b>	<b>.16</b> <b>(3.87)**</b>	<b>.08</b> <b>(2.16)**</b>	<b>.08</b> <b>(2.16)**</b>	<b>-.02</b> <b>(-.83)ns</b>	<b>-.02</b> <b>(-.83)ns</b>	<b>-.07</b> <b>(-2.28)**</b>	<b>-.07</b> <b>(-2.26)**</b>	<b>.03</b> <b>(.94)ns</b>	<b>.03</b> <b>(.94)ns</b>

Note: X = Independent Latent Construct; Emotional Intelligence has the 5 latent factors  
Y = 8 dependent Latent Constructs

Table 4.15 Total and Indirect Effects of Endogenous Latent Constructs on Endogenous Latent Constructs

Y \ X	Deep Acting-Out		Superficial Acting-Out		Efficacy-Self		Efficacy-Others		Customer Participation		Problem Focus		Emotional Focus	
	Indirect	Total	Indirect	Total	Indirect	Total	Indirect	Total	Indirect	Total	Indirect	Total	Indirect	Total
Deep Acting-Out	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Superficial Acting-Out	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Efficacy-Self	-	.12 (2.48)**	-	.11 (2.29)**	-	-	-	-	<b>.18</b> <b>(2.18)**</b>	-	-	-	-	-
Efficacy-Others	-	<b>.47</b> <b>(7.05)**</b>	.22 (2.41)**	.19 (3.40)**	<b>.45</b> <b>(7.22)**</b>	<b>.45</b> <b>(7.22)**</b>	<b>-.69</b> <b>(4.89)**</b>	<b>-.69</b> <b>(-4.89)**</b>	<b>-.78</b> <b>(-2.71)**</b>	<b>.20</b> <b>(4.04)**</b>	-	-	-	-
Customer Participation	-	<b>.20</b> <b>(3.61)**</b>	-1.30 (-2.21)**	.11 (2.03)**	-1.17 (-2.38)**	.46 (5.03)**	2.66 (2.06)**	-.07 (-8.10)**	-.79 (9.45)**	-.79 (-9.45)**	-	-	-	-
Problem Focus	-	<b>.22</b> <b>(3.67)**</b>	-	-	-	.26 (3.94)**	-	-.38 (-4.92)**	-.44 (-6.29)**	-	-	-	-	-
Emotional Focus	.06 (2.62)**	<b>.24</b> <b>(3.73)**</b>	.09 (3.48)**	.24 (3.73)**	.08 (2.65)**	.36 (5.88)**	-.12 (-2.53)**	<b>-.19</b> <b>(-2.53)**</b>	-.20 (-4.28)**	.04 (-4.92)**	-	-	-	-
Customer Satisfaction	<b>.08</b> <b>(2.83)**</b>	<b>.27</b> <b>(5.91)**</b>	<b>.27</b> <b>(5.91)**</b>	<b>.08</b> <b>(2.83)**</b>	.27 (4.47)**	.12 (2.32)**	-.36 (-3.68)**	-.18 (-2.36)**	.28 (4.55)**	.09 (3.30)**	-	.23 (3.93)**	-	-

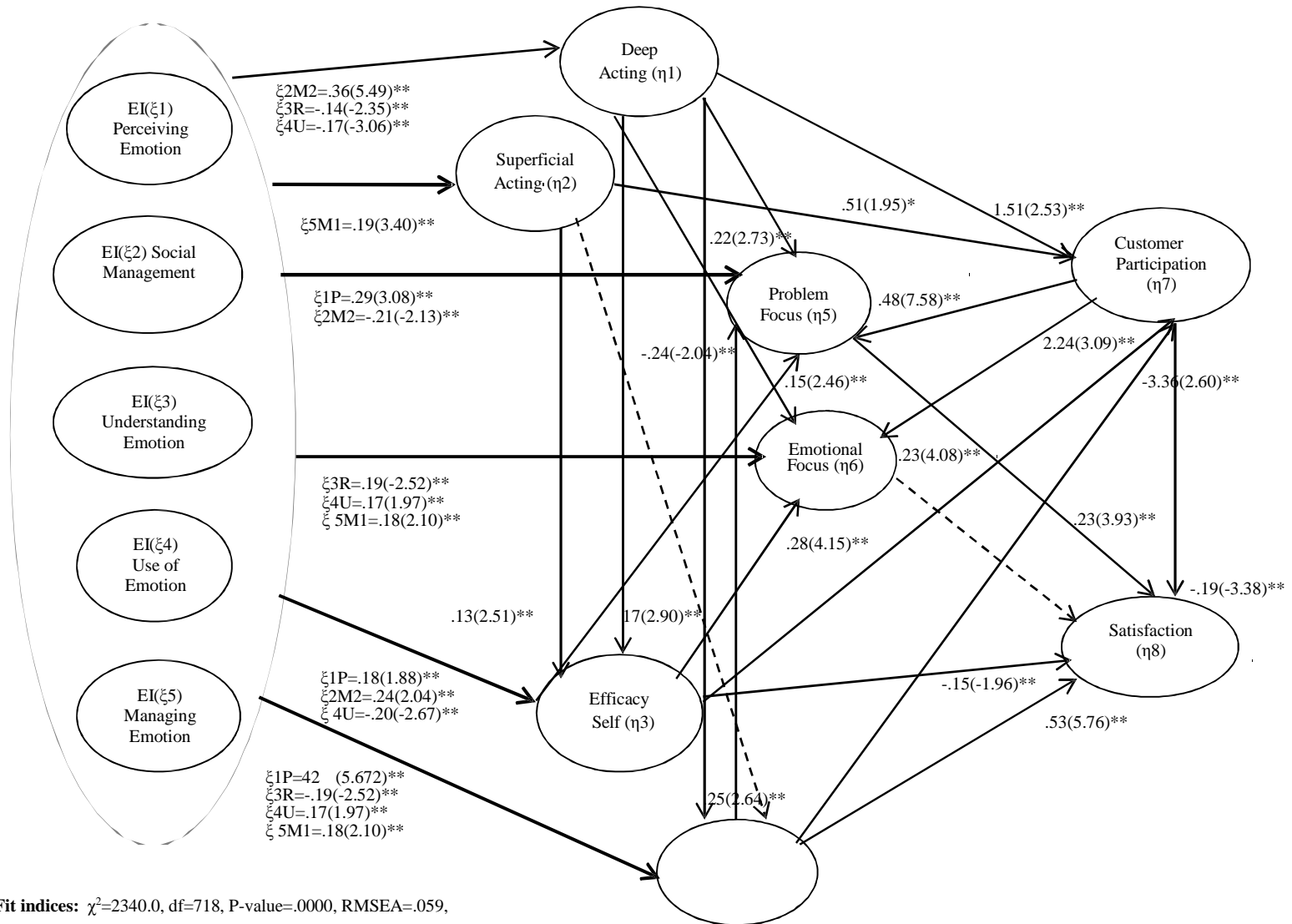
Note: X = 8 dependent Latent Construct

; However, the last construct, Customer Satisfaction in the X column was not necessary to be produced.

Y = 8 dependent Latent Constructs

“-“= NS or not estimated in the structural equation competing model

Figure 4.16 Standardized structural path coefficients in the Competing Model



Note: **Fit indices:**  $\chi^2=2340.0$ ,  $df=718$ ,  $P\text{-value}=.0000$ ,  $RMSEA=.059$ ,

$CFI = .918$ ,  $NNFI = .906$

Efficacy  
Others (η4)

## Tests of Hypothesis

The path analyses in SEM were judged by the t-values. The paths of the Gamma ( $\gamma$ ) are identified as the relationships of exogenous to endogenous constructs in Structural Equation Model. Table 4.16 is the summaries of testing hypotheses of the relationships (Gamma) of EI to endogenous constructs in the competing model of this study.

Table 4.16 Tests of Hypotheses of the Relationships (Gamma) of EI to Endogenous Constructs: The Path Estimates in the Competing Model

Path from	Path to	H <sub>0</sub>	Standardized Solution	t-value
$\gamma_1$ Emotional Intelligence: <i>Perceiving Emotion</i>	Efficacy-Self ( $\gamma_{31}$ )	H2a: Supported	.18	1.87*
	Efficacy-Others ( $\gamma_{41}$ )	H2f: Supported	.42	5.60**
	Coping-Problem Focus ( $\gamma_{61}^{(1)}$ )	H4a: Supported	.28	2.95**
	Coping-Emotional Focus ( $\gamma_{71}^{(1)}$ )	H4f: Not Supported	-.07	-1.10
$\gamma_2$ Emotional Intelligence: <i>Social Management</i>	Deep Acting-out ( $\gamma_{12}^{(2)}$ )	H1g: Supported	.36	5.59**
	Efficacy-Self ( $\gamma_{42}$ )	H2b: Supported	.24	2.06**
	Coping-Problem Focus ( $\gamma_{62}$ )	H4b: Supported	-.21	-2.17**
$\gamma_3$ Emotional Intelligence: <i>Understanding Emotion</i>	Deep Acting-out ( $\gamma_{13}$ )	H1h: Supported	-.14	-2.26**
	Efficacy-Others ( $\gamma_{43}$ )	H2h: Supported	-.19	-2.51**
	Coping-Problem Focus ( $\gamma_{63}^{(3)}$ )	H4c: Not Supported	.07	1.32
	Coping-Emotional Focus ( $\gamma_{73}^{(3)}$ )	H4h: Supported	.26	4.23**
$\gamma_4$ Emotional Intelligence: <i>Use of Emotion</i>	Deep Acting-out ( $\gamma_{14}^{(4)}$ )	H1i: Supported	-.17	-3.07**
	Efficacy-Self ( $\gamma_{34}$ )	H2d: Supported	-.20	-2.68**
	Efficacy-Others ( $\gamma_{44}$ )	H2i: Supported	.17	1.94*
	Coping-Problem Focus ( $\gamma_{64}^{(4)}$ )	H4d: Not Supported	-.03	-.48
	Coping-Emotional Focus ( $\gamma_{74}^{(4)}$ )	H4i: Supported	-.25	-3.61**
$\gamma_5$ Emotional Intelligence: <i>Managing Emotion</i>	Superficial Acting-out ( $\gamma_{5}^{(5)}$ )	H1e: Supported	.19	3.38**
	Efficacy-Self ( $\gamma_{35}$ )	H2e: Not Supported	.12	1.42
	Efficacy-Others ( $\gamma_{45}$ )	H2j: Supported	.18	2.05**
	Coping-Emotional Focus ( $\gamma_{75}^{(5)}$ )	H4j: Supported	-.29	-3.47**

Note: A total of thirty-five gamma ( $\gamma$ ) paths were hypothesized in the proposed model (see Table 4.10 and Figure 4.14). Among the 35  $\gamma$  paths, the 20  $\gamma$  paths were estimated in the competing SEM (see Figure 4.15).

Model fit indices:  $\chi^2=2265.30$ ,  $df=718$ ,  $P\text{-value}=.0000$ ,  $RMSEA=.06$ ,  $CFI=.917$ ,  $NNFI=.905$ . \*\* < 0.05 (t-critical value=1.96, two-tailed test), \* < 0.1 (t-critical value=1.74, one-tailed test); Gamma ( $\gamma$ ) = Relationships of exogenous to endogenous constructs

The t-values in the paths which are supporting the relationships between *Perceiving Emotion* of the EI and other latent constructs H2<sub>a</sub> (efficacy-self), H2<sub>f</sub> (efficacy-other), and H4<sub>a</sub> (Coping-Problem Focus ) were statistically significant at  $p < .05$ , which postulated first, the abilities of the perceiving emotion have relationships between their efficacy for self and others, positively, and the relationships between problem focus coping strategy positively. And the relationships with emotional coping were not supported statistically. Among the impacts of the perceiving emotions in EI, the regressive influence on efficacy for others (t-value = 5.6\*\*) were identified the strongest relationship. Thus, if the customer has the higher ability to perceive others' emotion on their faces and gestures, they have the higher efficacy level for others, too.

The t-values in the paths which are supporting the relationships between *Social Management* of the EI and other latent constructs H1<sub>a</sub> (Deep Acting-out), H2<sub>b</sub> (Efficacy-Self), and H4<sub>b</sub> (Coping-Problem Focus ) were statistically significant at  $p < .05$ , which postulated *Social Management* of the EI have the positive relationship between Deep Acting-out and Efficacy-Self . However, the path of *Social Management* of the EI and Coping-Problem Focus had a negatively significant effect ( $\gamma_{62} = -.21, p < .05, t\text{-value} = -2.17^{**}$ ), which hypothesized that the higher ability of social management the less problem focus coping way under the unexpectedly encountered service failure. Also, the results postulated if customer has the higher levels of ability for social management can have the higher perceptiveness for the emotional labors' deep action ( $\gamma_{12} = .36, t\text{-value} = 5.59^{**}$ ).

Interestingly, the t-values in the paths which are supporting the relationships between *Understanding Emotion* of the EI and other latent constructs H1<sub>h</sub> (Deep Acting-out), H2<sub>h</sub> (Efficacy-Others), were statistically significant at  $p < .05$ , which explained emotional intelligence had a negative significant effect on Efficacy-Others ( $\gamma_{43} = -.19$ ,  $t$ -value =  $-2.51^{**}$ ) and Deep Acting-out ( $\gamma_{13} = -.14$ ,  $t$ -value =  $-2.26^{**}$ ). These results captured that the higher understanding emotion for self and other, the less perception on even emotional labor' deep-acting out nor efficacy for others. And H4<sub>h</sub>(Coping-Emotional Focus) had a positive relationship with understanding emotion, thus, it can be inferred that the ability of understanding emotion may be more oriented to utilize for themselves not for using to the others. '

The paths which are supporting the relationships ( $\gamma_4$ ) between *Use of Emotion* of the EI and other latent constructs H1<sub>a</sub> (Deep Acting-out), H2<sub>d</sub> (Efficacy-Other), H2<sub>i</sub> (Efficacy-Self), and H4<sub>i</sub> (Coping-Problem Focus ) had statistically significant at  $p < .05$ , which illustrated *Use of Emotion* of the EI have the positive relationship between service employees who acted deeply when they took care of service failure. Also, the higher ability of customers' using emotion was statistically positive related with their efficacy levels for themselves and for others. When the emotion was used, customers more likely have tendency to refer their coping methods weighted on emotion, not on problem-focused ( $\gamma_{75}$ , H4<sub>i</sub> ).

Lastly, the relationships of *Managing Emotion* for customers themselves had statistically positive impacts on their perceptions on Superficial Acting-out ( $\gamma_{15}$ ). Surprisingly, the t-values in the paths from *Managing Emotion* of EI to Coping-Emotional Focus ( $\gamma_{75}$ ) were statistically related with, but negatively, which postulated if customer can handle their emotion well for themselves, they may have less probability to react to solve any uncomfortable service failure less emotionally.



Table 4.17 Tests of Hypothesis of the Relationships (Beta) of Endogenous to Endogenous Constructs: The Path Estimates in the Competing Model

Path from	Path to	H <sub>0</sub>	Standardized	t-value
Solution				
β1 Deep Acting-out	Efficacy-Self(β <sub>11</sub> )	—	.17	2.88**
	Efficacy-Others(β <sub>12</sub> )	—	.25	2.61**
	Coping-Problem Focus(β <sub>13</sub> )	—	1.53	2.50**
	Coping-Emotional Focus(β <sub>14</sub> )	—	.20	2.48**
	Customer Satisfaction(β <sub>15</sub> )	—	.17	1.89*
β2 Superficial Acting-out	Efficacy-Self(β <sub>32</sub> )	Focus	.13	2.54**
	Efficacy-Others(β <sub>42</sub> )	—	.07	.96
	Customer Participation(β <sub>52</sub> )	—	.51	1.94*
	Coping-Problem Focus(β <sub>62</sub> )	—	-.05	-.86
	Coping-Emotional Focus(β <sub>72</sub> )	—	.02	.31
β3 Efficacy-Self	Customer Participation(β <sub>53</sub> )	—	2.20	3.06**
	Coping-Problem Focus(β <sub>63</sub> )	—	.16	1.88*
	Coping-Emotional Focus(β <sub>73</sub> )	—	.32	3.50**
	Customer Satisfaction(β <sub>83</sub> )	—	-.15	-1.89*
β4 Efficacy-Others	Customer Participation(β <sub>54</sub> )	—	-3.34	-2.57**
	Coping-Problem Focus(β <sub>64</sub> )	—	-.20	-1.62
	Coping-Emotional Focus(β <sub>74</sub> )	—	-.06	-.47
	Customer Satisfaction(β <sub>84</sub> )	—	.52	5.69**
β5 Customer Participation	Efficacy-Self(β <sub>35</sub> )	1000(β <sub>35</sub> )	-.23	-1.91*
	Efficacy-Others(β <sub>45</sub> )	—	.98	3.59**
	Coping-Problem Focus(β <sub>65</sub> )	—	.48	7.60**
	Coping-Emotional Focus(β <sub>75</sub> )	—	.25	4.13**
	Customer Satisfaction(β <sub>85</sub> )	—	-.19	-2.30**
β6 Coping-Problem Focus	Customer Satisfaction(β <sub>86</sub> )	1000(β <sub>86</sub> )	.22	3.81**
β7 Coping-Emotional Focus	Customer Satisfaction(β <sub>87</sub> )	1000(β <sub>87</sub> )	.12	1.79*

Note: A total of twenty-three beta (β) paths were hypothesized in the proposed model (see Table 4.10 and Figure 4.14). The all of the 25 β paths were estimated in the competing SEM (see Figure 4.15).

Model fit indices:  $\chi^2=2265.30$ ,  $df=718$ ,  $P\text{-value}=.0000$ ,  $RMSEA=.06$ ,  $CFI = .917$ ,  $NNFI=.905$ .

\*\* < 0.05(t-critical value=1.96, two-tailed test), \* < 0.1(t-critical value=1.645, one-tailed test); Beta = Relationships of endogenous to endogenous constructs

The paths of the beta ( $\beta$ ) are identified as the relationships of endogenous to endogenous constructs in Structural Equation Model. Table 4.17 is the summaries of testing hypotheses of the relationships (beta) of EI to endogenous constructs in the competing model of this study.

The t-values in the paths which are supporting the relationships of customer' perception of Deep Acting-out among other latent constructs H5<sub>c and d</sub> (efficacy-self and others), H7<sub>b</sub> (Customer Participation), and H6<sub>c and d</sub> (Coping-Problem and Emotional Focus ) were statistically significant at  $p < .05$ , which can be explained first, the customers' abilities of perceiving emotional labors' deep action-out in the service failure circumstances have all positive relationships on the above constructs.

However, secondly, customers' abilities of perceiving emotional labors' superficial action-out in the service failure circumstances were only supported by efficacy for self ( $\beta_{32} = .13$ ,  $t$ -value = 2.54\*\*) and customer participation( $\beta_{52} = .51$ ,  $t$ -value = 1.94\*\*) under these circumstances all positive relationships on the above constructs.

The t-values in the paths which are supporting the relationships of customer' Efficacy-Self among other latent constructs H8<sub>b</sub> (Customer Participation), and H9<sub>b and d</sub> (Coping-Problem and Emotional Focus ) were statistically significant at  $p < .05$ , which can postulate the higher levels of customer' efficacy for self, impacted strongly on the constructs. Among the relationships, the relationship of efficacy-self on customer participation showed the highest estimates ( $\beta_{53} = 2.20$ ,  $t$ -value = 3.06\*\*), then negative influence on Customer Satisfaction ( $\beta_{83}$ ,  $p < 0.10$ ).

Differently from the results of the efficacy for self, the relationships in the paths from the efficacy for others to the constructs indicated the less number of the t-values which were statistically supported. The customers' efficacy level for other were not supported by customers' both coping strategies; Coping-Problem Focus ( $\beta_{65}$ , H1 1a) and Coping-Emotional Focus ( $\beta_{75}$ , H1 1b). Interestingly, the t-values of the  $\beta_{54}$  showed the highest impacts, which postulated the higher levels of the customers' efficacy for other can play role to decrease their participation when they were in the service failure. The assumptions between the lines, probably, customers let their negative emotion have calmed because their efficacy for others, especially towards the service provider, were relatively high.

The relationships of *Customer Participation*, *Coping-Problem Focus*, and *Coping-Emotional Focus* on *Customer Satisfaction* were all supported statistically. These constructs are all related to customers' active reactions, thus the causal relationships with these constructs on customers' satisfaction would be assumed reasonable even though customer might have encountered uncomfortable service failures in their dining experiences. Abilities of perceiving emotional labors' deep action-out in the service failure circumstances have all positive relationships on the above constructs.

Interestingly, the t-value in the path from *Customer Participation* to *Customer Satisfaction* had statistically negative relationships, thus, which can postulate when customer participation got stronger, and frequent or high, it influenced levels of their satisfaction oppositely, too ( $\beta_{85} = -.19$ , and t-value = -2.30\*\*).

Lastly, customers' both coping problem and emotional focused strategies were supported by customer satisfaction, thus we can postulate, if customer would try to solve the situation at least, they would be statistically satisfied with their reactions in the service failure circumstances.

### Comparisons of the Model Fit Indices

In Table 4.18, when the Maximum Likelihood Ratio Chi-Square ( $\chi^2$ ), the number of the degrees of freedom ( $df$ ), and the Root Mean Square Error of Approximation (RMSEA) are the most major fit indices. The reason why the  $df$  in the competing model ( $df=718$ ) is illustrated in the following equation.

Table 4.18 Summaries of Results of the Proposed and Competing Confirmatory Factor Analysis (CFA)

Fit Indices	Proposed Model	Competing Model
$\chi^2$	2367.04 (P=.0000)	2239.99 (P=.0000)
$\Delta \chi^2$	-	- 127.15
df	717	718
CFI	.911	.918
GFI	.833	.839
NNFI	.898	.906
RMSEA	.062	.059

Note:  $\chi^2$  = Maximum Likelihood Ratio Chi-Square;  $df$  = Degrees of Freedom; CFI = Comparative Fit Index; GFI = Goodness of Fit Index; NNFI = Non-Normed Fit Index; RMSEA=Root Mean Square Error of Approximation

Where,

Degrees of Freedom:

The number of degree of freedom for a proposed model is calculated as

$$df = \frac{1}{2} [(p + q) (p+q+1)] - t \dots\dots\dots(12)$$

Where:

P = the number of endogenous indicators,

Q = the number of exogenous indicators,

T = the number of estimated coefficients in a model.

Thus,

$$P = 24, q = 17, df = \frac{1}{2} [(24+17)(24+17+1)] - t$$

$$df = 861 - t = 718$$

t=143 (the number of estimated coefficients of paths in the competing model).

The number of estimated coefficients of paths in the competing (t = 143) is consisting of the ones of the total summation of the parameter estimates in the competing model. Thus, the way to increase the overall fit, especially, CFI and GFI is to decrease the Maximum Likelihood Ratio Chi-Square ( $\chi^2$ ) and the number of the degrees of freedom (df). In order to decrease the df, researcher should select to consider what would be the best parsimonious theoretical model and items with factors, and which can be directly related to the numbers of estimate parameters.

## **CHAPTER V**

### **CONCLUSIONS**

#### **Overview**

There were three purposes in this study. First, the study intended to propose and test a theoretical model that measured the effects of the emotional intelligence (EI) on customer satisfaction under specific service failure circumstance. Secondly, the study was to test the relationships how different characteristics of customers' emotional intelligence traits would operate among other theoretical constructs with their perceptions on emotional labors' acting-out (superficial and deep), customers' efficacy for themselves and for others, customers' coping strategy (problem focus and emotional focus), and with regard to customer participation on customer satisfaction.

Lastly, the study was to develop managerial implications in the hospitality industry as well as service-oriented industry, and academic implications to generalize the findings from the results. In this chapter, the study concluded with the findings of the overall model evaluation and results of testing hypotheses in order to discuss the purposes of the study.

## Overall Model Evaluation

### Emotional Intelligence

First, there are limited publications on the conceptualization of customers' EI in the hospitality literature as compared to the studies on employees' EI. So this study would be important to test whether customers' EI score and characteristics predict the customers' emotional moods when they encounter unexpected service failure circumstances by the emotional labors, what we called, and service providers in the front lines.

The five constructs of Emotional Intelligence were all hypothesized with the latent constructs, are perception on emotional labors' actions, efficacy, coping focus, and customer participation on customers' satisfaction in the initial proposed model. The total of the 35  $\gamma$  paths were estimated, then the relationships with some of the constructs were not supported statically, thus those paths were not estimated in the final competing structural equation model (SEM). Therefore, the 20  $\gamma$  paths and 25  $\beta$  paths were estimated in the competing structural equation model(SEM).

The t-values in the paths which are supporting the relationships among *Perceiving Emotion* of the EI and other latent constructs H2<sub>a</sub> (Efficacy-self), H2<sub>f</sub> (Efficacy-other), and H4<sub>a</sub> (Coping-Problem Focus ) were statistically significant at  $p < .05$ . It postulated first, the abilities of the perceiving emotion have relationships between their efficacy for self and others, positively, and the relationships between problem focus coping strategy positively. Among the impacts of the perceiving emotions in EI, the regressive influence



on efficacy for others ( $t$ -value = 5.6\*\*) were identified the strongest relationship.

Therefore, if the customer has the higher ability to perceive others' emotion on their faces and gestures, they have the higher efficacy level for others, too.

The  $t$ -values in the paths which are supporting the relationships between *Social Management* of the EI and other latent constructs H1<sub>a</sub> (Deep Acting-out), H2<sub>b</sub> (Efficacy-Self), and H4<sub>b</sub> (Coping-Problem Focus ) were statistically significant at  $p < .05$ , which postulated *Social Management* of the EI have the positive relationship between Deep Acting-out and Efficacy-Self . However, the path of *Social Management* of the EI and Coping-Problem Focus had a negatively significant effect ( $\gamma_{62} = -.21$ ,  $p < .05$ ,  $t$ -value = -2.17\*\*), which hypothesized that the higher ability of social management the less problem focus coping way under the unexpectedly encountered service failure. Also, the results postulated if customer has the higher levels of ability for social management can have the higher perceptiveness for the emotional labors' deep action ( $\gamma_{12} = .36$ ,  $t$ -value = 5.59\*\*).

The constructs of EI, perceiving emotion and social management had the highest and the second highest total variance explained when the principal component explanatory factor analysis (PCA), and which were able to postulate to play major roles among the emotional intelligence traits. Interestingly, the paths between *Understanding Emotion* of the EI and other latent constructs H1<sub>h</sub> (Deep Acting-out), H2<sub>h</sub> (Efficacy-Others), were statistically significant at  $p < .05$ , which explained emotional intelligence had a negative significant effect on Efficacy-Others ( $\gamma_{43} = -.19$ ,  $t$ -value = -2.51\*\*) and Deep Acting-out ( $\gamma_{13} = -.14$ ,  $t$ -value = -2.26\*\*). These results captured that the higher understanding emotion for self and other, the less perception on emotional labor' deep-

acting out nor efficacy for others. And the causal relationships on the coping-Emotional Focus had a positive relationship with understanding emotion, thus, it can be inferred that the ability of understanding emotion may be more oriented to utilize for themselves not for using to the others. ’

*Use of Emotion* in the EI model had a positive relationship between perceiving emotions from service employees who acted deeply when they took care of a service failure. Also, the higher ability of customers’ using emotion was statistically positively related with their efficacy levels for themselves and for others. When the emotion was used, customers more likely have tendency to refer their coping way weighted on emotion, not on problem-focused ( $\gamma_{75}$ , H4<sub>i</sub>). Surprisingly, the t-values in the paths from *Managing Emotion* of EI to Coping-Emotional Focus( $\gamma_{75}$ ) were statistically related with, but negatively, which postulated if customer can handle their emotion well for themselves, they may have less probability to react in solving any uncomfortable service failure less emotionally.

### **Emotional Labor Acting**

Most of the studies define that the effects of emotional labor is the type of acting or emotional labor strategy, used similarly to organization display rules. The literatures on organization display rules determine the traits of the EL as surface or superficial acting-out and deep acting-out by service providers (Grandey, 2000, Hochschild, 1983). Those constructs are reflected by the display rules, while deep acting corresponds with managing emphasizing emotions to actually feel the deep internal emotion by display

rules (Wong & Wang, 2009; Kim et al., 2009). However, this study adopted theoretical constructs, emotional labor' actions are defined as two perspectives; superficial acting and deep acting-out.

The relationships of customer' perception of Deep Acting-out among other latent constructs H5<sub>c and d</sub> (efficacy-self and others), H7<sub>b</sub> (Customer Participation), and H6<sub>c and d</sub> (Coping-Problem and Emotional Focus ) were statistically significant which can be explained the customers' abilities of perceiving emotional labors' deep action-out in the service failure circumstances have all positive relationships on the above constructs.

However, secondly, customers' abilities of perceiving emotional labors' superficial action-out in the service failure circumstances were only supported by efficacy for self ( $\beta_{32} = .13$ ,  $t$ -value = 2.54\*\*) and customer participation( $\beta_{52} = .51$ ,  $t$ -value = 1.94\*\*) under these circumstances all positive relationships on the above constructs.

## **Efficacy**

Efficacy is defined as efficacy for self and for other (Bandura, 1997). The self-efficacy is defined as "believe in one's capabilities to organize and execute the course of action required to produce given attainments"(Bandura, 1997) can work as a cognitive mediator of action. Under the unexpected circumstances that demand engaging customers or employees in difficult situations to manage their emotions, self-efficacy can influence their choices of activities (Yim, Chan, & Simon, 2012; Yakin & Erdil, 2012; Walters & Raybould, 2007; Kuo, Feng-Yang, 2004)

From the findings of emotional labor on the other constructs for this study, the relationships of customer' Efficacy-Self on customers' coping problem-focused and emotional-focused strategies were statistically significant. Thus, it can postulate the higher levels of customer' efficacy for self, impacted strongly on the constructs. Among the relationships, the relationship of efficacy-self on customer participation showed the highest estimates ( $\beta_{53} = 2.20$ ,  $t$ -value = 3.06\*\*), then negative influence on Customer Satisfaction ( $\beta_{83}$ ,  $p < 0.10$ ).

Differently from the results of the efficacy for self, the relationships in the paths from the efficacy for others to the constructs indicated the lesser number of the  $t$ -values which were statistically supported. Customers' Efficacy Level for other were not supported by customers' both coping strategies, Coping-Problem Focus ( $\beta_{65}$ ,  $H1$ ) and Coping-Emotional Focus ( $\beta_{66}$ ,  $H1b$ ). Interestingly, the  $t$ -values of the  $\beta_{65}$ ,  $H1$  showed the highest impacts, which postulated the higher levels of the customers' efficacy for other can play role to decrease their participation when they were in the service failure. The assumptions between the lines, probably, customers let their negative emotion become calmed, because their efficacy for others, especially towards the service provider, was relatively high.

## Customer Participation

Chan, Yim and Lam (2010) examined that the customer participation offers economic benefits such as customized services, better service qualities, and worked more effectively for customers to strengthen relational linkage between customers and between customer and employees. Also, customers' participation could increase employees' job stresses as well as adverse influence on customers' own satisfaction. In this study, the customer participation, t-value in the path from *Customer Participation to Customer Satisfaction* had shown a statistically negative relationships, thus, which one can postulate when customer participation got stronger and frequent or high, it influenced levels of their satisfaction adversely to go down, and t-value high (2.30 in).

85 = -

## Coping Strategy – Emotional/Problem Focus

Lastly, customers' both coping problem and emotional focused strategies were supported by customer satisfaction, thus we can postulate, if customer would try to solve the situation at least, then they would be statistically satisfied with their reactions in the service failure circumstances.

## **Customer Satisfaction**

The relationships of *Customer Participation, Coping-Problem Focus, and Coping-Emotional Focus on Customer Satisfaction* were all supported statistically. These constructs are all related to customers' active reactions, thus the causal relationships with these constructs on customers' satisfaction would be assumed reasonable even though customer might have encountered to an uncomfortable service failures in their dining experiences. The abilities to perceiving emotional labors' deep action-out in the service failure circumstances have all positive relationships on the above constructs.

## **Group Differences**

According to the findings of the independent two samples t-test, the female group presents statistically the higher means differences in verbal excellence when managing in *social management*, when they need to make decision, refer to the *perception of emotion, and use of emotion* slightly more than male group do. Interestingly, the male groups show higher mean score in *Managing Emotion* in especially in difficult and problematic situations.

From the findings of the mean vector differences between the two groups of the ethnicity and the nationality, this study may contribute the ways of "capacity of handling most upsetting problems," "ability by looking at people's facial expressions and awareness levels of nonverbal message other people" can be statistically different. Thus,

Perceiving Emotion and the traits of Social Management among the EI were statistically supported the mean differences among the ethnicity, nationality origins and their interactions of ethnicity and nationality origins (See Table 4.5 – Table 4.8). In sum, the corrected model of the Perceiving Emotion was supported.

## **Implications**

### **Theoretical Implications**

This study identifies the determinants on mechanism of emotional marketing which included the theories of emotional intelligence, perception of emotional labors' action, efficacy and customers' coping strategy, customer participation and customer satisfaction under the specified scenarios, unexpectedly encountered service failure circumstance. The overall hypothesis is the different characteristics of emotional intelligence may be able to operate in the different levels of customer efficacy, coping strategy, customer participation on satisfaction depending on their levels of the perception on emotional labor which were service provider at the hotel and restaurant industry.

There are lots of unfinished arguments on the constructs of the emotional intelligence. Some study criticized the EI traits by Bar-On's and would have aggressively rejected the studies of EI when the mixed models based on the Bar-On's from the management field, however, still the studies which applied the EI scales (Bar-Ons, 1999) have published in hospitality and tourism fields. This study adopted the Self-Rated Emotional Intelligence Scale (SREIS) (Brackett, Rivers, Shiffman, Lerner & Salovey, 2006). The reliability and validity of the SREIS in this study was tested by several researchers, and proved its scale can be substituted by the MSCEIT (Mayer, Salovey, & Caruso, 2003, 2000) which was the most highly evaluated among the EI scales.

Brackett, Rivers, Shiffman, Lerner & Salovey (2006) invented the total of 19 items and five constructs in their SREIS, however, the findings of this study needed to



remove the two items due to the low communality and crossed factor loadings, which decrease the model fit.

This study examined the mean differences of three groups on the emotional intelligence; gender, ethnicity, and nationality. The findings of these group difference analyses can contribute on the theories of emotional intelligence which can imply there are disparities in the characteristics of the EI by gender, ethnicity, nationality and the interactions of ethnicity and nationality.

### **Practical Implications**

The major practical implications for the hospitality industry are that the determinants on mechanism of emotional marketing can be beneficial when managers establish service training for employees, this mechanism on emotional marketing will guide managers and service providers in front-line positions to have a macro perspective as to how different characteristics of customers' emotional traits, especially, emotional intelligence can perceive their actions. Furthermore, the findings on the determinants of emotional marketing would have significant meanings and service tools to understand the profound psychological interactions based on customer emotion, especially in the specified scenarios, unexpectedly encountered service failure circumstance.

## **Limitations and Future Research**

Most of the emotional intelligence has been studied in the organization theory to identify the relationships with employees and their organization. Very limited EI research has been conducted from the customers' perspectives.

Three data collection methods were conducted in this study; simple random sampling, convenience sampling and snowball sampling. Sampling errors and bias are induced by the sample design. A simple random sampling is a basic type of sampling, and an unbiased surveying technique, thus free of classification error.

The first, selection bias can be occurred, when the true selection probabilities may be differed from those assumed in calculating the results. The second one is the random sampling error, by which the random variation can be resulted due to the subjects in the sample being selected at random. When the survey questionnaire were distributed to the about 20 % of undergraduate, graduate, and staffs in a university which is located in the mid-west of the USA, the selection ways can have minimum sampling error.

Also, the convenience and snowball sampling are one of the nonprobability sampling which involve the selection of subjects based on assumptions regarding the population of interests depending on their majors. Thus, the subjects in the selected classes of the business, and hospitality and tourism classes may have more knowledge on service management, thus could lead them to respond less levels at the interval scales because their expectations for the service quality may be already set relatively higher

than the students whose majors are not in business, hospitality, tourism, and social sciences.

Thus, the findings from this study would contribute to provide the theoretical reasons for the customer study, however, there would have a limitation for generalize the findings to all industries. Test and retest the data can be consolidated to increase the reliability and validity for generalize the findings from the study on this determinants on mechanism of emotional marketing.

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## **APPENDICES**

A. Survey Instrument (English)

B. Survey Instrument (English and Korean)

C. Approval Document for Survey Instruments from

Institutional Review Board of Oklahoma State University



Q2

If you are over 18 years old, please continue. Otherwise, stop! Thank you for your cooperation.

The following items pertain to your insight into emotions. Please click below to describe how accurately each statement describes you. **Click the yourself as you are now, not your wish to be in the future.** If you are...!!!  
 1. You may see yourself in relation to other people you know of the same sex as you are, and roughly your same age.  
 Please read each statement carefully, and then click the number that explains how accurately each statement describes you.

Neither  
 Inaccurate

Very Inaccurate    Moderately Inaccurate    Neither Inaccurate    Moderately Accurate    Very Accurate

- 1. Looking at people's facial expressions, I recognize the emotions they are expressing.
- 2. I am a rational person and rarely, if ever, control my emotions when making a decision.
- 3. I have a rich vocabulary to describe my emotions.
- 4. I have problems dealing with my feelings.
- 5. When someone I know is in a bad mood, I can help the person calm down and feel better quickly.
- 6. I am aware of the nonverbal messages other people send when making a decision. I listen to my feelings to see if the decision is the right one.
- 7. I could easily lose a lot of my enjoyment of things like happiness or fun.
- 8. I can handle stressful situations without getting nervous.
- 9. I know the strategies to make or irritate other people's moods.
- 10. I can tell if a person is lying to me by looking at his or her facial expression.
- 11. I am a rational person and don't like to rely on my feelings to make decisions.
- 12. I have the vocabulary to describe how most emotions progress from simple to complex feelings.
- 13. I am able to handle most upsetting problems.
- 14. I am not very good at helping others to feel better when they are feeling down or angry.
- 15. My quick impressions of what people are feeling are usually correct.
- 16. My "feeling vocabulary" is probably better than most other people's "feeling vocabulary."
- 17. I know how to keep calm in difficult situations.
- 18. I am the type of person to whom others go when they need help with a difficult situation.

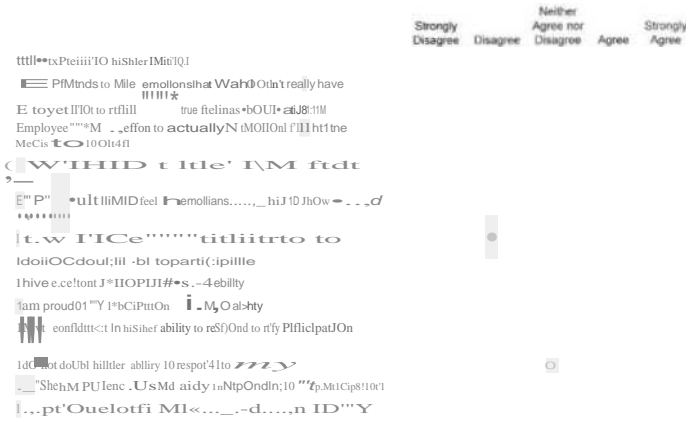
Q3

The following questions pertain to your opinion about the service staff. Please click below to describe how much each statement best describes your opinions.

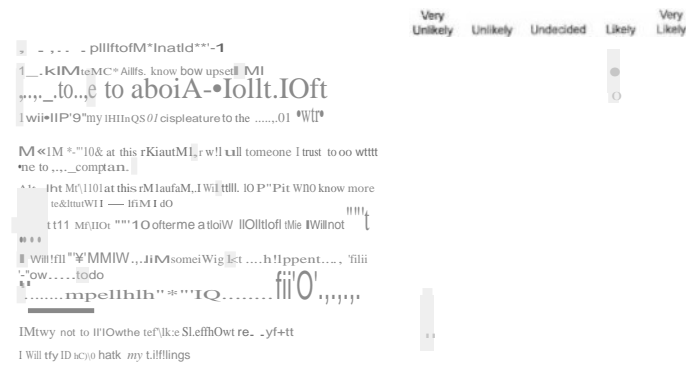
Strongly Disagree    Disagree    Neither Agree nor Disagree    Agree    Strongly Agree

- 1. I spent a lot of time sharing information about my needs and opinions with the service staff during the service process.
- 2. I put a lot of effort into expressing my personal needs to the service staff during the service process.
- 3. I always provide suggestions to the service staff to improve the service.
- 4. I am very much involved in the service process.

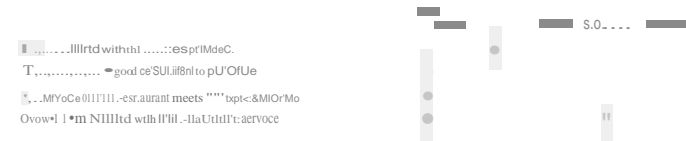
11. When you are in a meeting with a client, how often do you find it difficult to stay focused on the client's needs?



12. How often do you find it difficult to stay focused on the client's needs when you are in a meeting with a client?



13. How often do you find it difficult to stay focused on the client's needs when you are in a meeting with a client?



- Q5 The following statements are about your intention to repurchase at the restaurant. Please click the number for each statement that best indicates your opinion.
- How likely would you be to repurchase at the restaurant?
- Very Unlikely   Unlikely   Undecided   Likely   Very Likely
- Q7 The following statements are about your general information. Please slide the number for each statement that best indicates your opinion.
- How often do you go to the restaurant?
- 1 More than once a week  
2 3-4 times a week  
3 4-5 times a week  
4 **6-7 times a week**  
5 More than 8 times a week
- Q8 What is your average guest check when you dine in your favorite restaurant?
- Less than \$10  
\$10.01 - \$19.99  
\$20.00 - \$29.99  
\$30.00 - \$39.99  
Above \$40.00
- What is your gender?
- Male   Female
- Q10 How can you describe your ethnicity?
- African American  
Asian & Pacific Islander  
Caucasian  
.....  
Others
- Q11 What is your nationality from?
- The North America  
The South America  
Africa  
Middle East  
Europe  
Pacific Islander and Other
- Q12 What is your highest level of education?
- High School   2014 University   Graduate school
- Q13 What is your age group?
- 18-24   25-34   35-44   45-54   65 or above

Q14 Fotdn!Winf S20PaMNTGI fnd.ays GiftC.nl? v\_- ?wrn t)Ql c.n bt rindo'""Ye:hoHn fotont0120 ...elpitnts ==  
PSeu.90 to lIM Mid. .

Q15 Cou-ld tNv\*your MMI•ddtHs fot d.,Wna S10 P•nfQl'GI'f'ld•vt Gtt C..nl?  
WIShyou n n be rJandomy chos/orone of 20 .:c:"8"dl —



## Request to complete a survey for a research in Hotel and Restaurant Administration

### 호텔레스토랑에 관한 연구설문지 작성요청

Hello, my name is Hyeyoung (Helen) Park and I am currently working on my research at Oklahoma State University in Stillwater, OK. I am conducting my dissertation on the 호텔 레스토랑 산업에서의 소비자 감성지수, 소비자의 서비스불편사항 대응에 관한 연구- **Emotional Intelligence, Service Failure, and Customers' Coping Ways in Hospitality Industry**- I am asking for your consideration to participate in a brief online survey which should take no longer than 8-15 minutes of your time.

안녕하세요, 저는 오클라호마주, 스틸워터에 소재한 오클라호마 주립대학에 재학하고 있는, 박혜영이라고 합니다. 저는 현재, 호스피탈리티 산업에서 고객들의 감성지수, 서비스불편과 고객의 대처방안에 관한 연구로 박사학위 논문을 작업하고 있습니다. 본 연구 설문작성에 소요되는 시간은 8-15 분 정도입니다.

The survey is not designed to sell you anything, nor solicit money from you in any way. You will not be contracted at a later date for any sales or solicitations. Participation is voluntary and anonymous and all responses will be kept confidential. You may not have to answer all of the questions and you may quit at any time. The data will be used only for statistical analysis and recorded in a manner that you cannot be identified.

본 연구는 피조사자 여러분께, 판매나 금품을 요구하지 않습니다. 설문에 응해주실 여러분은 판매와 판매강요에 관하여 추후라도 전혀 관계되지 않을 것입니다. 설문작성은 자발적이고 익명을 보장하며, 모든 응답은 비밀리에 보관될 것입니다. 설문작성자 여러분은 모든 질문에 응답하지 않을 권리가 있으며, 또한 중간에 응답을 그만두셔도 괜찮습니다. 데이터는 통계목적으로만 이용될 것이며, 작성자 확인가능정보는 기록되지 않을 것입니다.

Questionnaires and record forms will have identification numbers, rather than names, on them and then, research records will be stored securely and only the researchers and individuals responsible for research oversight will have access to the records. For the random drawing for the gift card, the last page which the email address is provided will be immediately discarded right after the random drawing for the gift card when I receive the responses from the electronic survey questionnaire from the online survey system. The electronic data will be stored in computers at OSU system and my laptop computer as well. And survey data will be protected securely until this research is published as a journal article. They will be protected by me for another 3 years, and then, the survey data will be discarded.

본 설문지와 기록은 설문지코드번호로 기록되며, 개인 이름은 기록되지 않습니다. 또한 연구기록은 안전하게 보관되며 오직 연구자와 연구관련자만 데이터에 접근가능합니다. 도서상품권증정을 위한 무작위추첨에 사용될 마지막페이지의 이메일주소는 도서상품권증정 추첨 후 즉시 폐기될 것입니다. 온라인으로 수집된 데이터는 오클라호마주립대학의 전산시스템에 연결된 컴퓨터와 본 연구자의 개인컴퓨터에 안전하게 보관되며, 연구논문으로 출판될 때까지 약 3 년간 보관되었다가 폐기될 예정입니다.

Through a random drawing, forty participants will receive 10,000(Won) Book Gift Card at the end of the data collection period. The drawing will take place on May 15, 2013. If you would like to enter, space will be provided at the end of the survey your email. Your personal information will not be associated with your survey responses. Should you be selected, you will be contacted via email on how to claim your 10,000(Won) Book Gift Card. Participants must be at least 18 years of age to participate in the survey.

또한, 도서상품권을 데이터수집이 종료된 후무작위추첨을 통하여 40명께 \$10, 즉, 10,000 Won 권을 드릴 예정입니다. 이 설문작성에 관한 무작위 추첨은 2013년 5월 15에 이루어질 것이며, 설문지 마지막 페이지에 여러분이 당첨될 수 있도록, 이메일 작성칸에 기입해 주시면 됩니다. 만약, 여러분이 무작위추첨에 당첨된다면, 이메일을 통하여 도서상품권 10,000(Won)권을 받는 방법을 전달해 드릴 것입니다. 설문작성자는 18세 이상이어야 합니다.

You may contact any of the researchers at the following addresses and phone numbers, should you desire to discuss your participation in the study and/or request information about the results of the study: Hyeyoung (Helen), Park, PhD Candidate, [hy.park@okstate.edu](mailto:hy.park@okstate.edu), or Dr. Jerrold K., Leong, Ph.D., 210HSW, School of Hotel & Restaurant Administration, Oklahoma State University, Stillwater, OK 74078, 405-744-6712. If you have questions about your rights as a research volunteer, you may contact Dr. Shelia Kennison, IRB Chair, 219 Cordell North, Stillwater, OK 74078, 405-744-3377 or [irb@okstate.edu](mailto:irb@okstate.edu)

본 연구에 관련하여 질문이 계시면, 레옹교수님, Dr. Jerrold K., Leong, Ph.D., 210HSW, School of Hotel & Restaurant Administration, Oklahoma State University, Stillwater, OK 74078, 405-744-6712 이나 본 연구자, 박사학위예정자, 박혜영(헬렌) [hy.park@okstate.edu](mailto:hy.park@okstate.edu) 에게 연락하실 수 있습니다. 설문 작성자로서, 인권보호에 관하여, 오클라호마 주립대학, 대학연구부설기관, If you have questions about your rights as a research volunteer, you may contact Dr. Shelia Kennison, IRB Chair, 219 Cordell North, Stillwater, OK 74078, 405-744-3377 or [irb@okstate.edu](mailto:irb@okstate.edu).

Please, click NEXT if you choose to participate. By clicking NEXT, you are indicating that you freely and voluntarily and agree to participate in this study and you also acknowledge that you are at least 18 years of age.

자, 설문작성을 위해 다음페이지를 클릭하여 주십시오. 다음페이지를 클릭함은, 설문작성자 여러분은 자유의 의지로 본 연구에 참여하였다는 것을 의미하며, 설문참여가능 연령은 18세 이상이어야 합니다.

Please copy the link and paste it in a new window to participate!!!  
[https://okstateches.qualtrics.com/SE/?SID=SV\\_beF6bmHrZHajPUx](https://okstateches.qualtrics.com/SE/?SID=SV_beF6bmHrZHajPUx)

Thank you so much again for helping with this research,  
본 연구에 협조하여 주셔서 대단히 감사드립니다.

Hyeyoung(Helen) Park,  
PhD Candidate and PI, and,  
Dr. Jerrold Kim Leong,  
Advisor and the Co-PI,  
Associate Professor in School of Hotel and Restaurant Administration  
Human Science, Oklahoma State University  
Stillwater, OK 74078

[If you are over 18 years old, please continue, otherwise, stop!, Thank you for your cooperation]

18 세 이상만 응답하여 주시기 바랍니다. 감사합니다.

**I. The following set of items pertains to your insight into emotions.** Please use the rating scale below to describe how accurately each statement describes you. Describe yourself as you generally are now, not as your wish to be in the future. Describe yourself as you honestly see yourself, in relation to other people you know of the same sex as you are, and roughly your same age. Please read each statement carefully, and then click the letter that corresponds to how inaccurately or accurately each statement describes you.

다음문항은 당신의 감성에 관한 당신의 소견에 관한 문항입니다. 다음 문항들에 대해, 당신을 가장 잘 나타내는 문항에 답변하여 주시기 바랍니다. 일반적으로 당신의 미래에 당신이 되고자 바라는 바램이 아니라, 당신의 현재상황에서 당신의 감성에 관해 가장 정확한 문항에 표기하여 주십시오. 다른사람들이 당신의 성별, 대략적인 연령에 비추어 볼때, 당신의 본인자신에 대해 솔직하게 어떻게 설명할 수 있을지 이에 대한 가장 적절한 문항에 표기하여 주시기 바랍니다.

	매우 부정확함	비교적 부정확함	정확하지도 정확하지도 않음.	비교적 정확함	매우 정확함
By looking at people's facial expressions, I recognize the emotions they are experiencing 다른사람의 얼굴 표정을 보면, 나는 그들이 표현하고자 하는 감정을 알아차릴 수 있다.	1	2	3	4	5
I am a rational person and I rarely, if ever, consult my feelings to make a decision. 나는 이성적인 사람이며, 의사결정을 할 때, 거의 감성에 따르지 않는다.	1	2	3	4	5
I have a rich vocabulary to describe my emotions. 나는 나의 감정을 충분히 표현할 만한 어휘력을 지니고 있다.	1	2	3	4	5
I have problems dealing with my feelings of anger. 나는 분노의 감정을 제어하는데 문제가 있다.	1	2	3	4	5
When someone I know is in a bad mood, I can help the person calm down and feel better quickly. 나는 상대방이 기분이 안 좋을때, 다른사람들의 기분을 안정시키고 기분이 빠르게 나아지게 할 수 있다.	1	2	3	4	5

I am aware of the nonverbal message other people send. 나는 다른 사람들의 보내는 비어휘적 메시지를 알 수 있다.	1	2	3	4	5
When making decisions, I listen to my feelings to see if the decision feels right. 의사결정을 할때, 나는 그 결정이 옳은지 나의 감정에 의존하는 경향이 있다.	1	2	3	4	5
I could easily write a lot of synonyms for emotion words like happiness or sadness. 나는 행복 또는 슬픔을 표현하는 감성적 언어의 동의어를 쉽게 쓸수 있는 어휘력이 있다.	1	2	3	4	5
I can handle stressful situations without getting too nervous. 나는 너무 많은 긴장하지 않고 그 스트레스상황을 견딜 수 있다.	1	2	3	4	5
I know the strategies to make or improve other people's moods. 나는 다른 사람의 기분을 향상시킬 수 있는 기술을 알고 있다.	1	2	3	4	5
I can tell when a person is lying to me by looking at his or her facial expression. 나는 상대방의 얼굴표정을 보고 그 사람이나에게 거짓을 말하는지 알 수 있다.	1	2	3	4	5
I am a rational person and don't like to rely on my feelings to make decisions. 나는 이성적인 사람이며, 의사결정을 할때, 내 감정에 의존하는 것을 좋아하지 않는다.	1	2	3	4	5
I have the vocabulary to describe how most emotions progress from simple to complex feelings. 나는 단순한 감정부터 복잡한 감정에 이르는 감정상황을 가장 잘 표현할 수 있는 어휘력이 있다고 생각한다.	1	2	3	4	5
I am able to handle most upsetting problems. 나는 아주 화나는 상황이나 이슈들을 잘 다룰 수 있는 능력이 있다.	1	2	3	4	5
I am not very good at helping others to feel better when they are feeling down or angry. 나는 상대방의 기분이 저조하거나 화나났을때, 그들의 기분이 나아지도록 매우 잘 돕지는 못하는 편이다.	1	2	3	4	5

My quick impressions of what people are feeling are usually wrong. 상대방의 감정에 대한 나의 순간 판단은 보통은 맞지 않다.	1	2	3	4	5
My “feeling” vocabulary is probably better than most other persons’ “feeling” vocabularies. ‘감정’에 관한 나의 어휘력은 대부분 사람들의 ‘감정’ 관련 어휘력보다 나은 편이다.	1	2	3	4	5
I know how to keep calm in difficult or stressful situations. 나는 어렵고 스트레스적인 상황에서 어떻게 나를 진정시킬 수 있는지 알고 있다.	1	2	3	4	5
I am the type of person to whom others go when they need help with a difficult situation. 주변의 아는 사람들이 어려움에 처해 있을 때, 그 사람들이 도움을 청하고자 나를 찾아 온다.	1	2	3	4	5

	매주 동의하지 않음	동의하지 않음	동의하지도 안하지도 않음	동의함	매우 동의함
I spent a lot of time sharing information about my needs and opinions with the service staff during the service process. 나는 레스토랑에서 식사 할 때, 서비스 직원에게 레스토랑에서 제공되는 서비스 중에 필요할 때면, 나의 요구나 의견을 전달하는데, 비교적 시간을 들이는 편이다.	1	2	3	4	5
I put a lot of effort into expressing my personal needs to the service staff during service process. 나는 레스토랑 서비스 중에 서비스 직원에게 나의 개인적인 요구사항을 표현하는 노력을 기울인다.	1	2	3	4	5
I always provide suggestions to the service staff for improving the service outcomes. 나는 레스토랑 서비스가 개선되도록, 서비스 직원에게 항상 제안을 하는 편이다.	1	2	3	4	5
I am very much involved in deciding how the services should be provided. 나는 레스토랑에서 식사를 할 때, 서비스 서비스가 제공되는 방법에 많이 관여를 하곤 한다.	1	2	3	4	5

<b>II. When you experience an uncomfortable situation in service when you order or have meals, to what extent would you notice the employees' receptivity to your requests?</b> 당신이 레스토랑에서 음식이나 음료를 주문할때, 예기치 않은 불편사항에 처한다면, 당신의 불편한 상황에 대한 개선 요구에 대해, 서비스직원의 수용정도를 어느 정도 지각하실 수 있는지, 이에 해당하는 문항에 정확하게 기입하여 주시기 바랍니다.					
	매우 동의하 지않음	동의하 지않음	동의하 지도안 하지도 않음	동의함	매우 동의함
Employee resists expressing his/her true feelings. 서비스직원은 자신의 감정표현을 억누르는 것 같았다.	1	2	3	4	5
Employee pretends to have emotions that he/she doesn't really have. 서비스직원은 자신이 실제로는 있지 않은 감정표현을 나타내려고 하는 듯 보였다.	1	2	3	4	5
Employee makes an effort to actually feel the emotions that I need to display to others. 서비스 직원은 내가 타인에게 표현하고자 정확한 감정을 알고자 노력하였다.	1	2	3	4	5
Employee tries to actually experience the emotions that I must show. 서비스직원은 이상황에 대해 내가 나타내고자 하는 감정을 실제로 같이 공감하는 듯 보였다.	1	2	3	4	5
Employee really tries to feel the emotions I have to show as part of his/her job. 서비스 직원은 서비스 불편사항에 대해 내가 나타낸 감정을 그의 직업의 일부로 받아들이고 대처하는 것 같다.	1	2	3	4	5
	매우 동의하 지않음	동의하 지않음	동의하 지도안 하지도 않음	동의함	매우 동의함
I have confidence in my ability to respond to participate effectively. 나는 효과적으로 참여하기 대처하는 나의 능력에 자신감이 있다.	1	2	3	4	5
I do not doubt my ability to participate effectively. 나는 효과적으로 대처하는 나의 능력을 확신한다.	1	2	3	4	5
I have excellent participation skills and ability. 나는 훌륭한 참여기술과 능력이 있다.	1	2	3	4	5
I am proud of my participation skills and ability. 나는 나의 대처능력과 기술에 자부심이 있다.	1	2	3	4	5
I have confidence in his/her ability to respond to my participation effectively. 나는 레스토랑 불편사항에 대한 나의 관여를 응대하는 서비스직원의 대처능력이 자랑스럽다.	1	2	3	4	5
I do not doubt his/her ability to respond to my participation. 나는 나의 관여에 응대하는 서비스직원의 능력에 전혀 의심없이 확신한다.	1	2	3	4	5

He/She has excellent skills and ability in responding to my participation. 레스토랑 서비스 직원은 나의 불편사항 표현에 대해 훌륭히 응대하고 해결하는 서비스기술과 능력을 지니고 있다.	1	2	3	4	5
I am proud of his/her skills and ability in responding to my participation. 나는 내가 이러한 상황에서 서비스 직원의 고객 불편함 응대, 처리이 훌륭하다고 생각한다.	1	2	3	4	5
<p><b>III. The following set of items pertains to your insight into customers' coping ways when you experience an uncomfortable situation in service when you order or have meals, in what ways would you focus the employees' receptivity to your requests?</b> 당신이 레스토랑에서 음료나 음식을 주문할때, 예기치 않은 불편상황에 처하게 되었을 때, 당신의 요청에 대해 서비스 직원의 응대법에 대해, 당신은 어떻게 대응하는 지에 관련한 문항들입니다. 정확하게 표기하여 주시기 바랍니다.</p>					
	매우 그러하 지않음.	그러하 지않음.	그렇지 도 안 그렇지 도않음	그러함	매우 그러함.
I will make a plan of action and follow it. 나는 대처법을 만들것이며, 이행할 것이다.	1	2	3	4	5
I will let the service staffs know how upset I am. 나는 내가 얼마나 불유쾌하였는지 서비스직원에게 알게 할 것이다.	1	2	3	4	5
I will talk to the manager to complain about the situation. 나는 이 불편상황이나아지도록 레스토랑 매니저에게 알릴 것이다.	1	2	3	4	5
I will express my feelings of displeasure to the service staffs without reservation. 나는 서비스직원에게 망설임없이 나의 불쾌감정을 표현할 것이다.	1	2	3	4	5
After the service at this restaurant, I will ask someone I trust to go with me to make complaint. 레스토랑의 이와 같은 서비스후에, 나는 내가 신뢰하는 지인에게 이 기분전환을 해결하기 위해, 같이 레스토랑에 가보라고 부탁할 것이다.	1	2	3	4	5
After the service at this restaurant, I will talk to people who know more about restaurant services than I do. 레스토랑의 이와 같은 서비스 후에, 나는 나보다 레스토랑비지니스를 잘 아는 지인에게 내가 겪은 일을 말할 것이다.	1	2	3	4	5
I want the service staff to offer me a better solution, but I will not fight for it. 나는 서비스 직원이 개선된 서비스를 제안하도록 원하지만, 이 점에 대해 싸우지는 않을 것이다.	1	2	3	4	5

I will tell myself the next time something like this happens again, I will know what to do. 다음에 레스토랑에서 이와 같은 불편상황에 처한다면, 나는 어떻게 대처할 지 안다.	1	2	3	4	5
I will tell myself the hassle in this ordeal is a small price to pay for a lesson learnt. 나는 내가 겪은 이 상황을 작은 비용을 들이고 큰 교훈 얻었다고 받아들일 것이다.	1	2	3	4	5
I will try not to show the service staff how I really feel. 나는 내가 진정으로 느낀 이 감정을 서비스직원들에게 표현하지는 않을 것이다.	1	2	3	4	5
I will try to hold back my feelings. 나는 내 감정을 자제하고 불편상황에 대해 컴플레인 안 할 것이다.	1	2	3	4	5
<p><b>IV. The following statements are about your satisfaction in the circumstance of this restaurant.</b> Please click the number for each statement that best indicate your opinion. 이와 같은 상황을 고려하여, 당신이 느끼는 즐겨찾는 레스토랑에 대한 만족도에 맞는 문항을 표기하여 주십시오.</p>					
	매우 불만족	불만족 함	만족도 불만족 도 아님	만족함	매우 만족함
I am satisfied with the services provided. 나는 제공받은 서비스에 만족한다.	1	2	3	4	5
This restaurant is a good restaurant to do patronize. 이 레스토랑은 즐겨가기에 좋은 식당이다.	1	2	3	4	5
The service of this restaurant meets my expectations. 이 레스토랑의 서비스는 나의 기대에 충족된다.	1	2	3	4	5
Overall, I am satisfied with this restaurant's service. 전반적으로 나는 이 레스토랑의 서비스에 만족한다.	1	2	3	4	5



**V. The following statements are about your general information.** Please click the number for each statement that best indicate your opinion.

How often do you go to the restaurant?	1) 1 or less 1 time a week, 2) 2 -3 times a week, 3) 4-5 times a week, 4) 6-7 times a week, 5) more than 8 times a week
What is your average guest check when you dine in your favorite restaurant? 보통 레스토랑에서 얼마를 지불 하는가?	1) Less than \$10 10000 원미만 2) \$10.01 - \$19.99 10000-20000 원 3) \$20.00 -\$29.99 20000-30000 원 4) \$30.00- \$39.00 30000-40000 원 5) Above \$40.00 40000 원이상
What is your gender?	1) Male 2) Female
How can you describe your ethnicity?	1) African American 2) Asian & pacific Islander 3) Caucasian 4) Hispanic 5) Other, please specify [ ]
What is your nationality from?	1) The North America 2) The South America 3) Asia 4) Africa 5) Europe 6) Pacific Island and Oceania
What is your highest level of education?	7) High school 8) 2 or 4-year college 9) Graduate school
What is your age group?	1) 18-24 2) 25-34 3) 35-44 4) 45-54 5) 55-64 6) 65 or above
<b>10,000(won) Book Gift Card(도서상품권)</b> 당첨을 위하여?? Yes? Wish you can be randomly chosen for one of 20 recipients ~~	Please go to the next page!

**Could you please leave your email address for drawing 10,000(won) Book Gift Card? 1 만원권**  
도서상품권을 받으실 추첨에 응모하시기를  
원하시면, 이메일 주소를 남겨주세요~!!

**Wish you can be randomly chosen for one of 20 recipients ~~**

C. Approval Document for Survey Instruments from

Institutional Review Board of Oklahoma State University

Oklahoma State University Institutional Review Board

Date: Wednesday, March 06, 2013  
IRB Application No: HE1316  
Proposal Title: Emotional Intelligence, Service Failure, Customers' Coping Ways in Hospitality Industry  
Reviewed and Processed as: Exempt  
Status Recommended by Reviewer(s): Approved Protocol Expires: 31512014  
Principal Investigator(s)  
Hyeoung Park Jerrold K. Leong  
2903 N Perkins Re: Apt 0203 210 HES  
Stillwater, OK 74075 Stillwater, OK 74078

The IRB application referenced above has been approved. It is the judgment of the reviewers that the rights and welfare of individuals who may be asked to participate in this study will be respected, and that the research will be conducted in a manner consistent with the IRB requirements as outlined in section 45 CFR 46.

The final versions of any printed recruitment, consent and assent documents bearing the IRB approval stamp are attached to this letter. These are the versions that must be used during the study.

As Principal Investigator, it is your responsibility to do the following:

1. Conduct this study exactly as it has been approved. Any modifications to the research protocol must be submitted with the appropriate signatures for IRB approval. Protocol modifications requiring approval may include changes to the title, PI advisor, funding status or sponsor, subject population, composition or size, recruitment, inclusion/exclusion criteria, research site, re-search procedure, and consent/assent process or forms.
2. Submit a request for continuation if the study extends beyond the approval period of one calendar year. This continuation must receive IRB review and approval before the research can continue.
3. Report any adverse events to the IRB Chair promptly. Adverse events are those which are unanticipated and impact the subjects during the course of this research; and
4. Notify the IRB office in writing when your research project is complete.

Please note that approved protocols are subject to monitoring by the IRB and that the IRB office has the authority to inspect research records associated with this protocol at any time. If you have questions about the IRB procedure or need any assistance from the Board, please contact Dawnne Watkins 219 Cordell NO<h (phone: 405-744-5700, dawnne.watkins@okstate.edu).

Sincerely,

 fA.../...  
Shelia Kenrierson, Chair  
Institutional Review Board

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Oklahoma State University Institutional Review Board

Date: Wednesday, March 06, 2013  
IRB Application No: HE-13-18  
Proposal Title: Emotional Intelligence, Service Failure, Customers' Coping Ways in Hospitality Industry

Reviewed and Processed as: Exempt

Approval Status: Provisionally Approved

Principal Investigator(s):

Hyeyoung Park                      Jerrald Leong  
2903 N Perkins Rd                  210 HES  
Stillwater, OK 74074               Stillwater, OK 74076

The research procedures of the IRB application referenced above have been reviewed by the IRB and are provisionally approved pending receipt of documentation of approval from the Korean universities, and recruitment statements to each instructor at the Korean universities. If no IRB, then approval must be obtained from superintendent and principal(s).

Once this documentation is received, full approval will be granted and a letter sent to the PI(s). No research activities involving human subjects can begin prior to receipt of final approval.

Sincerely,



Sheila Kennison, Chair, Institutional Review Board

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Recruitment for Survey

"My name is Hycyoung (Helen) Park and I am currently working on my research at Oklahoma State University in Stillwater, OK. I am conducting my dissertation on the Emotional Intelligence, Service Failure, Customers' Coping Ways in Hospitality Industry. I am asking for your consideration to participate in a brief online survey which should take no longer than 10-20 minutes of your time. Could you please allow your time to complete this survey for my research project? If you have any question regarding this survey, please feel free to let me have your question."

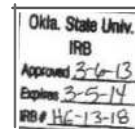
Through a random drawing, twenty participants will receive \$20 Panera Gift Card or \$20 TGI Fridays Gift Card at the end of the data collection period. The drawing will take place on March 30, 2013. If you would like to enter, a separate page will be provided at the end of the survey for your email address. Your personal information will not be associated with your survey responses. Should you be selected, you will be contacted via email on how to claim your \$20 Panera Gift Card or \$20 TGI Fridays Gift Card. Participants must be at least 18 years of age to participate in the survey.

Please click the link

[https://us.galtrics.com/SE/?SP=SY\\_9o\(yzMViiYd52cZ&PrevL\('w::Sutvev&BrandtQ::o\\_suted>es](https://us.galtrics.com/SE/?SP=SY_9o(yzMViiYd52cZ&PrevL('w::Sutvev&BrandtQ::o_suted>es)

Thank you so much for your cooperation.

Hycyoung (Helen) Park  
PhD Candidate  
School of Hotel and Restaurant Administration  
Human Science, Oklahoma State University  
Stillwater, OK 74078



Request to complete a survey for a research in Hotel and Restaurant Administration

Hello. I would like to kindly remind you to allow your time for doing survey on my research that I sent out about 2 weeks ago. My name is Hyeoung (Helen) Park, and I am currently working on my research at Oklahoma State University in Stillwater, OK. I am conducting my dissertation on the Emotional Intelligence, Service Failure, Customers' Coping (Ways in Hospitality Industry). I am asking for your consideration to participate in a brief online survey which should take no longer than 10-20 minutes of your time.

The survey is not designed to sell you anything, nor solicit money from you in any way. You will not be contacted at a later date for any sales or solicitations. Participation is voluntary and anonymous and all responses will be held confidential. You may not have to answer all of the questions and you may quit at any time. The data will be used only for statistical analysis and recorded in a manner that you cannot be identified.

Through a random drawing, twenty participants will receive \$20 Panera Oil Card or \$20 TGI Fridays Gift Card at the end of the data collection period. The drawing will take place on March 30, 2013. If you would like to enter, space will be provided at the end of the survey your email. Your personal information will not be associated with your survey responses. Should you be selected, you will be contacted via email on how to claim your 20 Panera Gift Card. Participants must be at least 18 years of age to participate in the survey.

Please click the link below to participate.

If you have any questions about this study, you may contact either Dr. Jerrold K. Leong at Jerrold.leong@okstate.edu or Helen Hyeoung Park at hy.park@okstate.edu.

For questions about your rights as subject, contact the Oklahoma State University Institutional Review Board for the Protection of Human Subjects, University Research Compliance, Oklahoma State University, 219 Cordell North, Stillwater, Oklahoma 74078, 405-744-3377 or irb@okstate.edu.

Link [https://ljs.qualtrics.com/SE/?SID=SV\\_9oCulMViiYd52CZ&Preview=1](https://ljs.qualtrics.com/SE/?SID=SV_9oCulMViiYd52CZ&Preview=1)

[https://ljs.qualtrics.com/SE/?SID=SV\\_9oCulMViiYd52CZ&Preview=1](https://ljs.qualtrics.com/SE/?SID=SV_9oCulMViiYd52CZ&Preview=1)

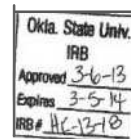
Thank you so much again for helping with this research.

Hyeoung (Helen) Park  
Ph.D. Candidate in  
School of Hotel and Restaurant Administration  
Human Science, Oklahoma State University  
Stillwater, OK 74078



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PARTICIPANT INFORMATION  
OKLAHOMA STATE UNIVERSITY



Title: Emotional Intelligence, Service Failure, Customers' Coping Ways in Hospitality Industry

Park, Hyeoung (Heleo), PhD Candidate, and Dr. Jerrold K. Leong, Associate Professor, Hotel & Restaurant Administration, Oklahoma State University

The purpose of my dissertation is to examine the relationships among the construct of Emotional Intelligence, Service Failure, Customers' Coping Ways and Repurchase Intentions in Hospitality Industry when customers patronize their favorite restaurants in hotel and restaurant industry. You must be 18 years or older to participate.

This research study is administered online. Participation in this research will involve completion of the questionnaire. The questionnaire will ask for your thoughts on brand identification about your favorite restaurants, and what would bring you to consider whether or not to switch your favorite restaurants to other ones, then your repurchase intentions for going to your favorite restaurants.

You must complete each question before moving on to the next, or you may skip any questions that you do not wish to answer. You will be expected to complete the questionnaire once. It should take you about 10-20 minutes to complete.

There are no risks associated with this project which are expected to be greater than those ordinarily encountered in daily life.

You may gain an appreciation and understanding of how research is conducted. The knowledge on this research project will contribute significantly to build the mechanism to inter-relationship effects among customer brand identification, switching behaviors and repurchase behaviors. In addition, if you complete this survey instrument, you will contribute to the theories in customer behaviorism.

You would have a probability 10% to be one of the twenty recipients to receive \$20 Panera Gift Card or \$20 TGI Fridays Gift Card through a random drawing at the end of the data collection period. The drawing will take place on March 30, 2013.

Your participation in this research is voluntary. There is no penalty for refusal to participate, and you are free to withdraw your consent and participation in this project at any time, without penalty.

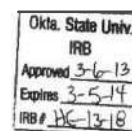
All information about you will be kept confidential and will not be released. Questionnaires and record forms will have identification numbers, rather than names, on them and then, research records will be stored securely and only the researchers and individuals responsible for research oversight will have access to the records. For the random drawing for the gift card, the last page which the email address is provided will be immediately discarded right after the random

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drawing for the **IRB** card when I receive the responses from the electronic survey questionnaire from the online survey system. The electronic data will be stored in computers at OSU system and my laptop computer as well. And survey data will be protected securely until this research is published as a journal article. They will be protected by me for another 3 years, and then, the survey data will be discarded.

You may contact any of the researchers at the following addresses and phone numbers, should you desire to discuss your participation in the study and/or request information about the results of the study: I-lyoung (Helen), Park, PhD Candidate, [hy.park@okstate.edu](mailto:hy.park@okstate.edu), or Dr. Jerrold K., Leong, Ph.D., 210HSW, School of Hotel & Restaurant Administration, Oklahoma State University, Stillwater, OK 74078-405 -744-6712. If you have questions about your rights as a research volunteer, you may contact Dr. Shelia Kennison, IRB Chair, 219 Cordell North, Stillwater, OK 74078, 405-744-3377 or [irb@okstate.edu](mailto:irb@okstate.edu)

Please, click NEXT if you choose to participate. By clicking NEXT, you are indicating that you freely and voluntarily agree to participate in this study and you also acknowledge that you are at least 18 years of age.





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Recruitment for Survey

My name is Hycyoung (Helen) Park and I am currently working on my research at Oklahoma State University in Stillwater, OK. I am conducting my dissertation on the Emotional Intelligence, Service Failure, Customers' Coping Ways in Hospitality industry. I am asking for your consideration to participate in a brief online survey which should take no longer than 10-20 minutes of your time. Could you please allow your time to complete this survey for my research project? If you have any question regarding this survey, please feel free to let me have your question.

In a random drawing, twenty participants will receive \$20 Panera Gift Card or \$20 TGI Fridays Gift Card at the end of the data collection period. The drawing will take place on March 30, 2013. If you would like to enter, a separate page will be provided at the end of the survey for your email address. Your personal information will not be associated with your survey responses. Should you be selected, you will be contacted via email on how to claim your \$20 Panera Gift Card or \$20 TGI Fridays Gift Card. Participants must be at least 18 years of age to participate in the survey.

Thank you so much for your cooperation.

Hycyoung (Helen) Park  
PhD Candidate,  
School of Hotel and Restaurant Administration  
Human Science, Oklahoma State University  
Stillwater, OK 74078

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Oklahoma State University Institutional Review Board

Date: Friday, March 08, 2013 Protocol Expires: 3/15/2014

IRB Application No: HE 1318

Proposal Title: Emotional Intelligence, Service Failure, Customers' Coping Ways in Hospitality Industry

Reviewed and  
Processed as: Exempt  
Modification

Status Recommended by Reviewer(s) Approved

Principal  
Investigator(S):

Hyeyoung Park  
2903 N Perkins Rd Apt 0203  
Stillwater, OK 74075

Jerrold K. Leong  
210 HES  
Stillwater, OK 74078

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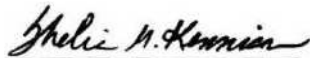
The requested modification to this IRB protocol has been approved. Please note that the original expiration date of the protocol has not changed. The IRB office MUST be notified in writing when a project is complete. All approved projects are subject to monitoring by the IRB.

The final versions of any printed recruitment, consent and assent documents bearing the IRB approval stamp are attached to this letter. These are the versions that must be used during the study.

The reviewer(s) had these comments:

Removing data collection from universities in South Korea. Adding recruitment via ISS. Also adding snowball data collection method.

Signature :



Sheila Kennison, Chair, Institutional Review Board

Friday, March 08, 2013  
Date

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Oklahoma State University Institutional Review Board

Date: Tuesday, April 02, 2013 Protocol Expires: 3/15/2014  
IRB Application No: HE1318  
Proposal Title: Emotion Intelligence, Service Failure Customers' Coping With Service, Hospitality Industry  
Reviewed and Processed as: **Exempt Modification**  
Status Recommended by Reviewer(s): **Approved**  
Principal Investigator(a):  
Jheyoun Park Jerrold K. Leong  
2903 N Perkins Rd Apt 0203 210 HES  
Stillwater, OK 74075 Stillwater, OK 74078

This requested modification to this IRB protocol has been approved. Please note that the original expiration date of the protocol has not changed. The IRB office MUST be notified in writing when a project is complete. All approved projects are subject to monitoring by the IRB.

TM. Inventions of any kind require consent and assent of the IRB before publication. These are the versions that must be used during the study.

The reviewer(s) had these comments:

Change to add title use of email list purchased from The Center of Hospitality and Tourism Research.

Signature:



Sheila Kennisoo-Cha, Institutional Review Board

Tuesday, April 02, 2013  
Date

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Oklahoma State University Institutional Review Board

Date: Tuesday, April 30, 2013 Protocol Expires: 3/5/2014  
IRB Application No: HE1318  
Proposal Title: Emotional Intelligence, Service Failure, Customers' Coping Ways in Hospitality Industry

Reviewed and Processed as: Exempt  
Modification

Status Recommended by Reviewer(s) Approved

Principal Investigator(s):

Hyeyoung Park Jerrold K. Leong  
2903 N Perkins Rd Apt D203 210 HES  
Stillwater, OK 74075 Stillwater, OK 74078

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The requested modification to this IRB protocol has been approved. Please note that the original expiration date of the protocol has not changed. The IRB office MUST be notified in writing when a project is complete. All approved projects are subject to monitoring by the IRB.

The final versions of any printed recruitment, consent and assent documents bearing the IRB approval stamp are attached to this letter. These are the versions that must be used during the study

The reviewer(s) had these comments:

Change to add the use of Korean language survey and consent documents

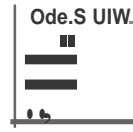
Signature:



Shelia Kennison, Chair, Institutional Review Board

Tuesday April 30, 2013  
Date

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Participation Information: Oklahoma State University

Title f>n>Kt: Emotiona.lIntel.S..VlceFa . and Customers' CopingWays in Hospitality Industry

Requut to completa a survey foro rHoan:h In Hotel and Restauram Admnlotroton

JUH!:.!UIOIH!H!?!? !!:XJ Rfi

Hello, my name os Hyeyoung (Helen) Park and I em curreny wor<ing on my research at Oklahoma Slato University In Sullwaler.OK. Iam conduclngmy dluertabon on111<1i.:!l:!!H/ &2:0flJd '91 ± l.Xll/ JJ<;>, :l:!!l!! M ■ !:!!A018! 2 12!> . EmotlomiIntelligence,Service Failure, and Customor!0 Coping Way\* in Hospitality Industry I am asking for your consideration to participate in a bne'dline survey whiCh should take no longer !loan8-15 minutes of your time.

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Quesuonnares and record fonnsho have identifiCation numbers. rather than names, on them and then, research records will be stored securely and only the researchers and individuals responsible for research oversight wi\* have access to the records. For the random drawing for the gift card, the last page will to the email address ls provided wil be immedi31ely discarded right after the random d\*awing for the gift card when I recO've the responses from the electronic survey ques6onnaoro from !lot onhne survey system The electronic data wiA be slofed In computers at OSU system and my l<!>DP computer as well. And SUO/ey data ...u be protected securely \.l!l!hos research is pushed as a journalerflcle They wi\* be protected by me for another 3 yoatl and then, the survey data will be discarded.

JJ - XJE :!!' !ii Jllle!O188 !iiJJ31eUQ @e JIIS!' !!!!!Oiq!!!!:!!S! 'i!! :QI!!OIEH2JillttUCl £Al \$9 111 Vie :!:"111iiYOl A!8il01 A!!!lo!OJJg010121 ± M li2!Cll d Al aJl:!!leUQ @Z/!!2E \*8!lO!E!l: 28c!! \$:01 iit!!!!!!2t. !A!gQJ!!!!18 UUU!!!: e!.:>A)g Jllli!!! E1012! aJl st!t!!!!!!e!?' e!2:!! !!!!! QHlllll3V!lS!t!!!! QJl Jii OUIIUQ

Through a random draw.ng. lofty part!Cipants wI rocelvo t0(00)(Won) Book Gilt Cardat the end of the data oollectoonpend Thedrawmg will take place on May 15. 20t3. 1fyou would toke to enter, space Will be provided ltttoe end of the survey yo.- emad. YOU< personalnforTnation will noc be assooated with your survey responses Should you be selected, you will be contacted via tml!t on how to claim your tO.OO(Won) Book Gofl Card Participants must be at least 18 years of age to partleplate in the survey.

If@!.M I!i!!i CiOIEI\* Oii'i!':@ .lil'i' ;;; 3a!0140!!!!!! \$10. . 10.OOOWon!!e <2j O!tI l.IO. 01 jlii:<tOO t! 'i'<S! @ 20t3! !5il15011 OIT'OI!!OHll, ll: Al OIXllll llllO! XlOO OICJ:OI lit 'UP;.OOIW {:-10U JI\11oll'Al! SUU 1!21, Olati!OI 'i!ltf! ljoII !IEICJ. 010181.6 8101 J<l I!i!!tQ,OOO(Won)2Ji !lie i9fol&i Soil:!!leUCJ al ot J.le 1 8011-100101 t!UCI.

You may contactary of the researchers at the follow.ng addreues and phone numl:>e<S. Should you d""re to dfocuu your pooticipation wo the study an<lor rogo, outInlormo about the results of the slUdy Hyeyoung (\*!en). Parle. PhD candidate. hy part<olc@stt.edu. or Dr .!mold K., Leong. Ph D. 210HSW. School of Hotel & Restil. nnt A.(mwois!rad On Olaalloma SWE U.-soty. Sll r.o Cl. OK 74078.405 -7 <-6712. If you No'e questions about your ngttts as a reseattn V<lllnteer you may contact Dr Sheb K. ennl\$on.tR8Cha2t9 CctOct

North, Stillwater, OK 74078, 405-744-3377 or orb@okstate.edu

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Please click NEXT / you consent to participate in this study. By clicking NEXT, you are indicating that you are free and voluntarily agree to participate in this study. **also** you must be at least 18 years of age.

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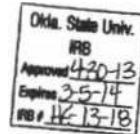
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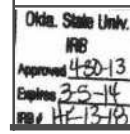
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Thank you so much again for helping with "research."

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Hyeyoung (Helen) Park, PhD candidate and PI,  
And,  
Or. Jerrold Kim Leong, Advisee and the Co-PI,  
Associate Professor in  
School of Hotel and Restaurant Administration  
Human Science, Oklahoma State University  
Stillwater, OK 74078





Participate on Information: Oklahoma State University

TIU Project: Emotional Intelligence, Service Failure, and Customers' Coping Ways In Hospitality Industry

Request to complete a survey for a research on Hotel and Restaurant Administration  
H11211 !Ht! !!!>!! XI IS!t!H!

Hello, my name is Hyeyoung (Helen) Park and I am currently working on my research at Oklahoma State University in Stillwater, OK. I am conducting my dissertation on the Effectiveness of Emotional Intelligence, Service Failure, and Customers' Coping Ways in Hospitality Industry. I am asking for your consideration to participate in a brief online survey which should take no longer than 8-15 minutes of your time.

The survey is not designed to sell you anything, nor to solicit money from you in any way. You will not be contradicted at a later date for any sales or solicitations. Participation is voluntary and all responses will be kept confidential. You may not have to answer all of the questions and you may quit any time. The data will be used only for statistical analysis and recorded in a manner that you cannot be identified.


Questionnaires and record forms will have identification numbers, rather than names on them and I, Helen, research records will be stored securely and only the researchers and individuals responsible for research oversight will have access to the records. For the random drawing for the gift card, the last page which the email address is provided will be immediately discarded right after the random drawing for the gift card. When I receive the responses from the electronic survey questionnaire from the online survey system, the electronic data will be stored on computers at OSU system and my laptop computer as well. And survey data will be protected securely until this research is published as a journal article. They will be protected by me for another 3 years, and then the survey data will be discarded.

Through a random drawing, forty participants will receive 10,000 (Won) Book Gift Card at the end of the data collection period. The drawing will take place on May 15, 2013. If you would like to enter, space will be provided at the end of the survey your email. Your personal information will not be associated with your survey responses. Should you be selected, you will be contacted via email on how to claim your 10,000 (Won) Book Gift Card. Participants must be at least 18 years of age to participate in the survey.

You may contact any of the researchers at the following addresses and phone numbers, should you desire to discuss your participation in the study and/or request information about the results of the study: Hyeyoung (Helen) Park, PhD Candidate, hy.park@okstate.edu, or Dr. Jerrold K. Leong, Ph.D., 210 HSW, School of Hotel & Restaurant Administration, Oklahoma State University-Stillwater, OK 74078, 405-744-6712. If you have questions about your rights as a research volunteer, you may contact Dr. Sheha Kennison, IRB Chair, 219 Cordell

North, Stillwater, OK 74078. 405-744-3377 or rb@okstate.edu

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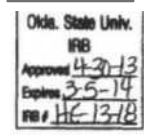
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Thank you so much again for hetpong with this reseateel,

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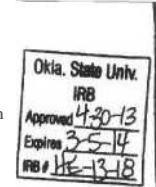
Hyeyoung(Helell) Pa<k, PhD Candidate and PI And,  
Or Jerrdd Kim Leong, AdYsor and the Ca.Pt, ASsoiate Professor in  
School of Hotel and Restaurant Adm'nlatraton  
Human Science, Oklahoma State Unlvrnily  
Stillwater, 01< 74078





Request to complete a survey for a research in Hotel and Restaurant Administration

호텔레스토랑에 관한 연구설문지 작성요청



Hello, my name is Hyeyoung (Helen) Park and I am currently working on my research at Oklahoma State University in Stillwater, OK. I am conducting my dissertation on the topic of Emotional Intelligence, Service Failure, and Customers' Coping Ways in Hospitality Industry- I am asking for your consideration to participate in a brief online survey which should take no longer than 8-15 minutes of your time.

The survey is not designed to sell you anything, nor solicit money from you in any way. You will not be contracted at a later date for any sales or solicitations. Participation is voluntary and anonymous and all responses will be kept confidential. You may not have to answer all of the questions and you may quit at any time. The data will be used only for statistical analysis and recorded in a manner that you cannot be identified.

Questionnaires and record forms will have identification numbers, rather than names, on them and then, research records will be stored securely and only the researchers and individuals responsible for research oversight will have access to the records. For the random drawing for the gift card, the last page which the email address is provided will be immediately discarded right after the random drawing for the gift card when I receive the responses from the electronic survey questionnaire from the online survey system. The electronic data will be stored in computers at OSU system and my laptop computer as well. And survey data will be protected securely until this research is published as a journal article. They will be protected by me for another 3 years and then, the survey data will be discarded.

Through a random drawing, fifty participants will receive 10,000 (Won) Book Gift Card at the end of the data collection period. The drawing will take place on May 15, 2013. If you would like to enter, space will be provided at the end of the survey your email. Your personal information will not be associated with your

survey responses. Should you be selected, you will be contacted via email on how to claim your 10,000(Won) Book Gift Card. Participants must be at least 18 years of age to participate in the survey.

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You may contact any of the researcher.; ut the following addrcs;cs and phone nwnhers, should you desire to discuss your participation in the study and/or request information about the results of the study: Hyeyoung (Helen), Park, PhD Candidate, [hy.ook@okstate.edu](mailto:hy.ook@okstate.edu), or Dr. Jerrold K. Leong, Ph.D., 2101SW, School of Hotel & Restaurant Administration, Oklahoma State University, Stillwater, OK 74078, 405-744-6712. If you have questions about your rights as a research volunteer, you may contact Dr. Shelia Kennison, IRB Chair, 219 Cordell North, Stillwater, OK 74078, 405-744-3377 or [jrb@okstate.edu](mailto:jrb@okstate.edu)

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[hy.park@okstate.edu](mailto:hy.park@okstate.edu) 0l:l' i:lill ;:.. eL.lct.t.lj@ ;J.t.£"1. 5! O 1 i!llfOI .21t21 ot  
t'l'l, Cl'l'2!-i'¥ Pit!. U you have questions about your rights as a research volunteer, you may contact Or. Shelia Kennison, IRB Chair, 219 Cordell North, Stillwater, OK 74078, 405 744-3377 or [jrb@okstate.edu](mailto:jrb@okstate.edu).

Please click NEXT if you choose to participate. By clicking NEXT, you are indicating that you freely and voluntarily and agree to participate in this study and you also acknowledge that you are at least 18 years of age.

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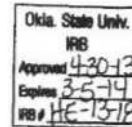
Please copy the link and paste it in a new window to participate!!!

[https://okstate.edu/qualtrics.com/SEI?SID=SY\\_beE6bmHrZHaJPUx](https://okstate.edu/qualtrics.com/SEI?SID=SY_beE6bmHrZHaJPUx)

Thank you so much again for helping with the research.

본 연구에 협조하여 주셔서 대단히 감사드립니다.

Hyeyoung(Helen) Park, PhD Candidate and PI,  
And,  
Dr. Jerrold Kim Leong, Advisor and the Co-PI,  
Associate Professor in  
School of Hotel and Restaurant Administration  
Human Science, Oklahoma State University  
Stillwater, OK 74078



VITA HYEYOUNG (HELEN)

PARK

Candidate for the Degree of  
Doctor of Philosophy

Thesis: DETERMINANTS ON MECHANISM OF EMOTIONAL MARKETING:  
EMOTIONAL INTELLIGENCE, PERCEPTION OF EMOTIONAL LABOR'  
ACTION, EFFICACY, AND CUSTOMER' COPING STRATEGY ON  
CUSTOMER SATISFACTION

Major Field: Hospitality Administration

Biographical:

Education:

Completed the requirements for the Doctor of Philosophy in Hospitality  
Administration at Oklahoma State University, Stillwater, Oklahoma, USA,  
in July, 2013

Completed the requirements for the Master of Science in Economics,  
at Oklahoma State University, Stillwater, Oklahoma, USA in May, 2013

Completed the requirements for the Master of Arts in Tourism Science,  
School of Tourism Science, at Hanyang University, Korea in February, 1997

Completed the requirements for the Bachelor of Arts in Language and Cultures  
at Hanyang University, Korea in February, 1993

Experience:

Research Assistant at Oklahoma State University, Stillwater, Oklahoma, USA  
Ad Hoc Reviewers, Graduate Education and Graduate Student Research Conference in  
Hospitality and Tourism, USA and International Council on Hotel,  
Restaurant and Institutional Education Conference (ICHRIE), USA  
Adjunct Faculty at Far East University and Kyung-Dong University, Korea  
Lecturers at Hanyang University, Kyunghee University, and  
Gachon University, Korea  
Teaching Assistant, Research Assistant, and Administration Assistant  
at Hanyang University, Korea  
Assistant Manager at Restaurant, *Tony Romas'*, SunAtFood Co., Korea  
Cook at Restaurant, *Marche*, Amoje Co., Korea

Professional Memberships:

The International Council on Hotel, Restaurant and Institutional Education  
(ICHRIE), USA  
Korea American Tourism, Hospitality and Educator Association,  
(KATHEA), USA  
Tourism Sciences Society of Korea (TOSOK), Korea