

A CROSS CULTURAL STUDY OF SELF-MONITORING AND EMOTIONAL INTELLIGENCE

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ABSTRACT

The cultural diversity among today's labour force is influenced by the demographic changes all over the world. Impact of multicultural differences has accompanied with the rising number of companies expanding into international markets. Many of the studies have focused on cultural differences in terms of values, norms, and assumptions (Adler, 1991; Hofstede, 1980; Schwartz, 1994; Triandis, 2001). This study analyses the similarities and differences that Self-Monitoring and Emotional Intelligence could impose across cultures. The study has observed and analyzed the similarities or differences among Self-Monitoring and Emotional Intelligence among managers across India & U.A.E working in hospitality industry. The impact of 'levels of Self-Monitoring' on various Emotional Intelligence dimensions are also analyzed and discussed. Specific hypotheses were formulated. Testing of hypotheses, Analysis of data and recommendations are advanced based on the findings.

Keywords

Self-Monitoring, Emotional Intelligence, Cross cultural research, Diversity, Hospitality Industry.

Introduction

Global managers are a new breed and order of the day. The cultural diversity among today's labour force has been largely influenced by the demographic changes all over the world. Many of the studies have focused on cultural differences in terms of values, norms, and assumptions (Adler, 1991; Hofstede, 1980; Schwartz, 1994; Triandis, 2001). Due to lack of role models or coaches, people of colour have to identify those acceptable behaviours themselves (Morrison et al., 1992). To the extent that culture share objective elements (such as language, religion, political systems or economic systems) or subjective ones (values, attitudes, beliefs, norms, roles), they are considered similar (Triandis et al., 1994). Triandis (2001) further concluded that different cultural groups have a higher chance of unification if they (a) share goals and equal status, (b) have a shared membership, (c) maintain frequent contact and a shared network, and (d) are encouraged by the organisation to view each other in a positive light. Managing multiple identities and fitting in are particularly difficult for women and people of colour as they develop their self-identities as leaders (Ruderman & Hughes-James, 1998).

Hospitality involves high degree of service orientation and is considered a high-impact area for the development of economy. In hospitality industry, not only the International managers are exposed to the cultural diversity of co-workers but also they are vulnerable to the heterogeneous type of customers across countries, cultures and races. India is famous for its rich and varied culture, heritage and natural resources. Hospitality Industry provides opportunities for employment directly and indirectly in several related areas such as hotels, tour operators,

and travels by means of Health and Spiritual Tourism. Each year an ever-increasing number of people are flocking into this country to relish its beauty and rich, but varied culture. Kerala tourism department achieved the 'Super brand' (2003-05) status known as 'God's own country', across the globe, and is considered one of the prime destinations because of its scenic beauty, natural resources and Ayurveda.

U.A.E. has been able to create a niche for itself in the world tourism map with its excellent infrastructure and hospitality, various leisure and sporting facilities, shopping malls, high levels of safety and a welcoming adjustable society. Dubai, which has lesser reserves of oil are being able to create a stable economy based on tourism or hospitality industry and retail business, which often complement each other. Studies indicate that the tourism accounts for '20%' of Dubai's GDP. Hospitality Industry or Tourism in both the countries are the two sides of the coin. India's unique selling proposition is Health or Medical tourism, scenic beauty and natural resources. Middle East countries thrust on infrastructure; man made wonders and other facilities & amenities.

Studies relating to Self-Monitoring and Emotional Intelligence in multi-cultural contexts, especially in hospitality industry are scarce. It has been observed that due to the pace of internationalization of business, understanding managerial skills associated with different cultures have become necessary (Hadjikhani & Johanson, 2002). Moreover, culture is a pattern of values, attitudes, and beliefs that affect the behaviour of the people within a region. Emotions are partially influenced by one's attitude and beliefs (Hofstede, 2001; Scherer & Wallbott, 1994). It is observed that culture varies on a variety of fundamental values, attitudes, and assumptions (Hofstede, 2001; House & Javidan, 2001; Ronen & Shenkar, 1985). Hence, it is probable that Emotional Intelligence is likely to vary across cultures. Cultural differences in Emotional Intelligence are likely to derive from two sources (Shipper et al., 2003).

The above said variables could be applied in real-life situations in synergy, to derive outcomes whose practical usefulness may be positively magnified across business domains. The hospitality industry is a growing field with vast potential. Self-Monitoring and Emotional Intelligence make high impact on hospitality industry in various dimensions. It is appropriate and relevant to carry out such a study. It is expected that the knowledge derived from this study would augment, add, or expand the existing knowledge that pertains to the specific relationship between the variables. However, an effort has been made to study the impact of Self-Monitoring and Emotional Intelligence. This study will analyse the similarities and differences that Self-Monitoring and Emotional Intelligence could impose across cultures.

Objectives of the Study

The study aims at observing and analysing the similarities or differences among Self-Monitoring, Managerial Effectiveness and Emotional Intelligence among managers across cultures (India & U.A.E.) working in hospitality industry. The main objectives are:

- 1) To study the Self-Monitoring characteristics of managers working in different cultural environment.
- 2) To study the similarities or differences with special focus on the dimensions of Emotional Intelligence among the managers working in different cultural environment.
- 3) To study the impact of 'levels of Self-Monitoring' on various Emotional Intelligence dimensions.

Hypotheses

Emotional Intelligence scale. To test the impact of different levels (high & low) of Self-Monitoring on Emotional Intelligence and Managerial Effectiveness among various categories of criterion groups, the following null hypothesis is formulated for the present study.

The respondents working in India & U.A.E. and the high and low levels of Self-Monitoring would remain to be homogenous on their scores on each Emotional Intelligence sub-scales viz.,

- (1) Intrapersonal, (2) Adaptability, (3) Interpersonal, (4) Stress Management and (5) General Mood

Based on the above hypothesis, a detailed hypotheses is advanced as follows:

- 1 (a) Managers with high and low levels of Self-Monitoring would remain to be homogenous on their scores on the Intrapersonal sub-scale of Emotional Intelligence scale.
(b) Managers working in India & U.A.E. would remain to be homogeneous on their scores on the Intrapersonal sub-scale of the Emotional Intelligence scale.
(c) Managers with high and low levels of Self-Monitoring, working in India & U.A.E. would remain to be homogeneous on the scores of Intrapersonal sub-scale of the Emotional Intelligence scale.
- 2 (a) Managers with high and low levels of Self-Monitoring would remain to be homogenous on their scores on the Adaptability sub-scale of Emotional Intelligence scale.
(b) Managers working in India & U.A.E. would remain to be homogeneous on their scores on the Adaptability sub-scale of the Emotional Intelligence scale.
(c) Managers with high and low levels of Self-Monitoring, working in India & U.A.E. would remain to be homogeneous on the scores of Adaptability sub-scale of the Emotional Intelligence scale.
- 3 (a) Managers with high and low levels of Self-Monitoring would remain to be homogenous on their scores on the Interpersonal sub-scale of Emotional Intelligence scale.
(b) Managers working in India & U.A.E. would remain to be homogeneous on their scores on the Interpersonal sub-scale of the Emotional Intelligence scale.
(c) Managers with high and low levels of Self-Monitoring, working in India & U.A.E. would remain to be homogeneous on the scores of Interpersonal sub-scale of the Emotional Intelligence scale.
- 4 (a) Managers with high and low levels of Self-Monitoring would remain to be homogenous on their scores on the Stress-Management sub-scale of Emotional Intelligence scale.
(b) Managers working in India & U.A.E. would remain to be homogeneous on their scores on the Stress - Management sub-scale of the Emotional Intelligence scale.
(c) Managers with high and low levels of Self-Monitoring, working in India & U.A.E. would remain to be homogeneous on the scores of Stress Management sub-scale of the Emotional Intelligence scale.
- 5 (a) Managers with high and low levels of Self-Monitoring would remain to be homogenous on their scores on the General - Mood sub-scale of Emotional Intelligence scale.
(b) Managers working in India & U.A.E. would remain to be homogeneous on their scores on the General - Mood sub-scale of the Emotional Intelligence scale.
(c) Managers with high and low levels of Self-Monitoring, working in India & U.A.E. would remain to be homogeneous on the scores of General Mood sub-scale of the

Sample

For the purpose of study, two star and three star hotels or resorts from Dubai and Kerala have been selected as sample. The perusal of records at Department of Tourism and Commerce Marketing, Govt. of Dubai and Department of Tourism, Govt. of Kerala, resulted in 'seventy-eight' registered two star and three star hotels or resorts in Dubai and 'eighty-three' two star and three star hotels or resorts in Kerala to be included in the sample.

Sampling Frame and Characteristics

Permission was requested to conduct the study in all the above said registered hotels or resorts from Dubai and Kerala. 'Sixty-nine' hotels or resorts from Dubai and 'seventy five' hotels or resorts from Kerala, responded positively for the study. Hotels or resorts were categorized alphabetically and numbered numerically as per the alphabetical order. Further, one hotel from every two, based on the numerical numbering was selected for the study. Systematic random sampling was adopted. Thus, 'thirty-five' hotel or resort from Dubai and 'thirty-eight' hotel or resort from Kerala formed the sample of the study. The response sheets with a covering letter were sent to all functional heads of the selected hotels. After two weeks, the respondents were

requested and reminded to send back the completed response sheets. Many of the respondents completed the questionnaire and sent it back to the researcher. To collect the data from the few managers who did not respond in time, the researcher went personally to the hotel or resort and collected the completed response sheets. Totally '152' managers from Kerala and '141' managers from Dubai responded. On perusal, it was found that a few response sheets were incomplete, a few were marked haphazardly, and a few were not returned in the full version. Thus, eliminating all the incomplete and inappropriate response sheets, the final sample resulted in '145' managers from Kerala and '138' managers from Dubai. The middle level managers or functional heads from the hotels (such as Operations; H.R.; Marketing; Finance; Front office and Maintenance) were taken as the sample for the study. The executives or managers with more than three years of experience were considered to be included in the sample.

Technique

The response sheets with a covering letter, which explains the purpose and scope of the study, were initially sent to the hotels or resorts. The respondents were given information that they were participating in a research program on a cross-cultural study on Self-Monitoring, Managerial Effectiveness and Emotional Intelligence. After two weeks, the respondents were requested and reminded to send back the completed response sheets. Many of the respondents completed the questionnaire and sent it back to the researcher. To collect the data from the few managers who did not respond in time, and when they had doubts or clarifications on certain aspects too, researcher went personally to the hotel or resort and collected the completed response sheets. Wherever the respondents confronted with ambiguous situations, they would explain about the nature of each situation without disclosing the conceptual framework.

Measures

Self-Monitoring Scale

The revised Self-Monitoring Scale developed by Lennox and Wolfe (1984) was used to measure Self-Monitoring. The instrument contains thirteen Likert-type scale items to be responded to a four point rating scale starting from 'always false', 'sometimes false', 'sometimes true', and 'always true'. The maximum possible score is fifty-two and minimum thirteen. The total cumulative scores of the responses of all items yield scores on Self-Monitoring. Of the thirteen items, eleven items were to be scored by the direct method while two items were to be scored by the reverse method. Higher scores relate to high level of Self-Monitoring and lower scores relate to low level of Self-Monitoring.

Emotional Intelligence Scale

The scale developed by Reuven Bar-On (1997), called Bar-On 'E.Q-i', to measure Emotional Intelligence was used. It comprises '133' items and employs five point response ranging from "not true of me" to "true of me", measuring the five composite factors which include fifteen sub-scales namely Emotional self-awareness, assertiveness, self-regard, self-actualization, independence, empathy, interpersonal relationship, social responsibility, Problem Solving, reality testing, flexibility, stress tolerance, impulse control, happiness and optimism. Of the '133' items, sixty-one items were scored in the reverse direction. Of the total number of items, as many as '117' items were taken for calculation purpose.

Results and Discussion

Classification of the respondents based on their scores on Self-Monitoring

The respondents are classified using their levels of Self-Monitoring as high and low. The scores on Self-Monitoring scale of the respondents are arranged in an ascending order. Based on the median (theoretical mean), scores of the respondents are divided into two groups. Those respondents who have scored greater than the median score are classified as high on Self-

Monitoring. Those respondents who have scored less than the median score are classified as low on Self-Monitoring. The scores corresponding to the median score are removed from further analysis. This classification resulted in the rejection of 'eight' responses from respondents working in U.A.E. and 'fourteen' responses from the respondents working in India. Finally, '130' responses from the respondents working in U.A.E., and '131' responses from the respondents working in India are subjected to further analysis. This includes '136' low Self-Monitoring respondents and '125' high Self-Monitoring respondents.

The data collected are analyzed using 2 x 2 ANOVA and the results are analysed and discussed for the difference of the scores of the respondents working with the criterion groups. During discussion, attention has been given in arriving at a conclusive perspective on the analysis, hypothesis testing and interpretation of data on the biographical variables and on specific constructs such as 'Self-Monitoring', and 'Emotional Intelligence'. All these constructs are measured using appropriate instruments. The results are discussed in detail.

Table 1. U.A.E. High & low Self-Monitoring V/S Emotional Intelligence.

Criterion group Sub-scale	U.A.E. Low Self-Monitors (49)		U.A.E. High Self-Monitors (81)	
	Mean	S.D	Mean	S.D
Intrapersonal	138.04	9.30	151.14*	9.16
Interpersonal	102.80	8.97	113.38*	7.54
Adaptability	97.55	4.70	100.81*	4.46
Stress Management	66.90	7.28	74.88*	5.51
General Mood	* 69.84	3.97	66.22	4.46

Table 2. Indian High & low Self-Monitoring V/S Emotional Intelligence.

Criterion group Sub-scale	Indian Low Self-Monitor (87)		Indian High Self-Monitor (44)	
	Mean	S.D	Mean	S.D
Intrapersonal	148.41	10.32	154.64*	5.41
Interpersonal	104.44	9.21	111.66*	8.22
Adaptability	89.36	4.95	90.50	3.67
Stress Management	61.55	5.70	65.98*	3.55
General Mood	*66.48	5.74	61.16	3.95

Table 3. U.A.E & Indian Managers V/S Emotional Intelligence.

Criterion group Sub-scale	UAE managers (130)		Indian managers (131)	
	Mean	S.D	Mean	S.D
Intrapersonal	146.20	11.17	150.50*	9.42
Interpersonal	109.36*	9.58	106.86	9.49
Adaptability	99.58*	4.81	89.74	4.58
Stress Management	71.87*	7.32	63.04	5.48
General Mood	67.58*	4.62	64.69	5.77

Table 4. High & Low Self-Monitors V/S Emotional Intelligence.

Criterion group Sub-scale	Low Self-Monitors (136)		High Self-Monitors (125)	
	Mean	S.D	Mean	S.D
Intrapersonal	144.68	11.11	152.37*	8.19
Interpersonal	103.85	9.12	112.78*	7.80
Adaptability	92.31	6.25	97.18*	6.48
Stress Management	63.48	6.80	71.74*	6.49
General Mood	67.67*	5.40	64.44	4.92

Table 5. Average mean score UAE and India.

Criterion group Sub-scale	Total (261)	
	Mean	S.D
Intrapersonal	148.36	10.35
Interpersonal	108.12	9.60
Adaptability	94.64	6.80
Stress Management	67.44	7.82
General Mood	66.13	5.42

A comparison on the levels of Self-Monitoring

The managers high on Self-Monitoring are high on 1) Intrapersonal 2) Interpersonal 3) Adaptability and 4) Stress Management dimensions of Emotional Intelligence scale. The managers high on Self-Monitoring are low on 1) General Mood dimension of Emotional Intelligence scale.

A comparison between different cultures

The managers working in different cultures and the levels of Self-Monitoring failed to differentiate among themselves on 1) Interpersonal 2) Adaptability and 3) General mood dimensions of Emotional Intelligence Scale. The managers working in different countries and the levels of Self-Monitoring differ on 1) Intrapersonal and 2) Stress Management dimensions of Emotional Intelligence Scale.

High and Low levels of Self-monitoring, Cultures and Emotional Intelligence**Table 6. High and Low levels of Self-monitoring and Emotional Intelligence and Indian and UAE Managers**

Criterion group Sub-scale	Indian and U.A.E Managers	Low and High Self- monitoring	Interaction
Intrapersonal	0.05	0.05	0.05
Interpersonal	NS	0.05	NS
Adaptability	0.05	0.05	NS
Stress Management	0.05	0.05	0.05
General Mood	0.05	0.05	NS

NS: Homogeneous and failed to achieved statistical significance $P \geq 0.05$ level of significance

Discussion

The 'EQ-i' measure was selected for the current study for several reasons. First, it has undergone an extensive validation process, and it takes a broad approach examining both emotional and social intelligence. In addition, it provides several dimensions that are critical to our work, such as, Intrapersonal, Interpersonal, Stress Management, and Adaptability, which tap into the sub-dimensions of assertiveness, empathy, impulse control and flexibility.

Intrapersonal

The result on Intrapersonal sub-scale of Emotional Intelligence Scale differentiates the managers working in U.A.E. and India. Managers working in India possess high Intrapersonal skills, compared to the managers working in U.A.E. Those managers working in U.A.E., classified as low on Intrapersonal, have a mean score less than all other three categories.

The Intrapersonal dimension relates to internal self-awareness. Intrapersonal competence is the ability to recognize one's values, goals, feelings, preferences, careers, emotions and their effects. Similarly, this competence helps to assess one's personality, behaviours and skills accurately and comparing these observations with standard or with other persons. Manager who is born and

brought up in Indian conditions and heritage would have acquired a strong Intrapersonal awareness during the upbringing stage of their life, especially due to the religious background, traditions and culture.

It is further noticed that Intrapersonal sub-scale also differentiates low and high Self-Monitoring managers. The scores reveal that high Self-Monitoring managers have a score more than that of low Self-Monitoring managers with respect to Intrapersonal sub-scale of Emotional Intelligence Scale. Sudhakar & Venkatapathy (2002) have revealed that high Self-Monitoring individuals exhibited high emotional self-awareness, self-regard, self-actualization and assertiveness. It is quite true to conclude that individuals who know more about themselves, their own intentions, value systems are better able to understand others, the external situations and variables, and would be high on Intrapersonal capabilities.

Further, the interaction between the levels of Self-Monitoring and the managers working in different countries differentiates each other. The high Self-Monitoring U.A.E. managers and Low Self-Monitoring Indian managers, differ between themselves. It may be inferred that 'Intrapersonal competence' discriminates the category of managers on their levels of Self-Monitoring.

Adaptability

The results on Adaptability sub-scale of Emotional Intelligence Scale differentiate the managers working in India and U.A.E. It is observed that the managers working in India classified as low Self-Monitoring had a mean score less than all other three categories (U.A.E. high Self-Monitoring and low Self-Monitoring; and Indian high Self-Monitoring managers). On analysing the origin of managers in U.A.E., it is observed that there are many managers working in the hotel industry of U.A.E., from different countries of Asia, Africa and Europe. Probably this heterogeneous nature and working environment would have made the managers who are working in U.A.E., more adaptive. Managers who are high on Self-Monitoring are high on Adaptability than managers who are low on Self-Monitoring.

Adaptability is the ability to be flexible and work effectively within a variety of changing situations and with various individuals and groups. People with this competence are willing to change their own ideas or perceptions based on new information or evidence. They are able to alter standard procedures when necessary and juggle multiple demands as required. A manager with high levels of Adaptability smoothly juggles multiple demands, easily handles shifting priorities and rapid change; adapts plans, behaviour, or approaches to fit major changes in situations.

Sudhakar & Venkatapathy (2002) have reported that high Self-Monitoring individuals exhibited high reality testing, flexibility and Problem Solving abilities. This is highly related to Adaptability. More over high Self-Monitoring individuals are otherwise termed as chameleons that always alter their behaviour and nature with respect to situations. Hence, adaptive behaviour goes hand in hand with individuals who are high on Self-Monitoring. Further, the levels of Self-Monitoring and categories of managers studied, do not show any difference across, among themselves. Managers 'working in India and U.A.E.' and the 'levels of Self-Monitoring,' remains homogeneous on the scores on 'Adaptability'.

Interpersonal

Managers working in U.A.E. and India are almost similar on the Interpersonal relations. Males follow a common pattern in socializing and partying behaviours, which in turn provide them competencies for Interpersonal effectiveness in a uniform manner. Above all, the job they all perform is in the service industry where all the managers are interacting highly with the clients. Managers who are high on Self-Monitoring are high on Interpersonal relations. Sudhakar & Venkatapathy (2002) have reported that high Self-Monitoring individuals exhibited high Interpersonal relations, social responsibility and empathy.

Self-Monitoring is a widely recognized social skill construct that has been noted as a factor that influences individual behaviour and social effectiveness. Self-Monitoring reflects the extent to

which individuals express and control self-presentation behaviour (Snyder, 1974). High Self-Monitoring individuals readily adjust to social situations while low Self-Monitoring individuals exhibit more self-reflective behavior (Snyder, 1987). It is quite true to conclude that individuals good at social situations should be experts in Interpersonal relationships. They are in a better position to understand the external situations and variables in order to achieve the common objective. Further, the levels of Self-Monitoring and categories of managers studied, do not show any difference across, among themselves. Managers 'working in India and U.A.E.' and the 'levels of Self-Monitoring,' remains homogeneous on the scores on 'Interpersonal'.

Stress Management

The managers working in U.A.E. are classified as high on 'Stress Management,' than managers working in India. The U.A.E. high Self-Monitoring manager had a mean score, which is greater than all the other three categories of the groups studied. The fact is that reactions to stressful situations are individualized and can result in emotional, perceptual, behavioural, and physiological changes.

When situations are considered difficult or unmanageable, people undergo Stress. Stress Management has two components 1) Impulse control and 2) Stress tolerance. Managers who work in U.A.E. are considerably good in handling Stress. This is the reason, which helps them to possess high Adaptability, Problem Solving Skill, and Interpersonal skills than managers working in India. Since managers working in U.A.E., are more exposed to responding to high customer expectations, diverse group of clientele and heterogeneous mix of peer groups, they are more adept in handling Stress.

High Self-Monitoring managers have a higher score than low Self-Monitoring managers with respect to Stress Management sub-scale of Emotional Intelligence Scale. Further, the interaction between the levels of Self-Monitoring and the managers working in different countries differentiate each other. The high Self-Monitoring U.A.E. managers and Low Self-Monitoring Indian managers differ between themselves. It may be inferred that 'Stress Management' discriminates the category of managers on their levels of Self-Monitoring.

General Mood

Managers working in U.A.E. possess high degree of 'General Mood' compared to the managers working in India. The managers working in U.A.E., who are low on Self-Monitoring, had a mean score higher than all other three categories.

General Mood comprises of Optimism and Happiness and is closely associated with self-motivation. It determines one's ability to enjoy oneself and life in general, as well as influences one's general outlook on life and overall feeling of contentment. People who are adept to General Mood are typically cheerful, hopeful, positive, well motivated and know how to enjoy life. The General Mood is considered as the ability to maintain a positive and hopeful attitude towards life even in the face of adversity. It represents a positive approach to daily living and a very important motivating factor in whatever one does.

Managers working in U.A.E. are high on Self-Monitoring. They possess high mean scores on almost every parameter such as Interpersonal, Adaptability and Stress Management on the Emotional Intelligence Scale. Similarly, they also possess high mean scores on Problem Solving Skill, Giving and Receiving Feedback and Decisiveness subscales of Managerial Effectiveness Scale. As these individuals possess high mean scores on these parameters, it is quiet natural that they are able to manage things as desired, when compared to managers working in India. Hence, the probability of General Mood, which is the product of happiness and optimism, is likely to be more among managers working in U.A.E.

General Mood differentiates low and high Self-Monitoring managers. Managers who are low on Self-Monitoring have a score more than that of managers who are high on Self-Monitoring on General Mood. The mean age group and experience of managers are in between 'thirty' to 'forty'. Only '6.89%' of the respondents are below 'thirty' years of age. Majority or the respondents are highly experienced, married, and mature individuals. When people grow and get experienced,

attachment with external bondages, related to happiness and optimism, disappear. They realize that happiness is not the product of external situational variables. For them, it is not dependent on situation or result. Rather, happiness and optimism is created within the psyche irrespective of achievement of result or situational variables.

Low Self-Monitoring managers might be careless about social position and external situations are likely to be motivated more by genuine personal values and ideologies independently of social status. For them, happiness and optimism comes from their attachment with values and ideologies, which are primarily developed from the personal needs and value systems independent of social situation and influences. This may be the reason for low Self-Monitoring managers to have high mean scores of 'General Mood' sub-scale.

Further, the levels of Self-Monitoring and categories of managers studied; do not show any difference across, among themselves. Managers 'working in India and U.A.E.' and the 'levels of Self-Monitoring,' remains homogeneous on the scores on 'General Mood'.

Future Research Directions

The following leads are suggested for the future research endeavor in this area of study and research.

- 1) A comparative study emphasising on the sex differences.
- 2) A cross-national study to understand the cross-cultural issues.
- 3) A cross section of the hospitality industry may be carried out.
- 4) A longitudinal study may be initiated to evolve cross cultural differences and management of diversity.

Conclusion

It is aimed at studying the empirical relationship between personality (Self-Monitoring) and Emotional Intelligence. Based on the outcome of the analysis of the results it is possible to extricate the skills and capabilities unique for the high complexity competitive scenario in hospitality industry at the global level. Hospitality industry requires hiring the right personnel, to excel among the competitors. Hospitality industry includes travel, tourism, hotels and resorts. This essentially makes the manager of the company to face customers or clients across cultures. People with high levels of intra-personal skill are extremely aware of who they are, and who they are not. This enables them to be honest and objective with themselves, and as a result, they are more honest and objective with others. Intra-personal skill is the base upon which another skill, 'inter-personal competence', is built. Adequate awareness programmes may be designed by the authorities, for the managers working in U.A.E. hospitality industry on 'Intra-personal' skills. The knowledge and competence gap may be filled using effective training and retraining programmes.

Scores on Inter-personal skills and 'Adaptability' is less for managers working in India compared to managers from U.A.E., Inter-personal skill is an ability to communicate, negotiate, interact, persuade, and influence other people. Adaptability is the ability of an entity or individual to alter itself or its responses to the changed circumstances or environment. Adaptability shows the ability to learn from experience, and improves the fitness of the learner as a competitor. In the larger sense, this is an extension of Interpersonal skills. Hence, the industry leaders or government may conduct a study to identify the root cause for the lack of 'Interpersonal skills' and 'Adaptability' dimensions and can implement correction and corrective actions to enhance the same. Adequate awareness programmes may be designed for the managers working in Indian hospitality to fill the knowledge and competence gap.

Indian Managers lack skills such as 'Stress-Management' and 'General Mood' compared to managers from U.A.E. These two dimensions go hand in hand for a manager to be more effective. Stress management is the process of identifying stress factors and learning coping skills to deal with them to improve the work output and effectiveness. General mood is the result of effective management of stress at work place where a manager demonstrates happiness and optimism in his or her functions. Both the attributes are less for Indian managers when compared to U.A.E

managers. Adequate awareness programmes may be carried out for the managers working in Indian hospitality industry to improve on 'stress management' and 'General mood' attributes. Training and retraining programmes may be designed to fill the competence and knowledge gap. To conclude, Self-Monitoring is related to Emotional Intelligence. Development of the manager in any of the dimensions of Emotional Intelligence will enhance his ability in Self-Monitoring. Self-Monitoring is one of the most important qualities of a manager in the hospitality industry.

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