Social Intelligence and Ingratiation Behavior – Which One Is More Helpful?

Chien-Wen Tsai

Mingsin University of Science and Technology/Department of Hotel Management
Hsinchu, Taiwan (R.O.C)
E-mail: jean10822@must.edu.tw

Chen-Hui Wu

Yuan Ze University/College of Management
Taoyuan, Taiwan (R.O.C)
E-mail : web740422@gtmail.com

ABSTRACT

The international tourist hotel industry is a typical high-contact service industry. The employee's service behavior is the key factor of success for "the moment of truth". This study uses two variables, "social intelligence" and "ingratiation behavior", which are borrowed from psychology and organization theory to explore the impact on the service behavior of first line employees. The study surveys 212 international tourist hotel employees with the questionnaire, and uses SPSS 17.0 software to analysis data. According to the empirical results of this study, social intelligence has positive significant correlation relationship with service behavior. Social intelligence has partly significant correlation relationship with ingratiation behavior. Ingratiation behavior has partly significant correlation relationship with service behavior. This study suggests that social intelligence can be the one of selection standard while recruiting employees of international tourist hotel, and the entrepreneur should use the strategies to suitably reduce employee's ingratiation behavior and set the training policy for improving employees' cooperation to raise the international tourist hotel managerial performance.

INTRODUCTION

Tourism hotels have become one of the most competitive service industries today (Tsaur & Lin, 2004). To many companies, first line employees whom customers interact with first are the foundation of competitive advantage and differentiation (Pfeffer, 1994). Service behavior is an important reference through which consumers assess the services they receive (Hartline, Maxham, and Mckee, 2000), and also an important factor influencing customer reaction (Bitner et al., 1990), and key to success during critical moments (Carelzon, 1987; Normann, 1984). In recent years, relevant studies have been undertaken to begin investigating the service behaviors of employees working for international tourist hotels (Tsaur & Lin, 2004; Tsaur, Chang & Wu, 2004).

Ingratiation behavior is a prevalent workplace phenomenon (Harrison, Hochwarter, Perrewe & Ralston, 1998). It refers to when subordinates see their superiors as targets of interest to them, and thus use upward influence strategies to fulfill objectives of personal interest (Kipnis, Schmidt, & Wilkinson, 1980). In terms of customer service, since customers are the foundation of the careers of service employees, and may also provide extra compensation such as tips, will service employees see customers as targets of interest to them, and thus use ingratiation strategies to obtain compensation, tips, and achieve other objectives of personal interests? Will this influence service behavior? To international tourism hotels, what is the relationship between employee-to-superior ingratiation behavior and service behavior to customers? To date, research related to ingratiation behavior and performance still draw polarized opinions (Orpen, 1996; Thacker and Wayne, 1995), making it an academically controversial topic. In recent years, many studies began focusing on strategies and results of ingratiation behavior, and possible theories behind the relationship between the aforementioned variables. This study attempts to explain the impacts of ingratiation behavior on service behavior from the perspective of organizational behavior. There are still theoretical gaps in the research of ingratiation behavior (Kumar and Beyerlein, 1991). What is the relationship between ingratiation behavior and service behavior? They are still unknown.

For employees of high-contact and labor-intensive international tourism hotel industries, interpersonal interaction is especially important. Social intelligence is a type of interpersonal intelligence, where employees with high social intelligence are better able to understand people than those with lower social intelligence (Thorndike, 1920), and area also better able to get along with others (Moss& Hunt, 1927), and demonstrate intelligence in interpersonal relationships (Thorndike, 1920). When customers and employees interact, this interpersonal interaction-based intelligence between becomes especially important in the tourism hotel industry. To date, many studies investigate the effects of employee ingratiation behavior on organization, but few studies investigate the causal factors behind ingratiation behaviors (Kipnis and Schmidt, 1988; Ralston, 1985). Is social intelligence, which enables demonstration of effective social communication and encourage other people's behavior models to be compatible with one's own demands (Greenspan, 1979), likely to increase the likelihood of employee ingratiation behavior? There had been no verified results in the past. Normann (1984) pointed out that, since social intelligence is intelligence specific to high levels of interpersonal interactions, it should affect service behavior during the "moment of truth" between customer-and-employee interactions.

Based on the above summary, employee service behavior is not only heavily researched from all angles by the academic community, it is also important in its own right in the professional community. From both practical and academic perspectives, the importance of service behavior merits further investigation. Therefore, this study attempts to investigate,

from psychological, organizational behavioral, and other perspectives, whether first line employees with high social intelligence will demonstrate high levels of ingratiation behavior. This study will explore the relationship and resultant effects between social intelligence, ingratiation behavior, service behavior, and other variables. Because verified literatures on the aforementioned relationships are uncommon, this study will attempt to fill these academic gaps. The study's results can also service as reference for professional communities.

Literature Reviews
Service Behavior

The concept of service behavior can be traced back to the role-proscribed and extra-role organizational citizen behavior developed by Organ (1988), which is similar to the Positive Organizational Behavior (POB) concept that was of significant interest in the 1960s and 1970s, and also similar to the concept of altruistic citizen behavior (ACB). Although the concepts of altruistic service behaviors and positive organizational behaviors are similar, they are not entirely the same (Bettencourt and Brown, 1997, 2003; George, 1991; Netemeyer et al., 1997; Organ, 1988; Podsakoff and MacKenzie, 1997).

By using the research of Hoffman and Kelley (1994), Katz and Kahn (1978), Organ (1988), and Puffer (1987) as the foundation, Bettencourt and Brown (1997) attempted to develop a third service behavior of first line interaction employees that is assumed to be organizationally positive. Service behavior was thus categorized into role-prescribed service behavior, extra-role customer service, and cooperation. Role-prescribed behavior refers to employee behavior that fulfills customer expectations (Brief and Motowidlo, 1986; Katz and Kahn, 1978), where expected behavior refers to detailed duties called for by workplace doctrines, workplace outlines, or performance reviews (Brief and Motowidlo. 1986; Puffer, 1987), such as politeness and accurate service knowledge, customer names, and habitual greetings and thanking of customers (Bettencourt and Brown, 1997). Extra-role customer service can be seen as citizenship demonstration (Organ, 1988; Podsakoff and MacKenzie, 1994). Demonstration of organizational citizenship is defined as when employee behavior has exceeded role-prescribed boundaries or is organizationally beneficial (Brief and Motowidlo, 1986; Organ, 1988), which can thus be understood as extra-role customer service. In recent years, many sales literatures emphasize the importance of providing "extra attention" and "proactive service" to impress customers and obtain customer satisfaction and positive emotional reaction (Bitner, Booms and Tetreaut, 1990), which essentially refers to extra-role customer service. The third category is cooperation, which refers to employees providing helpful behavior for colleagues in their work group. Provision of outstanding service to customers requires cooperation and internal service between first line interaction employees and other employees (Azzolini and Shillaber, 1993).

Ingratiation

Ingratiation behavior is a prevalent workplace phenomenon (Harrison, Hochwarter, Perrewe & Ralston, 1998). In 1936, Carnegie first presented the concept of ingratiation behavior, which was subsequently investigated by many important studies, such as social psychologists Jones (1964) and Jones & Wortman (1973) using experience-based research to explore ingratiation behavior. Meanwhile, Ralston (1985) and Wortman & Linsenmeier (1977) investigated the possibility of employees using intra-organizational ingratiation behavior. In recent years, researchers began attempting to use theoretical and experimental methods to clarify intra-organizational ingratiation behavior.

In 1980, Kipnis, Schmidt, and Wilkinson began the research into intra-organizational influence strategies, where ingratiation behavior is one of the influence strategies being researched. Research into internal organizational influence focuses primarily on two methods of influence. One is downward influence, referring to how supervisors influence their subordinates. The other is upward influence, referring to how subordinates influence their supervisors (Tedeschi, Schlenker, & Linkskold, 1972). Employees may use upward influence strategies to achieve personal or organizational objectives (Allen, Porter, Renwick, & Mayes, 1979; Kipnis, Schmidt, & Wilkinson, 1980; Mowday, 1978). Thus, ingratiation behavior is a type of upward influence strategy (Kipnis et al., 1980; Schriesheim & Hinkin, 1990). Increasing attractiveness will produce positive influence for an employee, such as wage increases or promotions, and avoid negative evaluations, wage reductions, and other negative results (Kumar and Beyerlein, 1991). After the study released by Kipnis, Schmidt, and Wilkinson (1980), Jones and Pittman (1982) proposed five strategies of self recommendation. However, only self performance and ingratiation behavior are founded on concrete theoretical foundations. Current research on social psychology and organizational behavior clearly describes three concrete phenomena in ingratiation behavior: sycophancy, interpretation of supervisors' intentions, and self performance and mutual favors (Ellis, West, Ryan, & DeShon, 2002; Gordon, 1996; Jones, 1964; Tedeschi & Melburg, 1984; Westphal & Stern, 2006). These four ingratiation behaviors also set the foundational concepts for subsequent ingratiation research.

Social Intelligence

The earliest conception of social intelligence came from Thorndike's (1920) discovery.   Thorndike separated intelligence into three aspects: abstract, mechanical, and social intelligence. Abstract intelligence refers to the ability to understand and management concepts and abstract ideas. Mechanical intelligence refers to the ability to understand and manage concrete targets within personal environments. Social intelligence refers to the ability to understand and manage people, as well as intelligence demonstrated in interpersonal relationships. Most studies concentrate on abstract and mechanical intelligence, with little research on evaluating social intelligence (Thorndike & Stein, 1973). In terms of intelligence,

only the intelligence quotient (IQ) is focused on to differentiate individual capabilities. A major but ignore field was discovered: social intelligence (Flapan, 1968; Flavell et al., 1968; Selman, 1976).

At that time, Thorndike and his research colleagues did not verify the concrete existence of social intelligence through psychological research (Thorndike, 1936; Thorndike & Stein, 1937). In recent years, many studies emphasize the necessity to rediscover the existence of social intelligence (Cantor & Kihlstrom, 1989; Erwin, 1993; Ford & Tisak, 1983). Subsequently, Guilford (1967) developed the behavioral intelligence model. Research on social intelligence resumed with Keating (1978). Later, Ford and Tisak (1983) and Brown and Anthony (1990) continued studies on social intelligence. Keating (1978) performed some key research by using the Defining Issues Test (DIT), the Social Insight Test (SIT) developed by Chapin (1942), and Social Maturity Matrix (SMI) developed by Gough (1966) to actually measure social intelligence, so that there is verification from actual data as opposed to merely theoretical deduction. It was not until recent years where social intelligence had been reestablished by Goleman (2006) and Albrecht (2006) with more multifaceted extensions.

Relating social intelligence to service behavior

In service behavior, first line employees interact with either coworkers or customers (Brief and Motowidlo, 1986; George, 1991; Hoffman and Kelley, 1994; Organ, 1988), with different relationships existing with customers and with coworkers. A Customer-to-employee relationship is a down-up leader-follower relationship, but a relationship between coworkers is a parallel interpersonal relationship. Employee service behavior can be separated into two aspects: "interaction with customers", and "interaction with coworkers". In an employee's "interaction with customers", an employee with high social intelligence can clearly understand their role in social or environment (Chen Yi hsiang, 2003), and should be committed to completing their tasks. They should also be able to interpret other people (Vernon, 1933), which enables them to observe their customers, and thus understand customer expectations, which would better facilitate completion of "role-prescribed customer service" and "extra-role customer service". In terms of an employee's "interaction with coworkers", an employee with high social intelligence will be adaptive and socially compassionate (Ford & Miura, 1983; Marlowe, 1985), which enables them to blend in to the workplace and demonstrate positive interaction and mutual help with other employees. From the above summary, this study hypothesizes the following:

Hypothesis 1: Employee social intelligence will be positively related to employee service behavior in hotels.

Relating social intelligence to ingratiation

Lewin (1935) proposed the B = f(P,E) concept to explain the causation behind formation of behavior, believing that personality traits are important factors that influence behavior. Being an interpersonal intelligence, social intelligence holds certain influence over formation of personality traits, and may further affect demonstration of behavior. Greenspan (1979) suggested that social intelligence enables psychological interpretation, meaning that socially intelligent people can rationalize other people's motivation and demonstration of behavior, understand personal characteristics, and interpret emotions and expressions (Ford & Miura, 1983). People with high social intelligence are highly adept at interpreting and observing other people, which can be beneficial reference information when communicating with others. As Greenspan (1979) said, people with social intelligence can demonstrate positive social communication and encourage other people's behavioral models to be more compatible with their own needs. It is thus further hypothesized that, in employee-to-supervisor interaction, employees with high social intelligence can influence a supervisor's behavioral model to align towards that employee's desired objectives when interacting with supervisors. Behaviors demonstrated by this employee aids in demonstrations of ingratiation behavior. From the above summary, this study hypothesizes the following:

Hypothesis 2: Employee social intelligence will be positively related to employee integration behavior in hotels.

Relating employee ingratiation to service behavior

Employees usually see their superiors as targets of interest, where the use of upward influence strategies may achieve objectives of personal interest (Allen, Porter, Renwick, & Mayes, 1979; Kipnis, Schmidt, & Wilkinson, 1980; Mowday, 1978). To employees, customers are the foundation of their careers, and also targets of interest. Thus, customers should also be equivalent to supervisors in status. The reason that ingratiating persons want to be liked by their targets is that they believe that ingratiation is a technique to achieve important objectives (Dienesch and Liden, 1986; Kipnis et al., 1980; Wayne and Ferris, 1990; Wortman and Linsenmeier, 1977). Therefore, ingratiating persons want their targets to observe that they are capable, and will thus make qualified and appropriate evaluations (Kacmar et al., 1992). Ingratiating persons may also attempt to enhance their attractiveness to others, and therefore employees who use ingratiation on their supervisors to achieve objectives of personal interest should also demonstrate appropriate service behaviors towards customers, and thus enhance a customer's recognition of service. From the above summary, this study hypothesizes the following:

Hypothesis 3: Employee integration behavior will be positively related to employee service behavior in hotels.

The role of ingratiation behavior between social intelligence and service behavior

The high social intelligence employees can understand other people's felling, thinking and behavior by appropriate action in the interpersonal environment(Marlowe, 1986), and they can determine others feelings, emotions and motivation correctly(Wedeck, 1947).The relationship between employees and customers is interpersonal interaction. Social intelligence is the ability of interaction (Moss&Hunt, 1927). It should improve service behavior with customers. If the employees also have ingratiation characteristic, they should use upward strategy to achieve personal interest purpose (Allen, Porter, Renwick, & Mayes, 1979), employees possible to use ingratiation strategies to attain the desired compensation, tips, and other personal objectives out of mutual interests with a customer. It can more enhance service behavior. From the above summary, this study hypothesizes the following:

Hypothesis 4: The relationship between social intelligence and service behavior would be mediated by service behavior in hotels.

METHOD

This study is primarily intended to expand knowledge related to service behavior variables in service and sales theories from psychological and organizational-behavioral theoretical angles. In international tourism hotels, service behaviors demonstrated by first line employees interacting with customers require professionalism and compassion of service (Behrman & Perreault, 1984). Thus, they are important references through which customers evaluate service, and they also undertake the major responsibility of shaping their employer's reputation (Folkes, Patrick, 2003). Therefore, the service behavior of employees in the high-contact and high-emotional labor industry of international tourism hotels becomes an appropriate target of this study's. Therefore, this study selects full time employees of international tourism hotels as the primary sampling targets for questionnaires. Research framework is as shown in Figure 1.
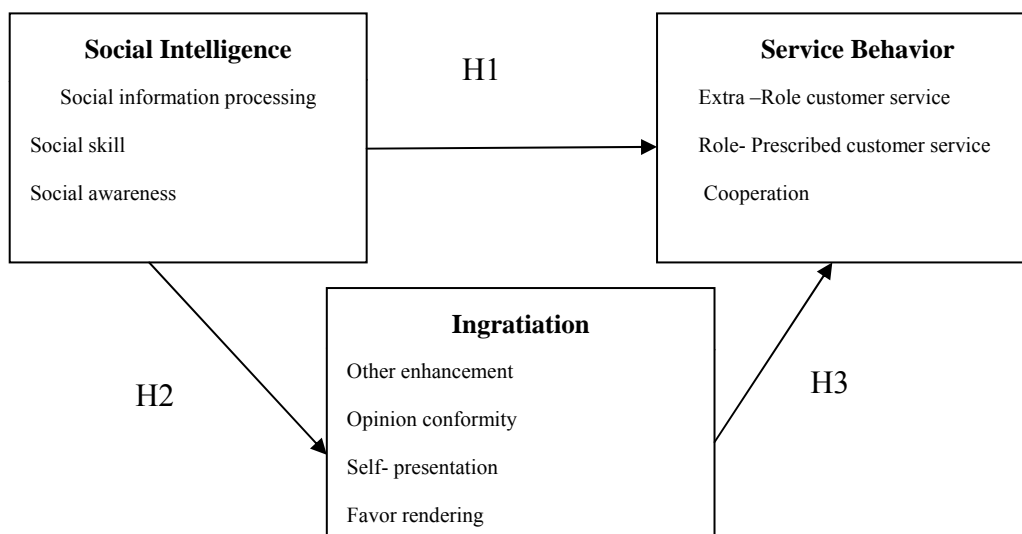

Fig. 1 Model of relationship among social intelligence, ingratiation and service behavior

Due to the sensitive topics involved in the questionnaire survey conducted by this study, data collection was conveniently sampled to ensure completion and reliability of questionnaires returned. Employees themselves are telephoned beforehand to confirm their positions and willingness. Then, questionnaires are mailed individually as part of the sampling process. A total of 300 questionnaires were mailed, with 215 returned, for a questionnaire return rate of 76.7%. Eliminating 3 incomplete and thus ineffective questionnaires, there are thus 212 effective questionnaires, for an effective return rate of 75.7%.

Measurement

Social intelligence is measured by the TSIS social intelligence measurement scale developed by Silvera, Martinussen and Dahl (2001), and contains 21 criteria items separated into three aspects, each measured by a seven-point Likert scale.

Ingratiation behavior is measured by the MIBOS scale developed by Kumar & Beyerlein (1991), which contained 24 criteria items separated into four aspects. Service behavior is measured by the service behavior scale integrated by Bettencourt and Brown (1997), which contains 15 criteria items separated into three aspects. Ingratiation and service behavior criteria items are each measured by a five-point Likert scale, as well as personal background information. Regression analysis was used to understand the direction of influence and prediction ability between dependent and independent variables (Wu, Ming-Long, Tu, Jin-Tang, 2005).

Reliability and validity

In terms of reliability, the Cronbach's α value for social intelligence is 0.85. The Cronbach's α values for the three aspects of "social information processing", "social skill", and "social awareness" are 0.77, 0.66, and 0.67, respectively. The Cronbach's α value for ingratiation is 0.94. The Cronbach's α values for the four aspects of "other enhancement", "opinion conformity", "self-presentation", and "favor rendering" are 0.87, 0.83, 0.89, amd 0.84, respectively. The Cronbach's α value for service behavior is 0.91. The Cronbach's α values for the three aspects of "extra–role customer service", "role–prescribed customer service", and "cooperation" are 0.77, 0.81, and 0.84, respectively. Cronbach's α values between 0.50 and 0.70 are reliable (most common). 0.70 to 0.90 are also reliable (second most common). Cronbach's α values greater than 0.90 are very reliable (Wang, Min-Wei, 1996).

In terms of validity, the KMO value for social intelligence is 0.83. The KMO values for the three aspects of "social information processing", "social skill", and "social awareness" are 0.82, 0.71, and 0.75, respectively. The KMO value for ingratiation is 0.93. The KMO values for the four aspects of "other enhancement", "opinion conformity", "self-presentation", and "favor rendering" are 0.85, 0.85, 0.82, and 0.81, respectively. The KMO value of service

behavior is 0.91. The KMO values for the three aspects of "extra–role customer service", "role–prescribed customer service", and "cooperation" are 0.78, 0.79, and 0.82, respectively. KMO values between 0.70~0.80 are appropriate. KMO values between 0.80~0.90 are desirable. KMO values above 0.90 are exceptional (Kaiser, 1970; 1974).

RESULT
Basic Analysis

In terms of sampling, 138 respondents were female, making for a 65.4% majority of the sample. In terms of age, 131 respondents were between 20-29 years old, making for a majority of 62.7% of the sample. In terms of education levels, 112 respondents were university graduates, making for a majority of 54.4% of the sample. In terms of tourism-related faculties, 102 people graduated from non-tourism-related faculties, making for a majority of 51.3% of the sample. In terms of marital status, 144 respondents were single, making for a majority of 69.2% of the sample. In terms of department worked, 87 respondents worked in customer service, making for a plurality of 42.2% of the sample. In terms of position, 133 respondents are base level employees (base level service employees or administrative assistants), making for a majority of 64.3% of the sample. In terms income, 114 respondents earned $NT 20,000~29,999, making for a majority of 55.1% of the sample.

This study uses service behavior as the dependent variable, social intelligence as the factor variable, and ingratiation behavior as the intermediary variable. The research framework is to measure from the perspective of full time employees of international tourism hotels. From Table 1, one can observe positive correlation between social intelligence, service behavior, and ingratiation behavior.

Table 1 Means, standard deviations and correlations of scales

	Mean	SD	1	2	3
1.Social intelligence	3.77	0.67	1	0.266**	0.356**
2.Ingratiation	3.01	0.59	0.266**	1	0.481**
3.Service behavior	3.84	0.47	0.356**	0.481**	1

*p＜0.05；** p＜0.01

The relationship between social intelligence and service behavior

This study hypothesizes positive relationships between social intelligence and service behavior. According to results of Table 2, there is positive correlation between social information processing and extra–role customer service (β=0.364, p<0.01), positive correlation between social information processing and role–prescribed customer service (β=0.250, p<0.01), positive correlation between social information processing and cooperation (β=0.238, p<0.05), positive correlation between social awareness and role–prescribed customer service (β=0.163, p<0.05), and positive correlation between social

awareness and cooperation (β=0.193, p<0.05). Other relationships are not significant. Hypothesis 1 is partially supported.

Table 2 Social intelligence and Service behavior

	Extra –Role customer service		Role- Prescribed customer service		Cooperation	
	β	t	β	t	β	t
Social information processing	0.364	3.981**	0.250	2.749**	0.238	2.567*
Social skill	0.025	0.273	0.103	1.108	0.041	0.436
Social awareness	0.092	1.193	0.163	2.122*	0.193	2.459*
F	16.559**		17.208**		13.940**	
R^2	0.193		0.199		0.167	
Adjusted R^2	0.181		0.187		0.155	

*p＜0.05；** p＜0.01

The relationship between social intelligence and ingratiation

This study hypothesizes positive relationships between social intelligence and ingratiation behavior. According to the results of Table 3, there is positive correlation between social information processing and other enhancement (β=0.239, p<0.05), positive correlation between social skill and other enhancement (β=0.205, p<0.05), positive correlation between social information processing and opinion conformity (β=0.204, p<0.05), positive correlation between social skill and self–presentation (β=0.206, p<0.05), and positive correlation between social skill and favor rendering (β=0.256, p<0.01). Other relationships are not significant. Hypothesis 2 is partially supported.

Table 3 Social intelligence and Ingratiation

	Other enhancement		Opinion conformity		Self- presentation		Favor rendering	
	β	t	β	t	β	t	β	t
Social information processing	0.239	2.535*	0.204	2.129*	0.157	1.610	0.097	1.004
Social skill	0.205	2.133*	0.143	1.459	0.206	2.075*	0.256	2.606**
Social awareness	-0.063	-0.796	0.024	0.303	-0.097	-1.177	-0.018	-0.217
F	11.509**		8.851**		0.084		8.029**	
R^2	0.142		0.113		0.071		0.104	
Adjusted R^2	0.130		0.100		6.366**		0.091	

*p＜0.05；** p＜0.01

The relationship between ingratiation and service behavior

This study hypothesizes positive relationships between ingratiation behavior and service behavior. According to the results of Table 4, there is positive correlation between other enhancement and extra–role customer service (β=0.214, p<0.05), positive correlation between other enhancement and role–prescribed customer service (β=0.252, p<0.01), positive correlation between other enhancement and cooperation (β=0.219, p<0.05), and negative correlation between self–presentation and cooperation (β=-0.203, p<0.05). Other relationships are not significant. Hypothesis 3 is partially supported.

Table 4 Ingratiation and Service behavior

	Extra –Role customer service		Role- Prescribed customer service		Cooperation	
	β	t	β	t	β	t
Other enhancement	0.214	2.257*	0.252	2.652**	0.219	2.274*
Opinion conformity	0.071	0.657	0.164	1.521	0.133	1.218
Self- presentation	-0.045	-0.451	-0.148	-1.474	-0.203	-1.996*
Favor rendering	0.113	1.131	0.002	0.21	0.053	.518
F	5.925**		5.253*		3.783**	
R^2	0.103		0.092		0.068	
Adjusted R^2	0.085		0.075		0.050	

*p<0.05;** p<0.01

Mediation testing

We tested this assumption with mediation analysis (Baron & Kenny, 1986). The first step of mediation analysis is to show that the independent variables (social intelligence affect the mediator (ingratiation behavior), as shown in Table 2. The second step is to show that the independent variable (social intelligence) affects the dependent variables (service behavior), as shown in Table 4. The final step is to show that the mediator (ingratiation behavior) affects the dependent variable (service behavior) when the independent variables (social intelligence) are included in the equation (Baron et al., 1986). If ingratiation behavior mediates the relationship, a significant relationship between social intelligence and service behavior should disappear or be reduced when ingratiation behavior dimensions are added to the model (Tsaur & Lin, 2004). This analysis is shown in Table 5. Since the results indicate that ingratiation behavior is not significantly related to all dimensions of service behavior, therefore ingratiation behavior has no mediation effect between social intelligence and service behavior.

Table 5 A test of the mediating effect of service behavior on the relationship between HRM practices and service quality

	Extra –Role customer service		Role- Prescribed customer service		Cooperation	
	β	t	β	t	β	t
Social information processing	0.325	3.531**	0.211	2.301*	0.214	2.280*
Social skill	-0.21	-0.222	0.088	0.940	0.032	0.337
Social awareness	0.099	1.283	0.159	2.062*	0.184	2.330*
Other enhancement	0.131	1.447	0.169	1.872	0.146	1.575
Opinion conformity	0.012	0.119	0.104	1.027	0.071	0.682
Self- presentation	-0.26	-0.281	-0.122	-1.297	-0.174	-1.813
Favor rendering	0.091	0.957	-0.038	-0.407	0.019	0.195
F	8.372**		8.563**		6.847**	
R^2	0.223		0.227		0.190	
Adjusted R^2	0.197		0.201		0.162	

*$p < 0.05$;** $p < 0.01$

CONCLUSION AND SUUGESTION

1. The relationship between social intelligence, ingratiation behavior, and service behavior

Verified results indicate that international tourism hotel employees with high social intelligence can help enhance service behavior. Employees can use their ability to understand and recognize other people's actions and feelings to demonstrate work inside and outside their jurisdictional boundaries to customers, as well as mutually positive helpful behavior for coworkers. However, the application of an employee's social skills does not visibly benefit demonstration of service behavior, and they cannot use their social perception skills to help improve service behavior. However, employees with high ingratiation characteristics do not visibly enhance service behavior, which indicates that there are differences between an international tourism hotel employee's recognition of their supervisors and customers. Although they may demonstrate ingratiation behavior towards their supervisors, they cannot improve the performance of their service behaviors simply because they are highly inclined towards ingratiation. The results confirm the point proposed by (Greenspan, 1979), in that social intelligence enables interpreting other people's views and thoughts, and facilitates interpreting a supervisor's thoughts, and thus increase incidence of ingratiation behavior.

There is no significant improvement effect between an international tourism hotel employee's recognition of ingratiation behavior and service behavior, which indicates that the level of ingratiation behavior demonstrated by employees towards their supervisors will not be replicated for customers. However, an employee's recognition in social intelligence has partially significant influence on ingratiation towards supervisors, and (Shen, Qing-Song,

2001) also pointed out that, as people become less ethically committed, most people will effectively utilizing whatever means necessary to achieve their objectives. This reveals that, employees demonstrate certain inclination towards ingratiation, but no significant enhancement in customer service behaviors. Therefore, this study proposes that possible reasons include that, under international tourism hotel systems, employees believe that customers can provide less benefits and compensation than employees, and therefore, employees only see their supervisors as the foundation of their careers, and thus will not use upward ingratiation attitude to enhance service behavior for customers. It is also possible that employees will only enhance service behavior for customers when supervisors are present.

2. Recommendation for international tourism hotels to recruit and select employees with social intelligence

In international tourism hotels, employees with high social intelligence can help enhance service behavior. Huang, Ci-Ai (2002) pointed out that social intelligence is an ability that facilitates interpersonal and individual-to-society interaction. In international tourism hotels, an employee's ability to interact with social environments as an individual becomes especially important. Coworkers and customers are all possible targets of contact or service for first line employees (Hoffman and Kelley, 1994). In interpersonal relationships with customers and coworkers, interpersonal interaction and communication skills, and expression of emotions (Lin, Ya-Hui, 1991), identification of other people's feelings (Chen, Yi-Xiang, 2003), and compassion for others (Marlowe, 1985) are all intelligence demonstrated by social intelligence in interpersonal relationships, and will also affect the demonstration of self-motivated extra-role altruistic behaviors that are essential to a normally functioning organization (Katz, 1964), as well as help cooperation between one employee and other employees to provide outstanding service to customers (Azzolini and Shillaber, 1993). From the above elucidations, we can understand that the importance of an employee's social intelligence in the operation of international tourism hotels. These verified results also resonate with this study's research topics, in that the transmission of tourism experience is all determined by interpersonal factors (Baum, 1993). Social intelligence can indeed influence the level of service behavior demonstrated by employees. Therefore, it is recommended that international tourism hotels use social intelligence as a standard and doctrine for evaluating recruitment and selection of employees.

3. Recommendation for international tourism hotels to moderate employee inclination for ingratiation behavior

Verified results from this study reveal that social intelligence and ingratiation behavior will partially and positive improve service behavior. However, to an organization, Eastman (1994) discovered that ingratiating persons using ingratiation behavior often do so at the expense of that organization's interests. If pushed to excess, such phenomena may

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endanger that organization (Ralston, 1985). Therefore, selecting employees with high social intelligence and controlling their ingratiation behavior is an important issue that international tourism hotels need to focus on. Wayne and Ferris (1990) pointed out that ingratiation behavior can influence a supervisor's perception of a subordinate's performance through interpreting supervisor intentions and mutual favors. Therefore, when a supervisor reflects on the performance of a subordinate, there may be discrepancies with that subordinate's actual performance (Feldman, 1981; Ilgen and Feijiman, 1983). Therefore, this study recommends that international tourism hotel owners can hire experts to educate supervisors to understand mentalities underlying subordinate ingratiation, so that supervisors have a certain level of understanding of subordinate ingratiation, so that ingratiation would not compromise a supervisor's evaluation of an employee, and that supervisors would not ignore conflicting information and reflect on an employee's positive behavior and make assessments that do not reflect facts (Aryee, Wyatt & Stone, 1996). From data, it can be observed that "I will tell my supervisor that I learned considerable work experience from them", "when a supervisor wants me to support them, I will cooperatively agree with his views", "I will let my supervisor know that I am willing to share my work accomplishments with him" and "I am willing to perform certain tasks regardless of difficulties for my supervisor" are the most commonly employed ingratiation behavior for international tourism hotel employees, which can be incorporated as reference for employee ingratiation mentality education classes. Therefore, this study recommends that international tourism hotel owners can use ingratiation mentality education classes for supervisors to moderate occurrences of employee ingratiation behaviors.

4. Recommendation for international tourism hotels to improve employee focus on customers

There is no significance between ingratiation behavior and service behavior for international tourism hotel employees. This indicates that employees do not regard customers as the foundation of their careers, and are not inclined to enhance service behavior for customers. Singular focus on the opinions of supervisors and ingratiation towards supervisors will severely damage and impact an organization (Eastman, 1994; Ralston, 1985). Enhancing employees' focus on customers (as if they are supervisors) so that they become a target of interest for ingratiating persons will thus improve service behavior for customers. As Linden & Mitchell (1988) pointed out, ingratiation is not always about being deceptive or inappropriate, or intentional influence or machinations for political benefit. When ingratiation behavior is successfully applied, they can also result in great benefits for an organization. Yagil (2001) also pointed out that customer satisfaction will increase because of ingratiation behavior from service employees, and decrease because of abrupt behavior from employees. On the topic of increasing employee focus on customers, this study recommends that international tourism hotel owners should adjust the tipping system. Owners should assign

10% of tips of the hotel as part of employee bonuses, and not operational income. Also, tips provided by customers should follow the European and American system, where the amount of tips of determined by personal service performance, so that employees feel that servicing customers is truly beneficial to them. The tipping system recommendations proposed by this study for international tourism hotels should increase employee focus on customers, produce positive service behavior, and thus improve the overall operational performance of international tourism hotels.

How a service organization should select, train, and compensate employees is a perennially discussed topic (Lovelock, 1985; Schlesinger & Heskett, 1991; Schneider et al., 1985, 1995). Mills (1986) believes that employee behavior should be controlled before they interact with customers in order to effectively enhance service quality, and that it is more effective than inspecting service results after the fact. The correlation between social intelligence, ingratiation behavior, and service behavior are uncommon in past academic research. This study attempts to use psychological and organizational theoretical angles to clarify the relationships between the three variables to address past academic shortcomings and provide references to relevant operational strategies of international tourism hotels.

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