

## LEVEL OF ORGANIZATIONAL ROLE STRESS AND EMOTIONAL INTELLIGENCE AMONG MALE AND FEMALE HOTEL MANAGERS

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Dr. Aarti Chopra\*

### ABSTRACT

*Running a hotel is demanding and varied work and hotel managers oversee all aspects of managing a hotel from housekeeping and general maintenance to budget management and marketing. The manager of an international hotel in a large city may work differently from the manager of a small seaside hotel. The objective of the present research work is to assess the level of Organizational Role Stress and Emotional Intelligence among male and female hotel managers. The sample of 200 hotel managers was selected from the various 5- star hotels of Rajasthan on the availability basis. The sampling technique used was purposive sampling and the sample was randomly selected as per the inclusion criteria. Two tests namely Organizational Role Stress and Emotional Intelligence Scale were administered on the male and the female managers. The scoring of the tests was done according to the manual. Results and interpretations were carried out according to the data obtained after statistical analysis. It was found that that in some of the dimensions of organizational stress female hotel managers were found to have significantly more organizational role stress as compared to male hotel managers. In emotional intelligence and its dimensions, it was found that in certain aspects of emotional intelligence, female hotel managers were found to be high whereas in certain dimensions' male hotel managers were on the higher side, but the total scores indicated that female hotel managers were more emotionally intelligent as compared to male hotel managers though not on a significant level. It may be concluded from the findings that female hotel managers of the 5-star hotels of Rajasthan were found to have high levels of organizational role stress as well as emotional intelligence as compared to the male hotel managers of the 5- star hotels of Rajasthan.*

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**Keywords:** *Male & Female Hotel Managers, Organizational Role Stress, Emotional Intelligence.*

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### Introduction

A hotel is an establishment that provides paid lodging on a short-term basis. The provision of basic accommodation, in times past, consisting only of a room with a bed, a cupboard, a small table and a washstand has largely been replaced by rooms with modern facilities, including en-suite bathrooms and air conditioning or climate control. Additional common features found in hotel rooms are a telephone, an alarm clock, a television, a safe, a mini-bar with snack foods and drinks, and facilities for making tea and coffee. Luxury features include bathrobes and slippers, a pillow menu, twin-sink vanities and Jacuzzi bathtubs. Larger hotels may provide additional guest facilities such as a swimming pool, fitness center, business center, childcare, conference facilities and social function services.

Running a hotel is challenging and tricky work and hotel managers have to keep a watch over all aspects of managing a hotel from housekeeping and general maintenance to budget management and marketing. The manager of an international hotel in a large city may work differently from the manager of a small boutique hotel. But whatever kind of establishment it is, the manager will be responsible for making it successful. This means making sure that the standard of service is what the guests expect and that relevant laws and business procedures are followed (Rigopoulou et al., 2011).

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\* Principal, Bhavan's College of Communication and Management, Jaipur, Rajasthan, India.

Five star hotels have managers who are responsible for each department and report to the general manager. As a hotel manager, they are required to set annual budget, analyze financial information and statistics, set business targets and marketing strategies, manage staff members, organize building maintenance, deal with customer complaint and comments, make sure that hotel follows regulations such as licensing laws, secure corporate bookings for entertainment and conference facilities. The concept of organizational role stress and research on organizational role stress has reached the pinnacle of popularity during the past few years. In the present epoch, World Psychological Investigators are becoming more concerned about the study of man's reactions to intense psychological organizational role stress. Available literature and researches provide evidence for the consistent increase in the frequency and severity of organizational role stress and its consequences in every walk of life in modern societies (Arnetz et al., 2011).

Typical triggers of work related stress include:

- Insufficient training and opportunities
- Poor work life balance
- Lack of control over work
- Excessive pressures of time
- Confusion about duties
- Lack of variety and interest
- Organizational confusion, restructuring, changes in the job

The term emotional intelligence has been regarded as an important indicator of organizational effectiveness. Also this term is increasingly used to apprise the human resources of any organization (Smith et al., 2012).

Emotional intelligence is the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately and to use emotional information to guide thinking and behaviour. The term was first formally defined in 1990 by Salovey and Mayer who later specified four groups of competencies that it encompasses:

- The ability to perceive, appraise and express emotions accurately.
- The ability of access and evoke emotions when they facilitate cognition.
- The ability to comprehend emotional messages and to make use of emotional information; and
- The ability to regulate one's own emotions to promote growth and well-being (Zhang, 2011).

Gender too has different manifestation of organizational role stress on different individuals. Hingar & Parmar (1996) found that Indian female managers experience more of the anticipatory stressors as they have a full time job waiting at home after a full day at the office. Working women have to balance their dual responsibilities for the family and work and hence they are more likely to experience greater inter role conflict and hence reduced emotional stability. (Ngo & Lau, 1998; Duxbury & Higgins, 2001; Chapman, 2002).

### **Methodology**

#### **Objectives**

The objective of the present research work is to assess the level of Organizational Role Stress and Emotional Intelligence among male and female hotel managers.

#### **Hypothesis**

There will be a significant difference between the level of Organizational Role Stress and Emotional Intelligence among male and female hotel managers.

#### **Variables**

- Hotel Managers
- Organizational Role Stress
  - Inter Role Distance (IRD)
  - Role Stagnation (RS)
  - Role Expectation Conflict (REC)
  - Role Erosion (RE)
  - Role Overload (RO)
  - Role Isolation (RIS)

- Personal Inadequacy (PI)
- Self Role Distance (SRD)
- Role Ambiguity (RA)
- Resource Inadequacy (RI)
- Total Role Stress [ORS(T)]
- Emotional Intelligence
  - Self Awareness (SA)
  - Emotional Stability (ES)
  - Self Motivation (SM)
  - Empathy (E)
  - Managing Relationships (MR)
  - Integrity (I)
  - Self Development (SD)
  - Value Orientation (VO)
  - Commitment (C)
  - Altruistic Behaviour (AB)

#### **Operational Definition of the Variables**

##### • **Role Stress**

Role stress is the adverse reaction people have, to excessive pressure or other types of demand placed on them. The extent of role stress of employees has been judged on ten different role dimensions. A brief description of the dimensions is as follows:

- **Inter Role Distance:** Conflict of one's value and one's own ideologies with the requirements of the organizational role.
- **Role Stagnation:** Few opportunities for learning and growth in the role.
- **Role Expectation Conflict:** Conflicting demands made on the role by different persons in the organization.
- **Role Erosion:** A feeling that a particular function has been performed by others which the role occupant himself wanted to perform, or a feeling that the work given to him is not of a challenging nature.
- **Role Overload:** A feeling that too much is expected from the role than what the occupant can cope with.
- **Role Isolation:** Lack of linkage of one's role with other roles in the organization.
- **Personal Inadequacy:** Lack of knowledge, skills or inadequacy preparation in a particular role.
- **Self Role Distance:** Conflict of one's value and one's own ideologies with the requirements of the organizational role.
- **Role Ambiguity:** Lack of clarity about expectations of others from the role.
- **Role Inadequacy:** Non-availability of resources of effective role performance.

##### • **Emotional Intelligence**

Emotional Intelligence is the ability to monitor one's own and other's feelings and emotions to discriminate among them, and to use this information to guide one's thinking and actions. It involves the perception, assimilation, understanding and management of emotions. Emotional Intelligence has been calculated on the basis of ten different factors. Their brief description is as follows:

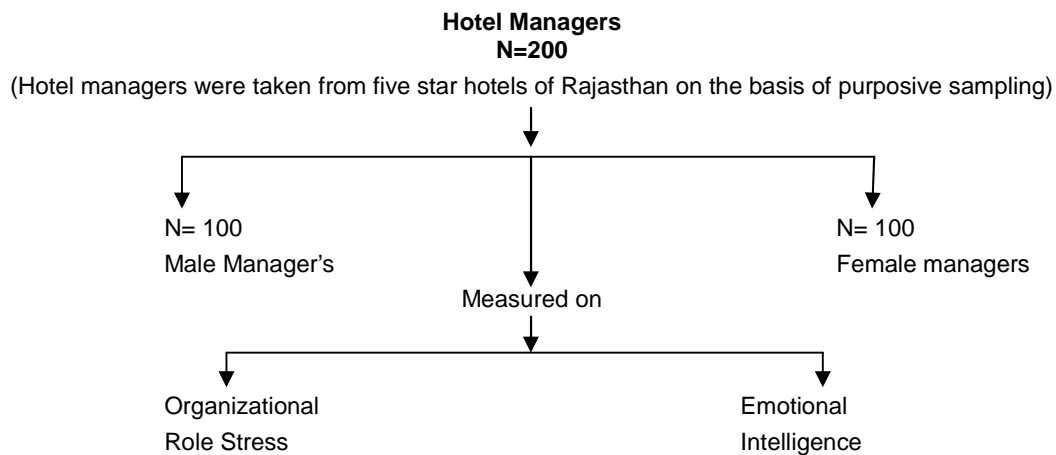
- **Self-Awareness:** Self-awareness is being aware of oneself.
- **Emotional Stability:** It means, stay composed in any situation, always open to novel ideas, persistent in pursuing goals.
- **Self-Motivation:** Being motivated internally and 'gathering-up' our feelings and directing our self towards a goal, despite self-doubt, inertia and impulsiveness.

- **Empathy:** Feeling and understanding the other person.
- **Managing Relationships:** Handling inter personal interaction, conflict resolution and negotiations. Increased ability to analyze and understand relationships.
- **Integrity:** Sincerity, purity, honesty and uprightness of character.
- **Self-Development:** An ability to develop oneself and a skill to keep refining self.
- **Value Orientation:** Having importance of values, honesty and integrity in deed.
- **Commitment:** Aligning with the goals of the group or organization along with maintaining the pledge and promises.
- **Altruistic Behaviour:** Unselfishness, public-spiritedness and encouraging others to take initiative.

### Sample

The sample of 200 hotel managers were selected from the various 5- star hotels of Rajasthan on the availability basis. The sampling technique used was purposive sampling and the sample was randomly selected as per the inclusion criteria.

### Research Plan



### Inclusion Criteria

The sample was further limited to:

- Managers of the age range of 22-45 years were taken.
- Managers with minimum 2 years work experience were included.
- Graduation was the minimum criteria.
- Only managers of the five star hotels were taken.
- The area of the study was the state of Rajasthan.

### Tools Employed

- Organizational Role Stress Scale (Pareek, 1983)
- Emotional Intelligence Scale (Hyde, Pethe and Dhar, 2009)

### Procedure

After deciding the research plan, design and sample, rapport was established amongst managers of the five star hotels. Tests were administered on the male and female managers on the basis of the study. Two tests namely Organizational Role Stress and Emotional Intelligence Scale were administered on the male and female managers. The scoring of the tests was done according to the manual. Results and interpretations were carried out according to the data obtained after statistical analysis.

### Scoring

There were different patterns of scoring for different questionnaires. As per their manuals, following methods of scoring had been used:

- **Organizational Role Stress**

The scale designed by Pareek (1983) contains ten dimensions of role stress, where each dimension consists of five items. The scores on these five items (for all ten dimensions) were added separately for every questionnaire. The scores assigned to the items were 4, 3, 2, 1, 0 for responding very frequently, frequently, sometimes, rarely and never respectively. The scores were added row wise for each dimension and lastly also for the total role stress were calculated. The range of scores for each dimension was 0-20 and for the total questionnaire was 0-200.

- **Emotional Intelligence**

The questionnaire consists of ten dimensions pertaining to emotional intelligence. Each dimension contains five questions. There is no time limit to complete the task but generally respondents should be able to complete it in about ten minutes. The scale was meant to know the difference between individuals and not meant them as good or bad. Each statement scoring was done according to the agreeability scale, i.e., scored five for strongly agree, four for agree, three for neutral, two for disagree and one for strongly disagree. Individuals with high score could be considered to have high level of emotional intelligence and were likely to be high performers.

**Controls**

- In order to manage the bias due to order of test administration the scales were administered in the random order.
- To control the extraneous variables all, the testing work was done by the investigator herself.
- The confidentiality of the results was assured.

**Statistical Analysis**

For analyzing the data for assessing the organizational role stress and emotional intelligence of male and female hotel managers Mean, SD, SED and t-ratio, were used.

**Results and Discussions**

The main objective of the study was to understand the level of Role Stress and Emotional Intelligence amongst male and female hotel managers. The major hypothesis stated that male and female hotel managers will significantly differ on Role Stress and Emotional Intelligence. A total sample of 200 hotel managers of five star hotels of Rajasthan was selected among which 100 were male managers and 100 were female managers. Questionnaires measuring the level of Role Stress and Emotional Intelligence respectively were administered on the participants. Scoring was done according to the respective manuals of the questionnaires. Relevant statistical analysis was applied and result tables were drawn. The interpretation of the tables is as follows:

**Table 1: Indicates the Difference between the Male and Female Hotel Managers on the Level of Organizational Role Stress**

Variable	Dimensions	Categories	N	Mean	SD	SED	t	Sig
Organizational Role Stress	IRD	Female Managers	100	12.75	3.84	.583	.28	N.S.
		Male Managers	100	12.59	3.44			
	RS	Female Managers	100	10.29	4.71	.70	1.83	N.S.
		Male Managers	100	9.00	4.16			
	REC	Female Managers	100	9.01	13.13	1.22	1.99	.04
		Male Managers	100	6.57	4.23			
	RE	Female Managers	100	10.61	3.36	.54	.60	N.S.
		Male Managers	100	10.28	3.29			
	RO	Female Managers	100	8.34	5.17	.78	.93	N.S.
		Male Managers	100	7.61	4.65			
	RIS	Female Managers	100	8.92	5.28	.75	2.74	.00
		Male Managers	100	6.85	4.31			
	PI	Female Managers	100	8.05	4.28	.70	2.92	.00
		Male Managers	100	6.00	4.26			
	SRD	Female Managers	100	6.35	5.02	.72	2.97	.00
		Male Managers	100	4.18	4.22			
RA	Female Managers	100	5.72	8.39	.84	3.79	.00	
	Male Managers	100	2.51	3.52				

	RI	Female Managers	100	8.72	5.53	.72	3.69	.00
		Male Managers	100	6.06	3.93			
	TORS	Female Managers	100	86.07	41.32	5.61	2.94	.00
		Male Managers	100	69.53	31.49			

Table 1 reveals Mean, SD, t- ratio and significance level on organizational role stress between the male and female hotel managers. A significant difference may be seen of the female hotel managers on Role Expectation Conflict ( $t=1.99$ ) at 0.05 level and Role Isolation ( $t=2.74$ ), Personal Inadequacy ( $t=2.92$ ), Self Role Distance ( $t=2.97$ ), Role Ambiguity ( $t=3.79$ ), Resource Inadequacy ( $t=3.69$ ) and Total Role Stress ( $t=2.94$ ) at 0.01 level.

Non significance difference was observed on Inter Role Distance, Role Stagnation, Role Erosion and Role Overload. Although difference was observed at the mean level on Inter Role Distance with the male and female hotel managers ( $M=12.75$ ;  $12.59$ ), Role Stagnation with the male and female hotel managers ( $M=10.29$ ;  $9.00$ ), Role Erosion with the male and female hotel managers ( $M=3.36$ ;  $3.29$ ) and Role Overload with male and female hotel managers ( $M=8.34$ ;  $7.61$ ). The above table exhibits that the female hotel managers suffered from significantly higher level of Role Expectation Conflict, Role Isolation, Personal Inadequacy, Self-Role Distance, Role Ambiguity, Resource Inadequacy and Total Role Stress in comparison to the male hotel managers. In the overall dimensions and the total scores at the mean level also it may be observed that the female hotel managers are high on organizational role stress as compared to the male hotel managers.

This may be due to the reason that in Indian homes, the women have to do the house hold chores also along with their jobs. As they have to maintain the balance between work and home it becomes quite stressful for them to deal with the new training and it becomes difficult to learn and implement it in such a busy schedule. On the other hand, the male hotel managers don't have additional responsibilities and they don't have to multitask, so were seen to have more clearance of the job, expertise and experience among the employees. They know in the ambiguity situation which one is to be given priority, how to cope up with varied situation, what to do and when to do.

**Table 2: Highlights the Difference between the Male and Female Hotel Managers on the Level of Emotional Intelligence**

Variable	Dimensions	Group	N	Mean	SD	SED	t	SIG
Emotional Intelligence	SA	Female Managers	100	17.37	1.93	.30	.16	N.S.
		Male Managers	100	17.42	2.36			
	E	Female Managers	100	20.11	2.38	.44	1.35	N.S.
		Male Managers	100	19.51	3.71			
	SM	Female Managers	100	25.36	2.33	.41	2.93	.00
		Male Managers	100	24.13	3.47			
	ES	Female Managers	100	16.58	1.73	.26	1.01	N.S.
		Male Managers	100	16.31	2.00			
	MR	Female Managers	100	16.62	1.61	1.34	.82	N.S.
		Male Managers	100	17.73	13.33			
	I	Female Managers	100	12.29	1.65	.27	1.04	N.S.
		Male Managers	100	12.58	2.21			
	SD	Female Managers	100	9.31	7.88	.80	1.21	N.S.
		Male Managers	100	8.33	1.58			
	VO	Female Managers	100	8.57	1.00	.20	1.01	N.S.
		Male Managers	100	8.36	1.80			
C	Female Managers	100	8.80	1.07	.16	2.35	.02	
	Male Managers	100	8.42	1.20				
AB	Female Managers	100	8.18	1.23	.18	.64	N.S.	
	Male Managers	100	8.30	1.38				
TEI	Female Managers	100	154.83	123.10	12.45	1.22	N.S.	
	Male Managers	100	139.53	19.13				

Table 2 states Mean, SD, t-ratio and Significance Level on Emotional Intelligence between male and female hotel managers. A significant difference may be seen between male and female hotel managers on Self-Motivation ( $t=2.93$ ) at 0.01 and Commitment ( $t=2.35$ ) at 0.05 level. Non significance

difference was observed on Self Awareness, Empathy, Emotional Stability, Managing Relationships, Integrity, Self-Development, Value Orientation, Altruistic Behaviour and Total Emotional Intelligence. Although difference was observed at the mean level on Self Awareness of male and female hotel managers (M=17.37; 17.42), Empathy of male and female hotel managers (M=20.11; 19.51), Emotional Stability of male and female hotel managers (M=16.58; 16.31), Managing Relationships of male and female hotel managers (M=16.62; 17.73), Integrity of male and female hotel managers (M=10.29; 12.58), Self-Development of male and female hotel managers (M=9.31; 8.33), Value Orientation (M=8.57; 8.36), Altruistic Behaviour (M=8.18; 8.30) and Total Emotional intelligence of male and female hotel managers (M=154.83; 139.53).

The above table clearly indicates that the female hotel managers are higher on Self-Motivation and Commitment in comparison to male hotel managers. But in dimensions like Self Awareness, Managing Relationships, Integrity and Altruistic Behaviour male hotel managers are higher than female hotel managers.

This could be due to knowing their emotions, recognizing and discriminating between them, handling interpersonal interaction, working with more sincerity, purity, without stopping. The possibility may occur due to back support; they do not come directly in contact with the clients. Thus having more time and space to think better before they leap. In the overall dimensions and the total scores at the mean level, it may be seen that female hotel managers are high on emotional intelligence as compared to male hotel managers though not on a significant level; this could be due to the reason that female hotel managers need to interact with the people directly and this requires more effective body language, expressions and tone of speech. This makes them slightly more emotionally intelligent as compared to male hotel managers.

Karatepe (2018) examined self-evaluation differences between male and female middle-level hotel managers who use the 360-degree evaluation model in their organization. Data were collected from 258 middle-level hotel managers (163 male and 95 female department heads) to determine performance evaluation differences in 5-star hotels in Turkey. The study results show that no significant gender differences exist in self-evaluation ratings with respect to the dimension of 'Adapt to Changes'; males reported slightly higher levels of 'Adapt to Changes' than females, at their jobs. After controlling for variables such as age, marital status, monthly income level, education level, type of department, length of time in the organization, and length of time in the tourism sector, some gender differences remain significant. Thus, this is indicated that the male hotel managers possess low organizational stress, high job satisfaction and mental health than female hotel managers.

Therefore, it may be said with the help of the findings that in some of the dimensions of organizational stress female hotel managers were found to have significantly more organizational role stress as compared to male hotel managers. In emotional intelligence and its dimensions, it was found that in certain aspects of emotional intelligence, female hotel managers were found to be high whereas in certain dimensions male hotel managers were on the higher side, but the total scores indicated that female hotel managers were more emotionally intelligent as compared to male hotel managers though not on a significant level.

### **Conclusion**

It may be concluded from the findings that female hotel managers of the 5-star hotels of Rajasthan were found to have high levels of organizational role stress as well as emotional intelligence as compared to the male hotel managers of the 5- star hotels of Rajasthan.

### **Limitations**

- Respondents for this present study were selected from only five star hotels, which may limit the generalization.
- Sample size was limited.
- The other organizational and socio-demographic variables like urban rural setting, regulation and survival differences in centers etc. have not been taken into consideration.
- Age, educational differences may also affect these variables. Further research may, therefore, be conducted to find out the influence of all these variables.
- More sophisticated analysis would have been a great help in explaining and evaluating the data.

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