



***RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND
BENEVOLENT LEADERSHIP AND ITS EFFECT TOWARDS
ORGANISATIONAL CITIZENSHIP BEHAVIOURS MEDIATED BY
ORGANISATIONAL COMMITMENT***

TAN JUE XIN

GSM 2015 13



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TAN JUE XIN

**MASTER OF SCIENCE
UNIVERSITI PUTRA MALAYSIA
2015**



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ORGANISATIONAL COMMITMENT**

By

TAN JUE XIN

**Thesis Submitted to the Graduate School of Management, Universiti Putra
Malaysia, in Fulfilment of the Requirements for the Degree of Master of Science**

January 2015

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DEDICATION

In dedication to my parents for supporting me along the journey.



Abstract of thesis presented to the Senate of Universiti Putra Malaysia in fulfilment
of the requirement for the degree of Master of Science

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BENEVOLENT LEADERSHIP AND ITS EFFECT TOWARDS
ORGANISATIONAL CITIZENSHIP BEHAVIOURS MEDIATED BY
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By

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January 2015

Chair: Dahlia Zawawi, PhD

Faculty: Graduate School of Management, UPM

The purpose of this study is to examine emotional intelligence as the antecedent of benevolent leadership and the relationship between benevolent leadership and organisational citizenship behaviours with organisational commitment as a mediator. This research intends to affirm the importance and effectiveness of benevolent leaders in improving the turnover issues in hotel industry of Malaysia and encourage employees to make extra contribution willingly.

As benevolent leadership was mostly investigated by scholars in Chinese context, this is one of the pioneer researches to study benevolent leadership in a multicultural context. This study extends the body of knowledge of benevolent leadership as there were limited researches being done in examining its antecedent. Social exchange

theory and path-goal theory were applied in supporting the proposed relationships and a total of seven hypotheses were proposed.

The quantitative method is used in analyzing the data collected through questionnaires. Multistage sampling method was applied in the selection of respondents. There were 163 employees and 104 supervisors from four- or five-star hotels in Klang Valley participated in the questionnaire survey. The data screening was carried out to eliminate missing values and outliers in the data collected. The reliability and validity tests, multivariate assumption tests, and descriptive data analysis were conducted as well. Structural equation modelling was employed to analyze the data and test the hypotheses in this study.

The result of this study shows that four out of seven hypotheses were supported. The findings have shown that emotional intelligence has no significant relationships with benevolent leadership, organisational commitment and organisational citizenship behaviours. Benevolent leadership is found to be the predictor employee's citizenship behaviours mediated by employee's commitment. There is a full mediation effect of organisational commitment towards the relationship between benevolent leadership and organisational citizenship behaviours. Limitations of the study and directions for future research are suggested in the last chapter.

Abstrak tesis yang dikemukakan kepada Senate of Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Master Sains

**HUBUNGAN ANTARA KECERDASAN EMOSI DAN KEPIMPINAN
BENEVOLEN DAN KESANNYA KEPADA TINGKAH LAKU
KEWARGANEGARAAN ORGANISASI DIANTARAI OLEH KOMITMEN
ORGANISASI**

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Tujuan kajian ini adalah untuk mengkaji kecerdasan emosi sebagai peramal kepimpinan benevolen serta hubungan antara kepimpinan benevolen dan tingkah laku kewarganegaraan organisasi dengan komitmen organisasi sebagai pengantara. Kajian ini adalah untuk menitik berat kepentingan dan keberkesanan pemimpin benevolen untuk memperbaiki isu-isu pergantian kakitangan dalam industri hotel di Malaysia serta menggalakkan pekerja untuk membuat sumbangan tambahan secara sukarela.

Kebanyakan kepimpinan benevolen dikaji oleh sarjana dalam konteks Cina, justerunya ini merupakan salah satu penyelidikan perintis dalam mengkaji kepimpinan benevolen dalam konteks pelbagai budaya. Kajian ini meluaskan pengetahuan kepimpinan benevolen kerana hanya penyelidikan yang terhad telah

dilakukan dalam pemeriksaan peramal kepimpinan benevolen. Teori pertukaran sosial dan teori paf-gol telah digunakan dalam menyokong hubungan yang dicadangkan. Sejumlah tujuh hipotesis telah dicadangkan dalam penyelidikan ini.

Kaedah kuantitatif telah digunakan untuk menganalisis data yang dikumpul melalui soalan selidik. Kaedah persampelan pelbagai peringkat telah digunakan dalam pemilihan responden. Terdapat 163 pekerja dan 104 penyelia dari hotel empat atau lima bintang di Lembah Klang telah menyertai kajian tersebut. Data yang dikumpul telah dijalankan pemeriksaan untuk menyingkirkan kes yang mempunyai nilai-nilai yang hilang dan data yang terpercil. Ujian reliabiliti dan validiti, ujian multivariat andaian, dan analisis data deskriptif telah dijalankan juga. Pemodelan persamaan struktur telah digunakan untuk menganalisis data dan menguji hipotesis dalam kajian ini.

Hasil kajian ini menunjukkan bahawa empat daripada tujuh hipotesis telah disokong. Hasil kajian telah menunjukkan bahawa kecerdasan emosi tidak mempunyai hubungan yang signifikan dengan kepimpinan benevolen, komitmen organisasi dan tingkah laku kewarganegaraan organisasi. Kepimpinan benevolen ditemui sebagai peramal tingkah laku kewarganegaraan pekerja yang diantarai oleh komitmen pekerja. Komitmen organisasi mempunyai kesan pengantaraan penuh terhadap hubungan antara kepimpinan benevolen dan tingkah laku kewarganegaraan organisasi. Batasan pengajian dan arah untuk kajian pada masa depan telah dicadangkan dalam bab terakhir.

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Being a postgraduate has moulded me from a fragile flower to tough weeds. It was quite an ordeal on the journey in pursuing dreams. However, every cloud has a silver lining. The persistence has finally paid off the hard works.

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Last but not least, my gratitude for my future life sharing partner. Thank you for being extremely patient and thoughtful in keeping me optimistic. You are the one who always be there for me and want to cheer for my success.



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I certify that a Thesis Examination Committee has met on 20th January 2015 to conduct the final examination of Tan Jue Xin on her thesis entitled “Relationship Between Emotional Intelligence and Benevolent Leadership and its Effect Towards Organisational Citizenship Behaviours Mediated by Organisational Commitment” in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the Master of Science.

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LIST OF ABBREVIATION

ASEAN	Association of Southeast Asian Nations
AVE	Average Variance Extracted
BL	Benevolent Leadership
CFA	Confirmatory Factor Analysis
CFI	Comparative Fit Index
Chisq/df	Chi Square/Degrees of Freedom
CNN	Cable News Network
CR	Composite Reliability
EFA	Exploratory factor analysis
EI	Emotional Intelligence
EQ	Emotional Intelligence Questionnaire
EIS	Emotional Intelligence Items
EQ-I	Emotional Quotient Inventory
ERG	Existence, Relatedness and Growth
ETP	Economic Transformation Programme
GFI	Goodness-of-fit Index
GNI	Gross National Income
KGWI	Kelly Global Workforce Index
MAR	Missing at Random
MCAR	Missing Completely at Random
MI	Modification Indices
MNAR	Missing Not at Random
MOTAC	Ministry of Tourism and Culture Malaysia
MSCEIT	Mayer-Salovey-Caruso Emotional Intelligence Test
OC	Organisational Commitment

OCB	Organisational Citizenship Behaviours
OCQ	Organisational Commitment Questionnaire
PL	Paternalistic Leadership
RMSEA	Root Mean Square of Approximation
SEM	Structural Equation Modeling
SREIS	Self-rated Emotional Intelligence Scale
TMMS	Trait Meta-Mood Scale
UNWTO	World Tourism Organisation



CHAPTER 1: INTRODUCTION

This chapter discusses an overview of benevolent leadership and the tourism industry in Malaysia. It includes the background of the study, the tourism industry of Malaysia, problem statement, research objectives, research questions, significance of study, and definition of terms.

1.1 BACKGROUND OF STUDY

Benevolent leadership is a leadership style whereby a leader demonstrates individualised and holistic concern for subordinates' personal and familial well-being (Chan & Mak, 2012; Chen, Eberly, Chiang, Farh, & Cheng, 2011; Wang & Cheng, 2010; Cheng, Chou, Wu, Huang, & Farh, 2004). Although it has caught the attention of scholars in recent years, most of the benevolent leadership studies have been done in the Chinese context (Chan, Huang, Snape, & Lam, 2012; Chan & Mak, 2012; Wu, Hu, & Jiang, 2012; Wang & Cheng, 2010; Niu, Wang, & Cheng, 2009).

Benevolent leadership aroused Chinese scholars' interest as it is widely recognised as one of the three components under paternalistic leadership (Chen et al., 2011; Chu, Chou, & Hung, 2009; Niu et al., 2009) which is in alignment with Confucian teachings that is deeply rooted in the Chinese culture (Wang & Cheng, 2010; Niu et al., 2009).

Paternalistic leadership is described as a combination of exerting highly disciplined authorization while displaying fatherly benevolence and moral integrity (Niu et al.,

2009). Confucian politics in social organisation, which assert the vitality of the vertical relationship between superiors and subordinates (Niu et al., 2009), conform with the parent-child relationship created through paternalistic leadership such as that in Chinese family business between leaders and employees (Cheng et al., 2004).

Three kinds of leadership concepts under paternalistic leadership were proposed by Farh and Cheng (2000): benevolent leadership, morale leadership and authoritarianism. Benevolence describes a leader that demonstrates individualised, holistic concern for employees' personal and familial well-being; morality implies a leader whose behaviour emphasises superior moral character and integrity by being a role model and showing selflessness; Authoritarianism indicates a leader asserting strong authority and control over his employees while expecting absolute obedience from them (Chen et al., 2011). The theoretical contribution of Farh and Cheng (2000) has initiated a wave of interest in exploring paternalistic leadership among Chinese scholars over the past decade (e.g. Chen et al., 2011; Chu et al., 2009; Niu et al., 2009). For instance, previous studies investigated the relationship between paternalistic leadership and organisational citizenship behaviour (Chu et al., 2009), employees' in-role and extra-role performance (Wu et al., 2012; Chen et al., 2011), subordinate responses (Cheng et al., 2004), employee outcomes (Niu et al., 2009), and subordinate's psychological health (Chen & Kao, 2009).

Apart from the studies being done in the Chinese context, the economic emergence of Asian economies has led to the current interest in studying paternalistic leadership in non-Western cultures (Erben & Güneser, 2008; Martinez, 2003; Farh & Cheng, 2000).

Paternalistic leadership has been discussed in the Asia Pacific (e.g. Uhl-Bien, Tierney, Graen, & Wakayabashi, 1990), Middle East (e.g. Hachem, 2011; Erben & Güneşer, 2008) and Latin America (e.g. Martinez, 2005; Martinez, 2003). It is asserted as a very common and effective leadership behaviour in contemporary non-Western organisational contexts (Niu et al., 2009; Erben & Güneşer, 2008) and also to some extent in developing societies (Pellegrini & Scandura, 2008; Martinez, 2003). However, paternalistic leadership is not prevalent in Western countries. Pellegrini and Scandura (2008) argued that paternalism is aligned with the values of collectivistic and high-power distance cultures. The holistic care given by leaders to employees' personal life is viewed as an expectation in collectivistic cultures but it is perceived as an invasion of privacy in individualistic cultures. It is also deemed feasible in the high-power distance societies where power inequality is acceptable.

The construct of benevolent leadership remains in China even though it is experiencing immense transitions due to globalisation and rapid societal modernization (Farh, Liang, Chou, & Cheng, 2008). Today, researchers have further narrowed down the exploration only to benevolent leadership (e.g. Chan & Mak, 2012; Karakas & Sarigollu, 2012; Wu et al., 2012; Desrosiers & Thomson, 2011; Wang & Cheng, 2010) by excluding the morale leadership and authoritarianism dimensions in paternalistic leadership. Morale leaders focus on being a role model and promote employees' respect and identification; authoritarian leaders dictate employees to follow rules and expect employees' compliance and dependence; whereas benevolent leaders earn employees' gratitude and reciprocation by showing genuine and holistic concern (Niu et al., 2009). Employees who work under moral leaders and authoritarian leaders are not expected to reciprocate

by willingly staying and contributing to the company as much as employees under benevolent leaders. Hence, benevolent leadership has gradually gained attention among scholars as the most desirable leadership style (Chan & Mak, 2012) because employees receive genuine and heartfelt concern in the process of developing their skills and motivating them to reach the goal voluntarily. In the Chinese context, benevolent leadership facilitates productive workforce because the employees view reciprocation as an obligation (Farh, Cheng, Chou, & Chu, 2006; Farh & Cheng, 2000).

Apart from the conceptualisation of benevolent leadership in the Chinese context, Karakas and Sarigollu (2012) from the West have developed four dimensions of benevolent leadership, namely morality, spirituality, vitality, and community. The discrepancy in defining benevolent leadership between Eastern and Western countries has shown an unclear path for future research direction. This study will focus on the conceptualisation of benevolent leadership from the Chinese context, where benevolent leadership is defined as the individualised and holistic concern from leaders towards employees' personal well-being.

Benevolent leadership has gradually drawn the attention of scholars and emerged as a globalised leadership style. It has been highly proven in the Chinese context that benevolent leaders can effectively build a productive workforce (Farh et al., 2006; Farh & Cheng, 2000). In the Malaysian context, there is study which suggested that Malaysian workers attach importance to workplace interpersonal relations (e.g. Ayupp & Kong, 2010). These interpersonal relations include appreciation from their superior, which can effectively motivate the workforce. Furthermore, Malaysian scholars have

highlighted that the relationship between leaders and hotel employees has major influence on a hotel's turnover rate (e.g. Abdullah, Alias, Zahar, Karim, Abdullah, Salleh, & Musa, 2010). Half of the turnover rate in the tourism industry in Malaysia is contributed by hoteliers (Saad, Yahya, & Pangil, 2012). There were also evidences which showed that, compared to other industries, the hospitality/travel/leisure industries have one of the lowest levels of satisfaction towards management's leadership style (Kelly Services, 2012a). By adopting the social exchange, a behaviour where leaders show holistic concern and employees reciprocate by putting in extra effort, the relationship between leaders and employees can be improved.

As there are evidences of dissatisfaction towards management's leadership style (Kelly Services, 2012b; The Star Online, 2012) and turnover issues of the hotel industry globally (Abdullah et al., 2010), benevolent leadership is suggested as one of the possible solution. The research in this study was conducted in Malaysia, a country with three main distinct races, to examine the effect of benevolent leadership on a multicultural background. The next section will introduce the tourism industry of Malaysia and its turnover issues.

1.2 THE TOURISM INDUSTRY OF MALAYSIA

Tourism is defined as "the activities of persons travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes" (World Tourism Organisation (UNWTO), 1995; Pg. 1). UNWTO also mentioned that this definition implies that tourism consists of a broad range of activities which goes beyond common holiday activities. Hence, the tourism industry covers a wide range of activities which involves the tourism consumption. UNWTO defined this tourism consumption as "tourism expenditure". Tourism expenditure means "the total consumption expenditure made by a visitor or on behalf of a visitor for and during his/her trip and stay at destination" (UNWTO, 1995; Pg. 3). According to this definition, the tourism industry includes several sub-sectors such as accommodation, transportation and distribution, restaurants, retail and attractions.

The tourism industry has been a major income generator (Salman & Hasim, 2012) and growth contributor to the Malaysian economy for the past decade (Jaafar, Toh, & Mohd. Sukarno, 2011). This industry is the seventh largest contributor to Gross National Income (GNI) in 2011, after oil, gas and energy, wholesale and retail, palm oil and rubber, financial services, agriculture, and electrical and electronics sectors (AsiaOne News, 2012). In 2012, there were 25.03 million tourist arrivals and it has contributed RM60.6 billion to the Malaysian economy, that resulted in tourism industry becoming one of the top three contributors of foreign exchange to the economy (Economic Transformation Programme (ETP) Annual Report, 2012). The tourism industry is expected to reach a GNI contribution of RM103.6 billion with 36 million tourist arrivals

by 2020 and create almost 500,000 job opportunities will be created throughout the implementation of ETP (AsiaOne News, 2012). According to the Ministry of Tourism and Culture Malaysia (MOTAC) (2013a), the top five tourist generating markets in the first two quarters of 2013 were Singapore (6,295,567), Indonesia (1,242,055), China (943,756), Brunei (593,536), and Thailand (277,378). ASEAN countries are the largest contributors of tourist arrivals, accounting for 73.3% of total tourist arrivals (MOTAC, 2013a).

Recently, Malaysia has obtained several outstanding achievements in tourism industry recently which included: "Second Best Shopping Destination in Asia-Pacific Region" by Forbes magazine; "Ulysses Award for Innovation in Public Policy and Governance" by United Nations World Tourism Organisation (UNWTO); and fourth place in "World's 10 Best Shopping Cities" survey by Cable News Network (CNN) (The Star Online, 2012).

As depicted in Figure 1.1, tourism industry consists of a few sub-sectors, namely accommodation, food and beverages, retail stores, theme parks and attractions, and transportation and distribution. These five sub-sectors are included in the tourism industry as they are part of the tourism expenditure (UNWTO, 1995; Pg. 3). When a tourist steps out of his/her house, starts spending on transportation to travel, pays admission fees to theme parks and attractions, buys food to fill his/her stomach, purchases souvenirs from retail stores; and finally books a hotel to have a rest, all of his or her activities have become tourism expenditure.

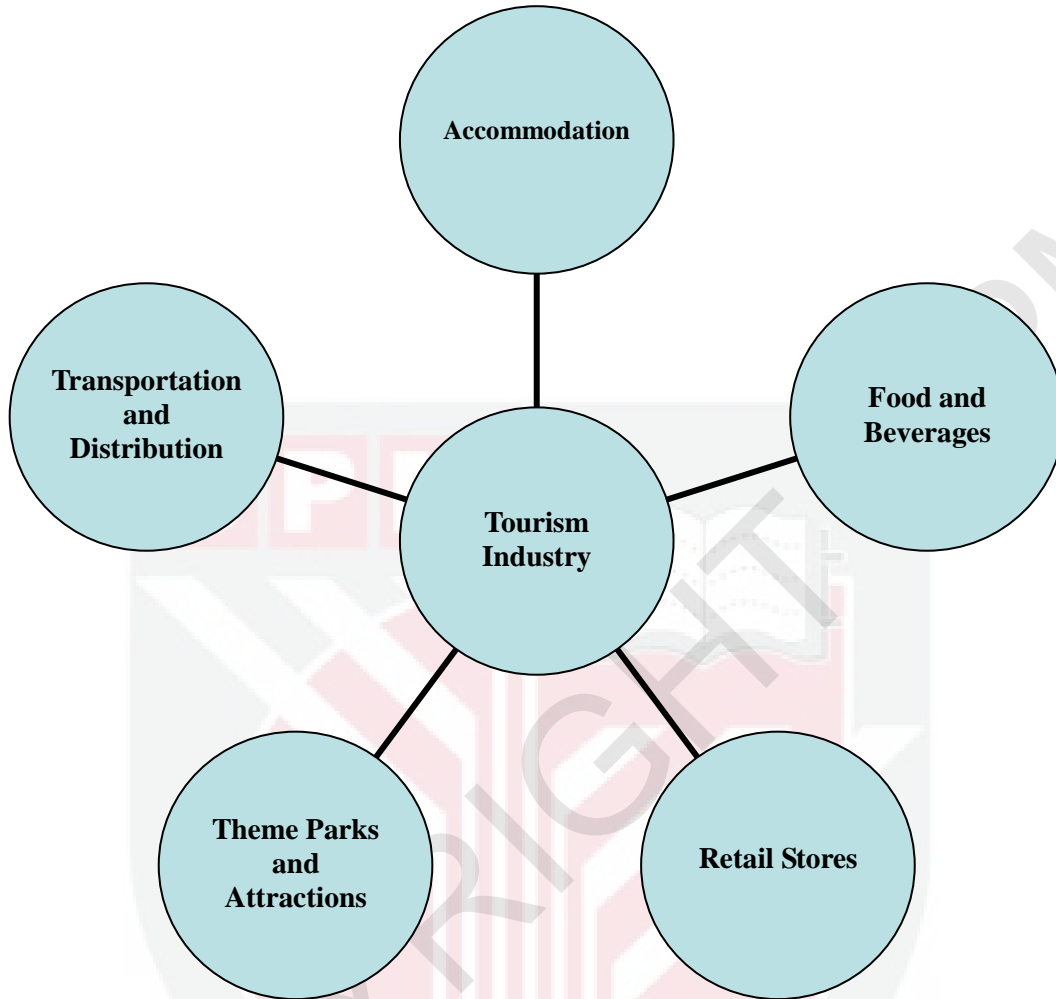


Figure 1.1 *Subsectors of Tourism Industry*

Out of the sub-sectors of the tourism industry, scholars have found that the hospitality industry, which includes both restaurants and lodging industry, has a high turnover rate not only in developing countries but also in developed countries (Abdullah et al., 2010).

Hospitality is defined as "the provision of food, refreshments and accommodation for those who are away from home" (Ingram, 1999; Pg. 140), which means that the catering and hotel industry are considered as sub-sectors of the hospitality industry. The word

“hospitality” has sometimes been used interchangeably with the word “tourism”. According to the Ministry of Human Resource Malaysia, in 2009, half of the overall turnover rate of the tourism industry came from hoteliers (Saad et al., 2012). Currently, 2,287 star-rated hotels, apartments and budget hotels in Malaysia that provides a total of 184,998 rooms, is sustaining the tourism industry of Malaysia (MOTAC, 2013b). As the tourism industry is a significant contributor to the Malaysian economy and creates plenty of job opportunities, the high turnover rate in the hotel industry has become a cumbrance to the development of the tourism industry in Malaysia (Abdullah et al., 2010).

The hotel industry is a dominant industry in maintaining the competitiveness of the tourism industry in Malaysia. The facts and figures show that medium-haul markets contribute 19.6% of the total arrivals while long-haul markets contributed another 7.1% (MOTAC, 2013a). The government has made an effort in implementing campaigns and development projects and providing funds to upgrade the buildings in order to promote Malaysia (Chiew & Said, 2011; Tourism Malaysia, 2005). The theme of tourism Malaysia, namely "Malaysia Truly Asia", promotes Malaysia as a multicultural country with different ethnic groups. Attracted by the unique multicultural background, tourists from different countries would pay a visit to Malaysia. Hence, employees of hotels play an important role in succeeding the “Malaysia Truly Asia” campaign as they are dealing directly with the end users. The final goal, which is the growth in economy, can only be achieved when the frontline soldiers are well prepared for the battle. As tourists regard Malaysia as a favourable long-haul travel spot, the upgrade and maintenance of the tourism infrastructure should be performed regularly (Salman & Hasim, 2012). Hence,

the fluctuation in the job market of the hotel industry can be damaging to the reputation as well as the development of Malaysia in the tourism industry.

The high turnover rate in the hotel industry of Malaysia has caught the attention of scholars (e.g. Albattat & Som, 2013; Saad et al., 2012; Abdullah et al., 2010). Despite the importance of the tourism industry to the Malaysian economy, the turnover rate of the hotel industry in Malaysia is still high and obstructs the development of the tourism industry (Abdullah et al., 2010). This study will examine the hotel industry under the accommodation sector.

The purpose of conducting this study is due to the dissatisfaction towards management's leadership style (Kelly Services, 2012a; Kelly Services, 2012b; The Star Online, 2012) and high turnover rate in the hotel industry (Saad et al., 2012). To illustrate how benevolent leadership is beneficial to Malaysia context, the next section will discuss about the leadership problems in Malaysia, how benevolent leadership can be operationalised in the context of the tourism industry in Malaysia, and the antecedents of benevolent leadership which has not been discovered in the past research.

1.3 PROBLEM STATEMENT

There are evidences from professional workforce solution companies (e.g. Tower Watson and Kelly Services) of the low satisfaction level of Malaysian employees towards their leaders (Kelly Services, 2012a; Kelly Services, 2012b; The Star Online, 2012). Employees with the lowest level of satisfaction towards their management's leadership style and belief that their employers are trying to accomplish company's mission come from the hospitality/travel/leisure and transport/distribution industries worldwide (Kelly Services, 2012a). However, there is no data obtained from the company that conducted this survey on the above mentioned facts for the industries only in Malaysia. It was also found that only 52% of Malaysian employees will speak highly of their employer to third parties (Kelly Services, 2012a) and 27% of Malaysian employees admit that they have taken sick leave even when they were not sick (Goh, 2012). These provide evidence that the existing employees do not show citizenship behaviours that encourage extra contribution of employees beyond the job scope.

This study will focus on hospitality/travel/leisure industries instead of transport/distribution industries as the tourism industry is an important source of income and economy growth contributor in Malaysia (Salman & Hasim, 2012; Jaafar et al., 2011). Furthermore, the turnover of tourism staff has caught the attention of Malaysian scholars recently (e.g. AlBattat & Som, 2013; Saad et al., 2012; Jaafar et al., 2011; Abdullah et al., 2010). The Ministry of Human Resource of Malaysia reported that, in 2009, employee turnover in the tourism industry is 16%; turnover of hoteliers contributed to half of the total of the tourism industry's turnover rate (Saad et al., 2012).

There were evidences showing that strategies in retaining hotel employees (Saad et al., 2012; Okumus, 2002), relationship between the leaders and hotel employees (Abdullah et al., 2010), and treatment given to the hotel employees (Nankervis, Compton, & Baird, 2008) might improve the turnover issues.

The relationship between leaders and employees may be one of the strategies to potentially reduce turnover rate of hotel employees. By demonstrating individualised and holistic concern for subordinates' personal and familial well-being (Chan & Mak, 2012; Chen et al., 2011; Wang & Cheng, 2010; Cheng et al., 2004), benevolent leaders may improve the leader-employee relationship. The genuine and sincere care from benevolent leaders to both employees' performance in work-domain and personal well-being will cause employees to feel that their leaders are helping them in every aspects of their life. Such an interaction will cause employees to reciprocate leaders' kindness by showing loyalty to the company and raising their work performance.

Past research has studied about the relationship between benevolent leadership and 1) creativity with creative identity role and autonomy as the moderators (Wang & Cheng, 2010); 2) followers' performance with leader-member exchange as the mediator (Chan & Mak, 2012); 3) organisational performance, affective commitment, and organisational citizenship behaviours (Karakas & Sarigollu, 2012) and 4) how subordinate's loyalty affects benevolent leadership with altruistic personality and perceived organisational support as moderators. However, there is still a lack of empirical study being done on exploring the antecedents of benevolent leadership.

Apart from subordinate's loyalty (Wu et al., 2012), Karakas & Sarigollu (2012) suggest that other possible antecedents of benevolent leadership are emotional intelligence, flexibility and openness to experience or situational variables such as education, organisational culture and exposure to benevolent leaders. There are vast opportunities of exploration in this area. Flexibility refers to the ability of an individual to modify behaviours when dealing with stressful situations (Kato, 2012). One of the components under emotional intelligence, "managing emotion", refer to the ability of a person to reduce, enhance, or modify their own or others' emotion. Both these definitions for flexibility and managing emotions are similar in meaning. Hence, flexibility will not be included in this study as emotional intelligence already covers the properties of flexibility.

Openness to experience refers to "the tendency to be creative, imaginative, perceptive, and thoughtful (Judge & Bono, 2000; Pg. 752). It is one of the traits under the Five-Factor Model of Personality that has been widely examined in the last century (Judge & Bono, 2000). Education and organisational culture were also being studied extensively in former research. The effectiveness and importance of openness to experience to education and organisational culture in the business context has been highly proven. Therefore, these three variables will not be included in this study.

Emotional intelligence has been highlighted in the past two decades in psychology and management areas (Cheung & Tang, 2012). It is argued that emotional intelligence is one of the significant variables that influences leader's performance (Wong & Law, 2002). However, the literature in the past do not reach a consensus in defining emotional

intelligence but have asserted multiple explanations, factors or models (Ayranci, 2010). Hence, this research will focus on emotional intelligence as the antecedent of benevolent leadership to allow deeper understanding towards the definition and measurement of this construct and at the same time respond to the call of Karakas and Sarigollu (2012) to explore emotional intelligence as the antecedent of benevolent leadership.

As this study aims to provide suggestions on how to improve turnover issues in the hotel industry of Malaysia, organisational commitment is examined to measure the effect of benevolent leadership because it is viewed as the indicator of turnover in previous studies (Culpepper, 2011; Shahnawaz & Jafri, 2009; Bozeman & Perrewé, 2001; Allen & Meyer, 1990; Blau & Boal, 1989). This study further examines organisational citizenship behaviours as the dependent variable of organisational commitment because organisational commitment has been widely studied as the antecedent of organisational citizenship behaviours (Ahmadi & Avajian, 2011; Peterson & Xing, 2007; Riketta, 2002; Podsakoff, MacKenzie, Paine, & Bachrach, 2000; MacKenzie, Podsakoff, & Ahearne, 1998; Organ & Ryan, 1995). Organisational commitment and organisational citizenship behaviours are also viewed as crucial elements of the social exchange process (Chen et al., 2011; Cropanzano & Mitchell, 2005; Zellars & Tepper, 2003; Moore & Cunningham, 1999; Deckop, Mangel, & Cirka, 1999; Eisenberger, Fasolo, & Davis-LaMastro, 1990; Organ, 1990; Eisenberger, Huntington, Hutchison, & Sowa, 1986). According to the social exchange theory, the emotional support and individualised care provided by a benevolent leader with emotional intelligence may motivate the employees to reciprocate through their commitment and citizenship behaviours.

1.4 RESEARCH OBJECTIVES

The general objective of this study is to examine the effect of emotional intelligence on benevolent leadership, and its implication on organisational citizenship behaviours with organisational commitment as the mediator. The specific objectives are as follows:

1. To examine the relationship between emotional intelligence and benevolent leadership.
2. To evaluate the impact of benevolent leadership towards organisational commitment and organisational citizenship behaviours.
3. To investigate the mediating effect of organisational commitment on the relationship between benevolent leadership and organisational citizenship behaviours.
4. To examine the effect of emotional intelligence on organisational commitment and organisational citizenship behaviours.

1.5 RESEARCH QUESTIONS

The research questions of this study are as follows:

1. Is there a relationship between emotional intelligence and benevolent leadership?
2. Does benevolent leadership have an impact towards organisational commitment and organisational citizenship behaviours?
3. Is there a mediating effect of organisational commitment on the relationship between benevolent leadership and organisational citizenship behaviours?
4. Does emotional intelligence have an effect on organisational commitment and organisational citizenship behaviours?

1.6 SCOPE OF STUDY

This study examines the benevolent leadership style among leaders in the hotel industry of Malaysia. Previous studies suggest that the relationship between employees and leaders in the hotel industry of Malaysia leads to employee turnover (Abdullah et al., 2010). As benevolent leadership advocates leaders to provide individualised and holistic concern beyond working context to employees, hotel employees might feel obliged to repay leaders' kindness and develop a social exchange relationship with their leaders. This study appears to be one of the earliest studies attempting to examine benevolent leadership in the hotel industry Malaysia. Samples of this study were selected from four and five-star rated hotels in the Klang Valley as this area possess the most number of hotels in Malaysia and human resource departments are well established in higher-rated hotels.

Karakas proposes that emotional intelligence, flexibility, openness to experience, education, organisational culture are antecedents of benevolent leadership. However, this study only focuses on emotional intelligence as the antecedent of benevolent leadership as emotional intelligence has a significant influence on a leader's performance (Wong & Law, 2002). As explained in section 1.3 (Pg. 11), flexibility is similar to the element of emotional intelligence and openness to experience, education and organisational culture have been widely studied in the last century. Hence, this study only examines emotional intelligence among all other proposed antecedents of benevolent leadership.

This study suggests that benevolent behaviours have influence on organisational

commitment and organisational citizenship behaviours. According to the social exchange theory (Blau, 1964), benevolent leaders who provide initial favours by being concern of employees' personal well-being beyond working context might receive the reciprocation of employees. Organisational commitment and organisational citizenship behaviours have been viewed as the reciprocation in a social exchange relationship (e.g. Chen et al., 2011; Cropanzano & Mitchell, 2005; Zellars & Tepper, 2003; Moore & Cunningham, 1999; Deckop et al., 1999; Eisenberger et al., 1990; Organ, 1990; Eisenberger et al., 1986). As OC has been widely suggested as the antecedent of OCB (Ahmadi & Avajian, 2011; Peterson & Xing, 2007; Riketta, 2002; Podsakoff et al., 2000; MacKenzie et al., 1998; Organ and Ryan, 1995), this study examines the effect of benevolent leadership on organisational commitment and how organisational commitment further leads to organisational citizenship behaviours.

Previous studies show no consensus in proving the relationship between leaders' emotional intelligence and employees' organisational commitment (e.g. Rangriz & Mehrabi, 2010; Amram, 2009; Humphreys, Weyant, & Sprague, 2003). This study intends to provide additional insights on the empirical evidences of the abovementioned relationship. Although the relationship between leaders' emotional intelligence and employees' organisational citizenship behaviours has been vastly tested in the past literature (e.g. Sahafi, Danaee, Sarlak, & Haghollah, 2012; Shanker, 2012; Yaghoubi, Mashinchi, & Hadi, 2011; Yunus, Ishak, Mustapha, Othman, 2010; Modassir and Singh, 2008; Wong & Law, 2002), this study intends to focus on this relationship once again to further strengthen the body of knowledge by contributing additional empirical studies.

1.7 SIGNIFICANCE OF STUDY

This study will contribute theoretically and practically in the area of benevolent leadership by expanding the framework of past studies in examining the outcomes of benevolent leadership and also exploring the antecedents of benevolent leadership as proposed by the scholars (Karakas & Sarigollu, 2012). Since Farh and Cheng (2000) that benevolent leadership is one of the components under paternalistic leadership; the exploration of benevolent leadership is still in the infancy stage. A vast amount of knowledge about benevolent leadership is expected to be generated by academicians in future research. This study will assist in shaping the construct, identifying boundary, and creating consistency in definition for future research.

1.7.1 Theoretical Contribution

There are leadership styles which encourage relationships between leaders and employees that lead to positive organisational outcomes. These leaderships include transformational leadership (Caldwell, Dixon, Floyd, Chaudoin, Post, & Cheokas, 2012; Jogulu & Ferkins, 2012; Hargis, Watt, & Piotrowski., 2011), benevolent leadership (Chan & Mak, 2012; Chen et al., 2011; Wang & Cheng, 2010; Cheng et al., 2004), servant leadership (Caldwell et al., 2012), charismatic leadership (Caldwell et al., 2012; Rowden, 2000), ethical leadership (Neubert, Wu, and Roberts, 2013; Khuntia & Suar, 2004), spiritual leadership (Chen, Yang, & Li, 2012; Fry, Vitucci, & Cedillo, 2005) and leader-member exchange theory (Rockstuhl, Dulebohn, Ang, & Shore, 2012). While other leadership styles establish a pleasant relationship throughout work-related interactions, benevolent leadership focuses on holistic care towards employees by being

concerned about employees' personal well-being which is outside of the work domain. Scholars have explored the subsequent variables of benevolent leadership such as organisational commitment, ethical climate, upward communication, organisational citizenship behaviour, subordinates' deference to supervisor, work motivation, creativity, creative identity role, autonomy, in-role and extra role performance, followers' performance, leader-member exchange, and organisational performance (e.g. Chan & Mak, 2012; Karakas & Sarigollu, 2012; Chen et al., 2011; Wang & Cheng, 2010; Chu et al., 2009; Niu et al., 2009; Erben & Güneşer, 2008).

In spite of the increasing popularity towards this leadership style, there has been little research done to highlight benevolent leadership by itself without examining it as a component of paternalistic leadership. Previous studies have only tested subordinates' loyalty as an antecedent of benevolent leadership (Wu et al., 2012). This study intends to contribute to the body of knowledge on benevolent leadership by expanding the current framework proposed in previous research and expedite the understanding of the antecedents and favourable organisational outcomes of benevolent leadership. It is a big step for the theory of benevolent leadership as this study proposes an antecedent which has never been studied in past literature, namely emotional intelligence. Social exchange theory states that leaders who provide the initial favour are likely to encourage the employees to reciprocate (Chen et al., 2011). Path-goal theory also suggests that the concern shown by leaders to employees creates mentally supportive work environment, reduces the stress of employees and enhance performance (House, 1996; House & Mitchell, 1974; House, 1971). In this study, emotional intelligence is suggested as the antecedent of benevolent leadership and organisational commitment is proposed to act as

a mediator of the relationship between benevolent leadership and organisational citizenship behaviours. Emotional intelligence is an ability possessed by a leader that supports him to be benevolent and the benevolent behaviours of the leader will motivate employees to reciprocate by willingly contributing extra effort because of their sense of commitment to the job.

Most of the studies of benevolent leadership have been done in the Chinese context (e.g. Chan & Mak, 2012; Chan et al., 2012; Wu et al., 2012; Wang & Cheng, 2010; Niu et al., 2009). It has been viewed as a leadership style which is aligned with the Confucian teachings deeply rooted in Chinese culture (Wang & Cheng, 2010; Niu et al., 2009). It is not only the Mainland Chinese that practices Confucian teachings but also overseas Chinese. Wang and Hong (2009) argue that the Chinese in other Asian countries such as Japan, South Korea, Hong Kong, Taiwan, Singapore, Malaysia and Indonesia are influenced by Confucianism as well. However, the result of Wang and Hong's (2009) study show that Mainland Chinese has a higher degree of cognitive practice of Confucian teachings compared to Taiwanese and Malaysian Chinese. The authors argue that Taiwanese have also inherited Chinese Culture's Confucian orthodoxy and thus they are deeply influenced by Confucianism. On the other hand, Malaysian Chinese living in a multi-racial society have made an effort to educate their children to follow Chinese traditions. The authors also found that socio-culture, and not the background of the people, is the factor that influences the practice of Confucian teachings. Therefore, benevolent leadership is assumed to have a significant effect not only in countries with Chinese as the main ethnic group but also the countries with Chinese as the minority ethnic group.

Due to the paradigm change in contemporary workplace from dealing with only one ethnicity to a more diverse and versatile workforce, a comprehensive leadership style should be discovered and it should be extensive enough to account for globalisation. As a multi-ethnic country, Malaysia is a good ground to study and prove the effectiveness of benevolent leadership. The additional responsibilities of leaders in concerning non-work matters and the reciprocation from employees in displaying extra-role behaviours which creates harmony and common good in workplace might be favourable in other contexts. This study will reveal whether benevolent leadership can be equally prevalent in a multi-cultural context.

1.7.2 Practical Contribution

The hotel industry is having difficulties in retaining employees (Albattat & Som, 2013; Saad et al., 2012; Abdullah et al., 2010). The reasons for hotel employees' turnover include the poor strategy of hotel's management (Saad et al., 2012) which might causes the orderless and ineffective working processes, lack of financial assistance and training from the local government (Jaafar et al., 2011) which leads to poor employee benefits, income and positions which are not up to standard due to the poor salary and promotion system, and poor relationship with supervisor which reduces employees' job satisfaction (Abdullah et al., 2010). Leadership plays an important role in preventing the turnover as a good leader can develop a good strategy in retaining talents, design effective training contents, enhance welfare, salary, and promotion system, and even build good rapport with subordinates (see Figure 1.2). Benevolent leadership fills up the deficiency in the relationship between leaders and employees which is crucial in fostering employees' job commitment and citizenship behaviours.

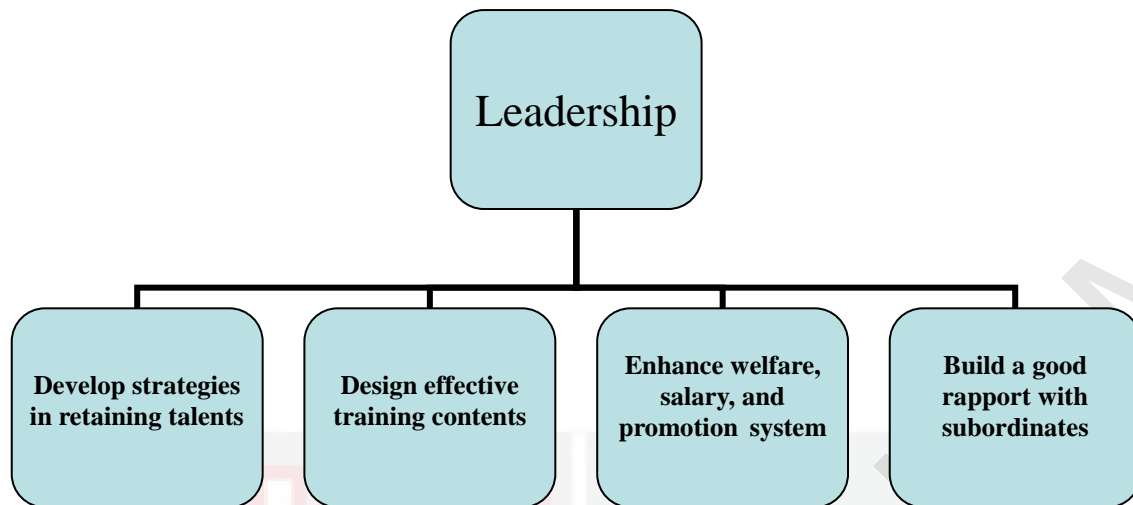


Figure 1.2 *Proposed Leadership's Role in Employees Retention*

The framework developed from this study suggests that emotional intelligence advances leader's benevolent behaviours. Benevolent leaders who are expected to show genuine care for employees in both work-related and personal affairs are sensitive to employees' emotional needs in order to ensure employees are in a healthy state of mind. Leaders with high level of emotional intelligence are able to manage their own emotions, detect employees' emotion, and deal with emotional situations appropriately. This study helps in designing a better leadership training programme which includes emotional intelligence elements in the training and enhancing leadership skills.

According to social exchange theory, employees with a sense of indebtedness and obligation towards the person who has provided initial favour are likely to be motivated to reciprocate the beneficial behaviours (Chen et al., 2011). Benevolent leaders who intend to create a common good in the organisations are likely to be reciprocated by their employees for their kindness. Besides that, according to the path-goal theory, which

suggests that leaders' concern for employees' welfare increases employees' self-confidence and reduce stress and frustration, shows that supportive leadership behaviour is related to the relationship between leaders and employees (House, 1996). This study provides insights for leaders in motivating workforce and building good rapport with employees in order to harmoniously achieve organisational goals.

Abdullah et al. (2010) state that the relationship between leader and employees is crucial in predicting the retention of staff. Employees who have been receiving individualised attention from managers, through assistance in solving challenges in work and non-work domains, are more likely to contribute willingly to achieving their company's goals and stay in their position. Allen and Meyer (1990) and other scholars (e.g. Culpepper, 2011; Shahnawaz & Jafri, 2009; Bozeman & Perrewé, 2001; Blau & Boal, 1989) articulate that organisational commitment is regarded as the indicator of turnover. This study examines the organisational commitment of employees as one of the consequences of benevolent behaviours. As organisational commitment indicates the employees' relationship with the company and lessens their likelihood of leaving the company, this study provides insights into enhancing the retention of current talents and attraction of new talents. In addition, this study looks beyond the retention of employees and further suggests organisational citizenship behaviours that will be encouraged by benevolent behaviours.

Employees will be motivated to perform extra-role tasks and increase their work efficiency if they are happy and grateful for having a good leader. Productivity and performance are expected to be enhanced if employees are taking initiative to perform tasks which are more than required by the company.

In short, the findings of this study will be beneficial for hotels not only in retaining and attracting talents by creating a favourable working environment, but also cultivating effective leadership style, developing leadership training content, and enhancing workforce cohesion.

1.8 DEFINITION OF TERMS

The definitions of terms for four variables to be adopted in this study are as follows:

Benevolent leadership (BL) – *The leadership style that a leader demonstrates individualised, holistic concern for subordinates' personal and familial well-being (Chan & Mak, 2012; Chen et al., 2011; Wang & Cheng, 2010; Cheng et al., 2004).*

Emotional Intelligence (EI) – *A subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions (Salovey & Mayer, 1990).*

Organisational Commitment (OC) – *A psychological state that characterizes an employee's relationship with the organisation that reduces the likelihood that he/she will leave it (Allen & Meyer, 1990).*

Organisational Citizenship Behaviours (OCB) – *The beneficial behaviours and gestures that can neither be enforced on the basis of formal role obligations nor elicited by contractual guarantee of recompense (Bateman and Organ, 1983)*

1.9 ORGANISATION OF THESIS

There are six chapters in this thesis which covers introduction, literature review, theoretical framework and hypotheses, methodology, results and analysis, and conclusion. The first chapter consists of the background of this study, the tourism industry of Malaysia, problem statement, research objectives, research questions, scope of study, significance of study, definition of terms and organisation of thesis regarding the four variables in this study, namely benevolent leadership, emotional intelligence, organisational commitment, and organisational citizenship behaviours. The second chapter articulates the role of human resources in current the business world, leadership issues in the current business world, the theory development of each variable and past research which supports the relationships between each variable. The third chapter, Theoretical Framework and Hypotheses, discusses about the research gaps that this study is filling, the underlying theories such as the social exchange theory and path-goal theory, explanation of research framework, and hypotheses development.

The fourth chapter explains the research design, sampling design, data collection, questionnaire design, measurement scales, pilot study and data analysis. The fifth chapter presents the questionnaire response rate, missing values, outliers, descriptive analysis, multivariate assumption test, reliability and validity analysis, structural equation modeling and summary of main findings. Lastly, the final chapter deliberates the discussion, implications of study, limitations of study, direction for future research and conclusion. Table 1.1 shows all the sections under each chapter:

Table 1.1 Organisation of Thesis

Chapter 1: Introduction	Background of Study → Tourism Industry of Malaysia → Problem Statement → Research Objectives → Research Questions → Scope of Study → Significance of Study → Definition of Terms → Organisation of Thesis
Chapter 2: Literature Review	The Role of Human Resources in Current the Business World → Leadership Issues in the Current Business World → Benevolent Leadership → Emotional Intelligence → Organisational Commitment → Organisational Citizenship Behaviours
Chapter 3: Theoretical Framework and Hypotheses	Research Gaps → Social Exchange Theory → Path-Goal Theory → Research Framework → Hypotheses Development
Chapter 4: Methodology	Research Design → Sampling Design → Data Collection → Questionnaire Design → Measurement Scales → Data Analysis
Chapter 5: Results and Analysis	Introduction → Missing Values → Outliers → Reliability Analysis → Validity Analysis → Multivariate Assumption Test → Descriptive Analysis → Correlation Analysis → Structural Equation Modeling → Summary of Main Findings
Chapter 6: Conclusion	Discussion → Implications of Study → Limitations of Study → Direction for Future Research → Conclusion

The first chapter introduces the background of the study which includes the development of benevolent leadership theory and the discussion on tourism industry of Malaysia.

Next, the current issues in business world, rationales for linking tourism industry of

Malaysia with benevolent leadership, and theoretical relationships of benevolent leadership are deliberated. Research objectives and research questions of this study are listed to illustrate the underlying problems. Scope of study identifies the boundary of the area of this study. Theoretical contributions of the proposed framework in the literature of benevolent leadership and practical contributions of this study in business world are presented under the section of significance of study. In the last part of chapter one, definitions to be adopted in this study and the organisation of thesis are enumerated.

Chapter 2 reviews past literature regarding the variables in the theoretical framework proposed in this study. It covers the arguments and results of research that has been done previously which are relevant to the aforementioned four variables to support the proposed framework in this study. The contents include the origin, conceptualisation, definitions, past research of each variable, and the results and arguments from previous articles which support the relationships between the four variables in this study.

The theoretical framework and hypotheses of this study are presented in Chapter 3. This chapter discusses how the first proposed relationship between emotional intelligence and benevolent leadership and the multiracial context of Malaysia as the ground of study will fill the research gaps. Besides this, social exchange theory and path-goal theory as underlying theories of the proposed framework are explained. The breakdown of each relationship in the framework will be annotated as follows: the relationship between emotional intelligence and benevolent leadership; the relationship between benevolent leadership and organisational citizenship behaviours with organisational commitment as a mediator; and the relationship between emotional intelligence and organisational

commitment and organisational citizenship behaviours. A complete framework with all the components of each variable is also illustrated and all the relationships between variables are explained. Lastly, the hypotheses development is reiterated.

The fourth chapter of this study discusses the methodology to be adopted in examining the relationships between the four variables, namely benevolent leadership, emotional intelligence, organisational commitment, and organisational citizenship behaviours. The section on research design justifies which research method was used. Sampling design identifies the population and sample of the hotel industry, location of the research, expected sample size, and sampling technique to be applied. Data collection section discloses the format of questionnaire and the method of distributing questionnaire and collecting data. Questionnaire design clarifies the structure of questionnaires for both employees and leaders in the hotel industry. Measurement of scales and variables explains the instruments to be used in measuring each construct and their scale items. The results of the pilot study are determined by using Cronbach's alpha values. Finally, the data analysis briefly proposes the analytical methods to be adopted in analysing the data collected.

The data collected is analysed in Chapter 5. In the introduction section, the response rate of the questionnaires is reported. Next, the treatment for missing values and outliers of the data collected are presented. Reliability test and validity test are conducted to ensure the internal consistency and the intentions of the measurement are met. The data collected is then tested with multivariate assumption to ensure that the analysis can be continued. Consequently, the profile of respondents and variables are examined in the

descriptive analysis. The correlation analysis is presented and the correlation coefficients for the relationships are proposed in this study. The last step of data analysis is to test the hypothesis using structural equation modelling. The summary of findings are deliberated at the end of the chapter.

The final chapter of the thesis demonstrated how the objectives of the study are met and illustrates the recommended models in the discussion section. Implications of the study, limitations of the study, and direction for future research are discussed as well. Lastly, the conclusion is presented.

1.10 CHAPTER SUMMARY

This chapter started with an overview of this study by discussing the background of benevolent leadership and the tourism industry in Malaysia. The current issues in the business world, the rationale for linking the tourism industry of Malaysia with benevolent leadership, and the theoretical relationships of benevolent leadership were discussed in the problem statement section. This was followed by research objectives, research questions, scope of study, significance of study and definition of terms. Organisation of thesis was presented at the end of this chapter.

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