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**RELATIONSHIP BETWEEN LEADERS' EMOTIONAL INTELLIGENCE,
ORGANISATIONAL COMMITMENT, JOB SATISFACTION, AND
TURNOVER INTENTION IN JORDANIAN HOTEL INDUSTRY**

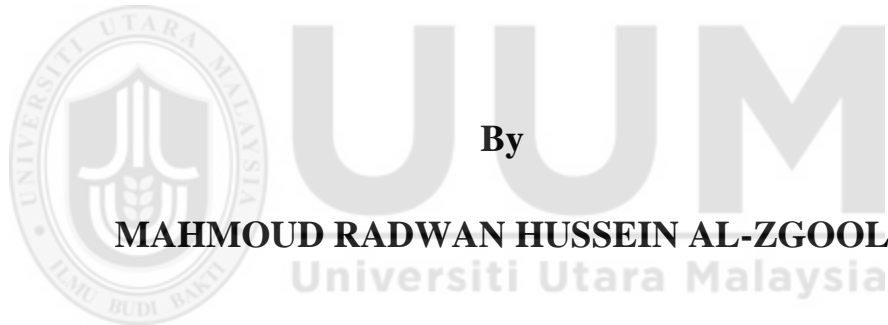
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UUM
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
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October 2015**

**RELATIONSHIP BETWEEN LEADERS' EMOTIONAL
INTELLIGENCE, ORGANISATIONAL COMMITMENT, JOB
SATISFACTION, AND TURNOVER INTENTION IN JORDANIAN
HOTEL INDUSTRY**



**Thesis Submitted to
School of Business Management,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of
Philosophy**

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ABSTRACT

The employees' turnover phenomenon in the hotel industry is being focused upon by managers and academicians because employees' attitudes and behaviours play a vital role in developing hotels. Meanwhile, this phenomenon is linked to employees' job satisfaction (JS) and their organisational commitment (OC). Therefore, to manage employees' turnover, the management must reduce the intention of turnover amongst employees. Given the phenomenal growth of the Jordanian hotels over the last ten years, it is important for leaders to understand, predict and control employees' turnover intention (TI) to reduce the consequences of the turnover. This study aims to examine the mediating role of employees' JS between leaders' emotional intelligence (EI), OC, and employees' TI, with the employment of theory of reasoned action (TRA). A sample of 236 operational employees in five-star and four-star hotels in Jordan were selected by using stratified random sampling technique. Reliability test, data screening, factor analysis, correlation, multiple regression were executed to test the research hypotheses. Factor analysis exhibited one dimension of Leaders' EI. OC produced two dimensions named as normative continuance commitment and affective commitment. Two factors renamed as intrinsic and organisation-based self-esteem (OBSE) for job satisfaction. TI divided for two dimensions renamed as thought to quit and behavioural loyalty. Results revealed that no significant effect between leaders' EI, normative continuance commitment, and OBSE with thoughts of quitting. Normative continuance commitment, organization-based self-esteem, and intrinsic JS, influence positively on the behavioural loyalty. Whereas, this study has found only two mediating effects which are partially mediating effects of OBSE on normative continuance commitment and behavioural loyalty, and fully mediating effects of intrinsic JS on normative continuance commitment and behavioural loyalty. Through the application of TRA, TI can be explained as a negative response of employees to the unfulfilled obligation by organizations, as expected in an employee-employer relationship.

Keywords: leaders' emotional intelligence, organisational commitment, job satisfaction, turnover intention, Jordanian hotel industry

ABSTRAK

Fenomena pusing ganti pekerja dalam industri perhotelan sedang diberi tumpuan oleh pengurus dan ahli akademik kerana sikap dan tingkah laku pekerja memainkan peranan penting dalam membangunkan hotel. Dalam pada itu, fenomena ini dikaitkan dengan kepuasan kerja pekerja (JS) dan komitmen organisasi (OC). Oleh itu, untuk menguruskan kadar pusing ganti pekerja, pihak pengurusan perlu mengurangkan niat untuk melakukan pusing ganti dalam kalangan pekerjaanya. Memandangkan berlaku fenomena pertumbuhan hotel yang luar biasa di Jordan dalam tempoh lebih sepuluh tahun kebelakangan ini, adalah penting bagi pemimpin untuk memahami, meramal dan mengawal niat pusing ganti (TI) pekerja bagi mengurangkan kesan daripada fenomena pusing ganti ini. Kajian ini bertujuan untuk mengkaji peranan pengantara JS pekerja antara kecerdasan emosi pemimpin (EI), OC, dan TI pekerja dengan pelaksanaan teori tindakan beralasan (TRA). Sampel kajian terdiri daripada 236 pekerja operasi di hotel bertaraf lima bintang dan empat bintang di Jordan yang telah dipilih dengan menggunakan teknik persampelan berstrata rawak. Kebolehpercayaan ujian, pemeriksaan data, analisis faktor, korelasi, dan regresi pelbagai telah dilaksanakan untuk menguji hipotesis kajian. Analisis faktor mempamerkan satu dimensi EI Pemimpin. OC menghasilkan dua dimensi yang dinamakan sebagai komitmen berterusan normatif dan komitmen afektif. Dua faktor dinamakan semula sebagai intrinsik dan harga diri berasaskan organisasi (OBSE) bagi kepuasan kerja. TI dibahagikan kepada dua dimensi dan dinamakan semula sebagai pemikiran untuk berhenti dan tingkah laku kesetiaan. Hasil kajian menunjukkan bahawa tiada kesan yang signifikan antara EI pemimpin, komitmen berterusan normatif, dan OBSE dengan pemikiran untuk berhenti kerja. Komitmen berterusan normatif, harga diri berasaskan organisasi, dan JS intrinsik mempengaruhi tingkah laku kesetiaan secara positif. Kajian ini turut mendapati bahawa terdapat dua pengantara yang menjadi pengantara separa bagi kesan OBSE komitmen berterusan normatif dan tingkah laku kesetiaan, dan menjadi pengantara sepenuhnya bagi kesan JS intrinsik komitmen berterusan normatif dan tingkah laku kesetiaan. Melalui pelaksanaan TRA, TI dapat dijelaskan sebagai maklum balas negatif daripada pekerja terhadap kewajiban yang tidak dipenuhi oleh organisasi seperti mana yang diharapkan dalam hubungan majikan-pekerja.

Kata kunci: Kecerdasan emosi pemimpin, komitmen organisasi, kepuasan kerja, niat pusing ganti, industri perhotelan Jordan

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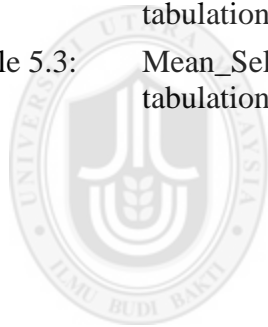


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LIST OF ABBRVIATIONS

EI	Emotional Intelligence
OC	Organisational Commitment
AC	Affective Commitment
CC	Continuance Commitment
NC	Normative Commitment
NCC	Normative Continuance Commitment
JS	Job Satisfaction
TI	Turnover Intention
TQ	Thought to Quit
EXTR	Extrinsic
INTR	Intrinsic
OBSE	Organization-based self-esteem
HRM	Human resource management
TRA	Theory of Reasoned Action
JD	Jordanian Dinar
KMO	Kaiser-Meyer-Olkin
MSA	Measure of Sampling Adequacy
GDP	Gross Domestic Product
MSQ	Minnesota Satisfaction Questionnaire
N	Sample Size
r	Correlation Coefficient
R ²	Coefficient of Determination
VIF	Variance Inflation Factor
SPSS	Statistical Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Human resource management (HRM) has many challenges. Many issues, e.g. managers-employees' conflicts, quality of work life, organisation citizenship behaviour, and employment discrimination have always been points of interest for HRM researchers. In addition, research regarding employees' turnover is also an important concern. Chari, Budhwar and Fern (2005), and Khilji and Wang (2006) indicated that there is an absence of strategies for reducing high turnover to improve organisational performance. According to Carbery, Garavan, O'Brien and McDonnell (2003), Hinkin and Tracy (2000), and Pizam and Thornburg (2000), most current studies on the causes of turnover intention within the hotel industry were implemented in and focused on the western world. This indicates that there is a need for more studies of this nature to be conducted in Middle Eastern countries, like Jordan.

High turnover rate may contribute to high costs for organisations. Turnover costs have been classified into four categories including pre-departure, recruitment and selection, orientation and training, and loss in productivity (Hinkin & Tracey, 2006). This is because the effects of turnover can have direct (unhidden) and indirect (hidden) costs and a loss of social capital, which will negatively impact organisational achievements (Dess & Shaw, 2001). The hidden costs refer to the cost of recruitment and selection, training new employees, service quality problems

and/or possible products, adjustment time, costs of agency workers/temporary staff (Morrell, Loan-Clarke & Wilkinson, 2004), cost of lack of knowledge, cost of the positions remaining vacant till a suitable replacement is found, and cost of loss of productivity (Sharma, 2007).

Ghazanfar, Chuanmin, Siddique and Bashir (2012), Heavey, Holwerda and Hausknecht (2013), and Holtom, Mitchell, Lee and Eberly (2008) indicated that high turnover rates are harmful to an organization's performance. Furthermore, high turnover rates can cost organisations billions of dollars annually (Branham, 2005; Holtom *et al.*, 2005; O'Connell & Kung, 2007; Trevor & Nyberg, 2008). Additionally, Branham (2005) and O'Connell and Kung (2007) stated that the costs of high turnover rates can be equivalent to the employee's annual salary or more (Cascio, 2006; Holtom *et al.*, 2008; Kaye & Jordan-Evans, 2008; Putzier & Baker, 2011; Trevor & Nyberg, 2008). On the other hand, employees with specialized skills can cost four to five times their annual salary to be replaced (Kaye & Jordan-Evans, 2008).

According to Hinkin and Tracey, (2006), there are a limited number of studies on turnover in the hotel sector, whereas, most of these studies have been implemented in the USA. This may partly due to the fact that America's unemployment rate is higher than the Europe's. Notably, Americans have more tendencies to change their jobs compared to Europeans because Americans are more mobile while Europeans are tied to the extensive national protection of employees' rights and national health insurance provisions in many European countries (Holtom, Mitchell, Lee & Eberly, 2008). On the other hand, voluntary turnover in some countries is very low or almost

non-existent, like in Singapore (Tanova & Holtom, as cited in Holtom *et al.*, 2008). For example, Aksu (2004), and Hinkin and Tracey (2008) stated that the lost productivity of the total turnover cost was found to account for 47.1 percent to 67.6 percent in the USA's hotel industry, while the turnover cost was relatively low in Turkey.

In Greece, according to the findings of Chalkiti and Sigala, (2010), a high staff turnover exists in a variety of sectors, such as the accommodation sector, and amongst tour operators. This suggests that the Greece tourism industry seems to be challenged by a certain and predictable level of employees' turnover.

The hotel industry is known as one of the industries that can offer a lot of customer services, in order to emphasize on the agreement and cooperation between the relevant departments to accomplish the service goals (Ting, 2002). The employees' turnover phenomenon in the hotel industry is being focused upon by managers and academicians because employees' attitudes and behaviours play a vital role in developing hotels. Also, this phenomenon is linked to employees' job satisfaction and encouragement (Ying-Chang, Kuo, Cheng & Hsia, 2010). Moreover, Cho, Woods, Jang and Erdem (2006) stated that high turnover rate is considered as one the most important issues in hotel industry.

In order to manage employees' turnover, the management must reduce the intention of turnover amongst employees. Turnover intention has been focused more than the actual turnover because of two reasons: 1) employees are aware when making a conscious decision before they actually leave their jobs, and 2) it is more practicable

to do cross-sectional study as opposed to longitudinal research by finding to see whether they have left (Mor, Nissly & Levin, 2001). The turnover intention is defined as employees/followers having thoughts of voluntarily leaving their jobs, or taking steps to leave their jobs (Barsade & Gibson, 2007). Turnover intention can be predicted by several different behaviours. Singh and Krishnan (2010) pointed out that it is possible to detect such behaviour among employees who intend to leave. For example, increasing absenteeism is associated with a reduction of individual performance and morale within the organisation. Additionally, Morrow, McElroy, Laczniaak and Fenton (1999) showed that employees who have high level of absence have a tendency to leave their jobs, in contrast to employees who do not have high level of absence. Hence, absenteeism may become the indicator for an employee planning to leave the organisation.

Turnover intention has been widely studied in recent years, and absenteeism studies that have been carried out by Robinson and Rousseau (1994), Morrison (1997), Mobley *et al.*, (1978) and Hom *et al.*, (1992) showed that there are some elements that can influence turnover intention, such as employment conditions that constitute the psychological contract, job satisfaction and organisational commitment.

Given the phenomenal growth of the Jordanian hotels over the last ten years, it is important for managers to understand, predict and control employees' turnover intention. Leadership styles in Middle Eastern countries appear inconsistent. For instance, Al-Hajjeh (1984) stated that managers in the Middle East "*encouraged autocratic leadership, and they have negative impression about the ability of their followers to follow them*". In relation to this, Jar-Allah (2000) reported that

“autocratic leadership is considered as the most famous style in Jordanian organisations”. On the other hand, Yousef (1998) stated that consultative style of leadership prevails in non-Western countries, particularly in Arab countries. This style of leadership recognises participation by employees.

As indicated earlier, inconsistent leadership styles are also found in Jordanian organisations. As proof, many studies have found that democratic leadership and participative styles are predominant in the Jordanian hotel industry (Al-Ababneh and Lockwood, 2010; Nour, 2004; Yousef, 2000; and Rad & Yarmohammasian, 2006). On the other hand, many studies, such as those by Nebel and Stearns (1977), Al-Haijeh (1998), Okumus and Hemmington (1998), and Jar-Allah (2000) also found that autocratic leadership style was practiced amongst Jordanian managers. Democratic leadership style is preferred in the hospitality industry because transformational leadership needs leaders' intelligent capabilities that direct to empowerment which will encourage employees to show their talent in performing their tasks. This situation will increase employees' commitment and job satisfaction and significantly reducing their intention to leave. Nour (2004) showed that democratic style is the most common leadership style in Jordanian hotels because of power sharing. Indeed, Chen and Silverthorne (2005) showed that leadership styles impact many factors like job satisfaction, stress, performance and turnover intention. Hence, this study attempts to evaluate the impact of leadership which is represented by leaders' emotional intelligence (EI) on turnover intention among employees in Jordanian hotel industry.

In examining leadership, this study tested the emotional intelligence (EI). Cooper and Sawaf (1997) defined emotional intelligence as, “the ability to sense, understand,

and effectively apply the power and acumen of emotions as a source of human energy, information, connection and influence.” The understanding of EI serves in evaluating the importance of the awareness of leaders about their own emotions and producing ability to impact the emotions of their followers in the organisation. The awareness of EI has been increasing in organisations for more than ten years (Fisher, Kent, Nottingham & Field, 2005; Hurley, 2008; Stefano & Wasylyshyn, 2005). Many researchers have shown the importance of emotions in successful leadership (Pescosolido, 2002; Sosik & Megerian, 1999). Further, Mayer, Salovey and Caruso (2000) stated that leaders have to be aware of the emotional actions of their followers. This awareness helps in monitoring and assessing employees’ needs which allow leaders to ensure that followers perform their assigned tasks.

Goleman, (2006) emphasised that the competencies of EI, including “*self-awareness, emotional resilience, motivation, interpersonal sensitivity, influence, intuitiveness, and conscientiousness*” are important for successful leadership. EI is considered as one of the key factors in differentiating average from outstanding performance across multiple business settings (Mayer & Salovey, 1997). Leadership and good relationships between leaders and their followers are important and play key roles in organisational success (Svyantek, 2003). As such, research needs to be conducted in the future about the perception of emotion (Ohrberg, 2010). Organisations are not aware of the concept of EI and its potential influence; a lack of knowledge exists concerning how leaders’ use their EI to influence employees’ satisfaction and turnover intention. In addition for that, Etherton (2012) stated that there is a need for continued research on turnover intention topic in order to explore more variables affecting turnover intention.

EI can be used effectively in many ways. Leaders who have high EI effectiveness can: (a) build groups of people who can work together to ensure commitment, (b) uplift employees' morale and motivation, (c) improve skill-sets, (d) hire and retain employees effectively, and (e) increase productivity by ensuring the continuous innovation by employees to enhance the organisational performance (Deutschendorf, 2010). All of these results of using EI effectively have influenced an individual's sense of self. Effectiveness of EI may look somewhat subtle, where there are economic costs associated with a lack of its use (Cherniss & Goleman, 2001). Therefore, if an awareness of EI is not present among organisational leaders, it will result in a decline in employees/followers' commitment, which can cost the organisations millions of dollars in recruitment and turnover costs, and motivational performance (Goleman, 1998; McClelland, 1999; Lam & Kirby, 2002).

Emotional Intelligence is not a stable trait; it can be taught, learned, and improved. Hence, training in EI is extremely crucial for current employees in Jordanian hotels. Thus, leaders who realise the impact of EI for general well-being, industrial relations, and the achievement of personal and professional goals will pursue training in EI to reduce the employees' or followers' turnover intention and enhance employees' commitment and behavioural loyalty in Jordanian hotels.

Employees' commitment will decrease turnover intention (Fournier, Tanner, Chonko, & Manolis, 2010). Moreover, organisational commitment has a negative relationship on turnover (DeConinck & Johnson 2009; Avlonitis & Panagopolous, 2007; Jamarillo *et al.*, 2006). In contrast, Fu, Bolander and Jones (2009) revealed that employees' affective commitment strongly predicts turnover more than

continuance of commitment and normative commitment. Aside from that, Ciftcioglu (2010) emphasised that organisational commitment positively influence the outcome work, including job satisfaction, organisational effectiveness and performance. Studying employees' commitment in the Arab world is an on-going process to allow researchers like Mathieu and Zajac (1990), Awamleh (1996), and Perryer and Jordan (2005) to get a clearer picture. Additionally, employees' turnover is a tough challenge facing organisations (O'Connell & Kung, 2007), which means that turnover is considered as a sophisticated behaviour that is associated with job satisfaction and employees' commitment (Shahnawaz & Jafri, 2009; Jarmillo *et al.*, 2009).

Job satisfaction is one of the most important predictors influencing turnover rate (Pierce, Hazel & Mion, 1996). In support to this notion, , many researchers indicated that job satisfaction negatively influences turnover (Avlonitis & Panagopolous, 2007; DeConinck & Johnson, 2009; Jamarillo *et al.*, 2006; Griffeth, Hom & Gaertner, 2000; Amah, 2009). On the other hand, job satisfaction consistently decreases turnover intention (Fournier, Tanner, Chonko & Manolis, 2010). Notwithstanding, Rageb, Abd-El-Salam, El-Samadicy and Farid, (2013) asserted that more studies must be conducted in the hotel industry to explore turnover intention, job performance, organisational commitment, and job satisfaction. In contrast, due to the lack of studies on the influence of job satisfaction on the turnover intention in the Jordanian hotel industry, Hammam and Al-Maqableh (2005) recommended that the level of employees' job satisfaction must be improved and employees' needs must be considered in order to enhance employees' job satisfaction.

1.2 Problem Statement

Employees' turnover is known to have a negative influence on organisational performance (Johnson, 1981; Price & Mueller, 1981). These negative influences include wide financial costs, interruption of colleagues, additional work unit stress, reduction in quality of work unit, losing of talent, replacement, recruitment and training costs (Loi, Hang-yue & Foley, 2006). In fact, the tangible and intangible costs of turnover in organisations equalled around 11 billion USD annually (Abbasi & Hollman, 2000). Also, based on the US Bureau of Labour Statistics on employees' voluntary turnover rates (2013), the overall U.S voluntary turnover was 62.6 percent annually.

Unfortunately, turnover has received significantly little attention from researchers (Staw, 1980; Mobley, 1982; Glebbeek & Bax, 2004). Moreover, Tracey and Hinkin (2010) demonstrated that only few turnover studies have been implemented in the hospitality industry. Additionally, Al-Ababneh and Lockwood (2010) stated that there has been no concern of studies in Jordan and there is also a lack of relevant literature in the context of Jordanian hotel industry.

Besides reducing productivity level, employees' turnover involves tangible and intangible costs. Karsan (2007) and Davidson *et al.* (2006) stated that the tangible costs are relatively easy to be measured while intangible costs are difficult to quantify. Tangible costs include recruiting fees, training expenses for new hires, and hiring costs. Meanwhile, intangible costs include inefficient use of resources

resulting from lost productivity, and lost work hours, which are more difficult to quantify (Kochanski & Sorensen, 2008).

There are many empirical studies like those by Birdir (2002), Carbery *et al.*, (2003), Ghiselli, LaLopa & Bai (2001) and Hinkin and Tracy (2000) which showed that the increment of employees' turnover rate is recognised to be one of the most problematic issues and mainly harmful to the global hotel industry, which ranges around 60 per cent annually.

The Jordanian hotel industry has shown that more than 50 per cent of the employees disclosed an intention to leave their hotels in the future (Altarawmneh & al-Kilani, 2010). Furthermore, Al-khasawneh (2013) found that employees' turnover rate was relatively high because of the weakness of their job security, and thus, the employees try to move to another hotel to find long-term employment and better job security. In addition, Al-khasawneh (2013) recommended that the hotels' top management should pay more attention to their employees' stability, and employees' job security to enhance employees' performance, decrease employees' turnover rates, and increase their retention level which will reduce the possibility of skilled employees migrating to other hotels.

The Jordan Hotel Association (JHA) provides statistics regarding the turnover rate in the Jordanian hotel industry. In its annual report of 2010, the JHA mentioned that the hotels must be aware and try to reduce the growing employees' turnover that is more than 40 percent (JHA, 2011). The Aqaba Community and Economic Development Programme (ACED) (2009) found that employee turnover rate in the hotel industry

is substantial. In response to this, Al-khasawneh (2013), suggested that the top management of the hotels must conduct effective HR practices to recruit qualified personnel in order to reduce turnover rate. Further, Odeh and Alghadeer (2014) pointed out that there are some employees who are willing to leave their hotels in Jordan in case they get another chance or better salary. This means that, employees are thinking of leave their job in hotels which in turn will negatively impact their performance.

Al Khattab and Aldehyyat (2011) demonstrated that Jordanian hotels' guests have the lowest perception scores of service quality, and as such, the manager in Jordanian hotel industry should be aware of this important issue. Moreover, Al Khattab and Aldehyyat (2011) stated that Jordanian hotels must develop the strategies of human resource management to develop and train the employees to be more skilled, friendly, being courteous, and have excellent communication skills in order to serve customers and accomplish the customers' need. Actually, these issues occur resulting from skilled employees leaving their job and the position was replaced with new employees or low skilled employees. In relation to this, some of the professionals in Aqaba in Jordanian hotel industry discussed about the main obstacles and challenges facing Jordanian hotel industry, for instance, the manager of InterContinental Aqaba Resort F&B Hatem Badareen said that key problems included "a lack of qualified staff, a lack of professional training and trainers, and the fact that competent F&B employees are moving to the Gulf." Meanwhile, Jean-Philippe Ferrini, the manager of Marina Plaza Hotel restaurants pointed out that they are suffering to employ qualified and well trained employees, and this is considered

as a major challenge in food and beverage (F&B) in Jordanian hotel industry (Professionals in Aqaba, 2009).

Hence, it has become crucial to overcome this phenomenon as this industry contributes to 1.7 percent of Jordan's Gross Domestic Product (GDP) ABC Investments (ABCI) (2009). In contrast, the tourism sector in Jordan has lost approximately one billion US Dollars in 2011 (The Minister of Tourism and Antiquities, MOTA, 2012). According to the Jordanian Department of Statistics (2006), there were 3,453 jobs created in the hotel and restaurant sectors while jobs lost totalled 2,360. In addition to that, Al Khattab and Aldehyyat (2011) stated that tourism sector is the largest employer sector in Jordan and is considered as a key driver of Jordanian sectors. The Central Bank of Jordan (2007, 2010) reported that the Tourism Receipts in 2004 was at 943.0 million Jordanian Dinars, (JD) and increased to 1638.9 million JD in 2007. Then, in 2009, the Tourism Receipts was at 206.0 million JD and 2423.3 million JD, while MOTA (2011), reported that Tourism Receipts was at more than USD 3.412 billion, which contributed about 12.4% to the national GDP.

A few interviews were conducted to strengthen and clarify the real issues in Jordan's hotels industry because there is a lack of studies in this area. The interviews were conducted with the Human Resource (HR) Manager of Le Meridien Amman Hotel, the Pastry Chef of Le Royal Amman Hotel, the Sous-Chef of Intercontinental Aqaba Hotel and the HR Manager of Grand Hyatt Amman Hotel, concerning turnover in the hotel industry in Jordan from 10 January to 30 January 2012. These interviews revealed that the turnover intention in the Jordanian hotel industry is critical.

The HR Manager of Le Meridien stated that the five-star and four-star hotels are facing a high rate of turnover at managerial level, but it is more for operational positions. Such positions are hard to replace as it is difficult to find suitable and qualified employees who can provide the same services when dealing with customers who are expecting high quality of service. A pastry chef working in Le Royal Amman Hotel, a five-star hotel, said that he changed his workplace seven times in the last ten years in order to find a comfortable workplace. In addition, a Sous-Chef at Intercontinental Aqaba Hotel indicated that he is intending to leave his current workplace to find a more satisfying workplace with a good supervisor. The previous claim is supported by Al Momani (2012), as he recommended that leaders must adopt the “Human Touch” in managing their followers, by providing a suitable workplace via communicating with their followers and via recognising their uniqueness .

According to the HR Manager of Grand Hyatt Amman Hotel, nowadays, Jordanian hotels are suffering when it comes to providing good service owing to high employee turnover rate and the difficulty to “back fill” the departing employees. In order words, Jordanian hotels are trying to provide high quality of service for their guests but they cannot execute this because of the high turnover rate.

Based on the explanations above, the problem statement can be concluded as follows: the insufficient use of leaders’ EI and organisational commitment lead to low employees’ job satisfaction, which increases the employees’ turnover intention and affects the profit of the hotel industry in Jordan. Furthermore, the turnover intention contributes a high cost to the HR Department in hiring and training the

employees. In addition, Dickter, Roznowski, and Harrison, (1996) stated that higher job satisfaction is related with a lower risk of turnover.

Focusing on these factors namely leaders' emotional intelligence, organisational commitment and job satisfaction, can help Jordanian hotels to achieve their goals and objectives in the future. It will create a very good working environment and friendly organisational culture which could be shared among employees, and thus, reducing turnover intention because of enhanced rate of employees' satisfaction. This, will in turn, increase the job performance and quality of services of the employees, and lead to customers' satisfaction. Consequently, these may improve the Jordanian hotels' image and the quality of work which will benefit the hotels in the future.

1.3 Research Questions

1. Does leaders' EI significantly influence the employees' turnover intention?
2. Does organisational commitment affect turnover intention?
3. Does employees' job satisfaction influence turnover intention?
4. Does employees' job satisfaction mediate the relationship between leaders' EI and organisational commitment and employees' turnover intention in the Jordanian hotel industry?

1.4 Research Objectives

The research objectives of this study are as follow:

- 1- To examine the influence of leaders' EI on employees' turnover intention.
- 2- To test the effect of organisational commitment on employees' turnover intention.
- 3- To investigate the influence of employees' job satisfaction on employees' turnover intention.
- 4- To evaluate the mediating effect of employees' job satisfaction on the relationship between leaders' EI, organisational commitment and employees' turnover intention in the Jordanian hotel industry.

1.5 Significance of the study

Thus, it was significant to focus the study on the factors that influence turnover intention in Jordan hotel industry, as focusing on the factors that influence turnover intention in the hotel industry might increase the performance and improve the quality of hotels' service. Also, it is pertinent to note that the Jordanian hotel industry contributes 12.4 per cent to the country's GDP (MOTA, 2011).

1.5.1 Theoretical Contribution

The main contribution of this study is the combination of Goleman's Emotional Competencies model and theory of reasoned action (TRA) as the underpinning theory of the study. The previous researchers have utilised many theories in examining EI, for example, the Mayer's Ability Model was used by Caruso, Mayer, and Salovey (2002), the Competency or Trait Model was utilised by Goleman (2001b), and the Mixed Model was employed by Bar-on (1997). Meanwhile, the TRA is used to explain the relationship between attitude, intention, and behaviour (Fishbein and Ajzen, 1975). It claims that intention is based on reason; so the intention mediates the relationship between attitude and behaviour (Sheppard, Harwick, & Warshaw, 1988; Lane & Mathews, 1987). Accordingly, using the combination of TRA and Goleman's Emotional Competencies model would have provided deep and better understanding in predicting employees' turnover intention from the perspectives of organisational psychology and leaders' EI. Using the TRA in EI will explain the relation between leaders' EI and their followers' turnover intention, how followers intend to behave, and followers' behaviour (turnover). The utilisation of the TRA in this study would add to the body of knowledge in the relationship between leaders' EI and employees' commitment and job satisfaction and turnover intention.

The results of this study would provide new understanding and shed light on the phenomena of employees' turnover intention. Furthermore, EI has been studied in western countries, whereby the relationship between EI and individual performance, and management competencies, were investigated (Aitken & Higgs, 2003; Joseph &

Newman, 2010; Lubit, 2004; Svyantek & Rahim, 2002; Wheeler, 2005), and based on the past studies on the relationships between EI, performance, job satisfaction and turnover intention which were conducted in western countries, and inspired by the development of turnover rate in Jordanian hotel industry, the study on the effect of leadership's EI, employees' commitment, job satisfaction and turnover intention is significantly executed.

This study would contribute to the literature by using Emotional Competence and adapting Emotional Competence instruments to test leaders' EI from their followers' perspective. The instrument would be more reliable if the followers assess their leaders' EI. Thus, asking the employees to assess their leaders' EI would provide a logical perception of the followers and the impact of the relations between leaders' EI and their followers. In fact, this was recommended by Ohrberg (2010) who stated that research needs to be conducted in the future about the perception of emotion.

1.5.2 Practical Contribution

Conducting turnover intention studies in the Jordanian hotel industry would offer a better understanding of the factors that influence turnover intention, such as leaders' EI, employees' commitment and job satisfaction, in order to reduce the high employees' turnover rate. In the context of Jordan, its tourism industry relies on the quality of the services which are provided by hotels. Meanwhile, providing high quality service requires committed employees so as to improve the standard of services that can be offered by the hotels. The Ministry of Tourism and Antiquities

(MOTA) indicated that although new hotels are increasing being built, the increment is inadequate to fulfil the increasing demand. This may be due to the high turnover rate, particularly in Jordan's hotel industry.

This research would focus on the relationship between leaders' EI, organisational commitment and turnover intention. In addition, job satisfaction is predicted to mediate the effect of leaders' EI and employees' commitment on employees' turnover intention. Therefore, it is very important for leaders to understand if there is any effect of leaders' EI on employees' turnover in organisations in order to enhance the employees' performance. Furthermore, many studies have been conducted in organisations with respect to individual performance, management competencies, and individual relationships, whereby a correlation is made between these competencies and EI (Aitken & Higgs, 2003; Joseph & Newman, 2010; Lubit, 2004; Svyantek & Rahim, 2002; Wheeler, 2005). Hence, EI can help leaders to be more competent and improve their performance.

A study of leaders' EI, and the influence on the organisation could help leaders in organisations to plan well for future leadership requirements. EI can be learned by training as this particular function of human resource management helps the organization to develop the knowledge, skill and ability of leaders especially in emotional intelligence. For example, leaders can get training in EI to inspire and influence their followers. Indeed, EI is beneficial for leaders' career development or succession planning (Deutschendorf, 2010; Momeni, 2009). Therefore, the findings of this study would be useful for leaders in the hotels to understand employees'

intention, employees' psychological orientations in their work place, and factors influencing employees' turnover intention.

In this study, organisational commitment would aim to clarify the importance of commitment of employees to reduce the turnover intention (Jaramillo *et al.*, 2009). Hence, organisational commitment provides better understanding of employees' behaviour which can predict and avoid any turnover intention of employees. Employees perform well as much as they are committed to their organization; so it could improve the quality of service in Jordanian hotels.

However, Spector (2000), and Kirkman and Shapiro (2001) "*argued that the determinants of job satisfaction may differ between cultures and countries, thus affecting the relationship with employee's turnover intention*". Based on the argument, this study will employ Jordanian hotels' operational employees as the population in conducting this study. As many studies, mentioned earlier in the problem statement, indicated a high turnover rate in Jordanian hotel industry, the finding of this study would help the Jordanian hotel managements to change organizational culture by injecting leaders' emotional intelligence in managing subordinates, enhancing employees' commitment and offering alternatives in enhancing employees' job satisfaction.

1.6 Scope of the Study

To answer the research question of this study and achieve the objectives, this study was conducted amongst operational employees of the four departments (front office,

food production, food and beverage service, and housekeeping) in five-star and four-star hotels in Jordan. This study was focused on the effect of leaders' EI and employees' commitment on the employees'/followers' turnover intention, which is mediated by job satisfaction in five and four-star hotels in Jordan.

Five-star and four-star hotels provide the same service; they have the same departments and they have the same organisation structure. It is very important to choose the operational employees in five and four-star hotels in this study to reduce the high rate of turnover and turnover intention, and because there is lack of such studies about EI in the hotel industry. More importantly, operational employees in five-star and four-star hotels were chosen instead of the managerial employees due to high rate of turnover and turnover intention. In addition, operational employees play a vital role in the hotel industry's profit generation (Al-Ababneh & Lockwood, 2010). Moreover, operational employees are dealing with the hotels customers face to face and the customers of five and four-star hotels are expecting a high level of service quality. On the other side, one, two, three stars hotels are not offering high level of service quality to their customers.

1.7 Definitions of Terms

Emotional Intelligence (EI): A form of social intelligence made popular by Goleman in the 1990s. He defined EI as “*The capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in*

ourselves and in our relationships” (Goleman, 1998). The terms emotional intelligence and EI are used interchangeably in the current research study.

Employee turnover: The ratio of the number of organisational members who have left during the period being considered, divided by the average number of people in the organisation during the period (Price, 1977).

Social intelligence: Refers to forms of human intelligence covering “knowledge of the self and interaction with others” (Kaschub, 2002).

Turnover intention: “Refers to employees/followers having thoughts of voluntarily leaving their jobs, or having taken steps to leave their jobs” (Barsade & Gibson, 2007).

Job satisfaction: “A pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience” (Locke, 1976).

Organisational commitment: Defined as “a psychological state that binds the individual to the organisation” (Allen & Meyer, 1990).

1.8 Organisation of this Study

This thesis comprises of five chapters. The current chapter is chapter one which provides background of the problem, the problem statement, research objectives, research questions, the significance of the study, scope of the study, and definition of

terms. Chapter Two focuses on and critiques the review of the existing literature which is related to this study. Moreover, it focuses on underpinning theory, research framework and conceptual framework.

Chapter Three is the methodology. It includes, proposed conceptual framework, research hypothesis, theoretical underpinning theory, research design, data collection, data collection method, instrumentation, operationalisation of the variables, the research sampling, the sampling frame, sample size collection, sample technique, unit of analysis, and data analysis method. It also discusses the theoretical framework developed and the hypotheses formulated for this study. Chapter Four is devoted to the findings of the study. The demographic profiles of the respondents, goodness of measures, descriptive analysis, and result of hypotheses testing are discussed. At the end of this chapter, a summary of the results are outlined. Chapter Five recapitulates the study findings followed by discussion. Implications and limitations of the present study are also discussed, followed by recommended areas for future research and conclusion.

1.9 Conclusion

Chapter one provides information and discussions about the background of the problems, problem statement, and the current situation in the Jordanian hotel industry. This chapter explains the global situation about turnover and turnover intention. It introduces the variables that influence turnover intention, which are, leaders' EI, employees' commitment, and job satisfaction as a mediator.

This Chapter includes background of the study, problem statement, research questions and objectives, significance of the study (theoretical and practical contributions), scope of the study, and definitions of terms.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, some discussion and literature review will be made about leaders' emotional intelligence (leaders' EI), organisational commitment, job satisfaction, and employees' turnover intention. The discussion of the topics above is followed by an elaboration on the theoretical influence of leaders' EI and organisational commitment on employees' turnover intention, which is mediated by job satisfaction. Furthermore, this chapter contains the underpinning theory of the framework, the relationship of the variables within the framework, and the hypotheses of the study.

2.2 Turnover Intention

Many researchers have addressed the issue of turnover intention (Krishnan & Singh, 2010; & Mobley, 1982). Meanwhile, some of researchers have studied turnover intentions as a dependent variable, calling it either turnover intentions or intentions to leave such as Mitchell, MacKenzie, Styve and Gover (2000) and Lambert (2006). Generally, they defined this phenomenon as the intent of an employee to terminate employment relationship with the organisation voluntarily (Price, 1977). Another study by Colle (2006) gave a more contemporary definition of the phenomenon; he described it as, "an attitude that leads to a breakdown of membership of a social system, to the exclusive initiative of the employee." Further, the literature suggests

that the intention to leave is the precursor of turnover according to Theory of Reasoned Action (TRA) (Ajzen & Fishbein, 1980; Griffeth & Hom, 2000). This theory of social psychology states that the attitude of an individual can predict its behaviour (Ajzen & Fishbein, 1980).

Vandenberg and Nelson (1999) emphasised that intention does not necessarily lead to the behaviour. In fact, the individual will act according to its original intentions only if all unpredictable elements are discarded. According to the study by Vandenberg and Nelson (1999), the intention does not necessarily lead to behaviour. Indeed, they are not convinced that the intention to leave means the turnover. For example, certain steps can be made by the employer, in order to stop the intention to leave. For instance, the employer may suggest to an employee to change departments to solve a problem with his or her supervisor. However, Vandenberg and Nelson (1999) suggested that if the turnover intentions are connected to the dissatisfaction with the organisation and its values, the employees will execute their intention to leave.

High employee turnover is a major problem facing organisations. Rigas (2009) and Gustafson (2002) stated a definition of turnover as *“the ratio of the number of organisational members who have left during the period being considered divided by the average number of people in the organisation during the period”*. Another definition of turnover is unplanned loss of workers who voluntary leave, and whom employers would rather keep (Frank, Finnegan & Taylor, 2004).

In the past, employees tended to show behavioural loyalty to one employer. However, now behavioural loyalty is no longer the case and managers are now faced with the daunting task of retaining employees. Additionally, Gustafson (2002) found out that there are some motives that make employees retain from job (making turnover rate higher) such as quality of supervision, ineffective communication, dearth of clear definition of the employees' responsibilities, and no direction on what to do. Additionally, Frank, Finnegan and Taylor (2004), and Gustafson (2002) stated that the increase of turnover is a major challenge for organisations. Moreover, Hinkin and Tracy (2005) showed some reasons for high turnover, such as, low-paying work and low-skilled jobs, low job satisfaction, poor working hours, and lack of career advancement. This means turnover rate in organizations will be low if the aforementioned reasons mentioned by Aksu (2004) and Hinkin and Tracy (2005) are eliminated or do not exist.

2.2.1 Previous Studies on Turnover Intention

This study presents many studies cited in the literature to explain turnover intention. Some of these studies were carried out by March and Simon (1958), Price (1977), Mobley *et al.* (1978) and Hom *et al.* (1992). Primarily, the study by March and Simon (1958) revolved around two parts; firstly, the desire felt to leave the organisation (perceived desirability of movement) and secondly, perceived ease of leaving the organisation (perceived ease of movement). The desire felt to leave the organisation can be explained by job satisfaction and the possibility of change in the organisation while the perceived ease of leaving the organisation happens when employees who are dissatisfied working in their organisation will leave if external

alternatives become available (March & Simon, 1958). This means that job satisfaction is considered as a main antecedent that affects perceived desirability of movement.

The study by Price (1977) exhibited five independent variables that influence turnover. These variables are pay, integration, instrumental communication, the formal communication and centralisation (Price, 1977). In addition, these five variables are related with the other two variables, i.e. job satisfaction and job opportunity. Job satisfaction was introduced in the Price (1977) model as a mediating variable between the independent variables in the model and turnover. On the other hand, job opportunity mediates the relationship between the above five variables and turnover as a structural dependent variable (Price, 1977).

Price and Mueller (1981) extended Price's (1977) study with 11 determinants which influence turnover directly and indirectly. The direct determinant is opportunity. Then, there are three determinants that influence intent to stay, i.e., professionalism, generalised training, and kinship responsibility. Meanwhile, the remaining determinants namely routinisation, participation, instrumental communication, integration, pay, distributive justice, and promotional opportunity influence job satisfaction and then influence intention to stay and turnover (Price & Mueller, 1981).

A study by Mobley *et al.* (1978) emphasised that job dissatisfaction can increase the thought of employees to seek alternative jobs and evaluate the alternative job against the current job; then the employees will decide either to stay or to quit and after that, the employees will quit or stay. Finally, Mobley also believed that the

main determinant of quitting a job is manifestation of intention to leave, such as absenteeism and passive job behaviour (Mobley *et al.*, 1978).

The study by Griffeth *et al.* (2005) is considered as the most recent study on turnover. It includes organisation commitment, job search behaviour, job satisfaction, and turnover intention, as predictors of turnover. The most significant predictor to employees' turnover is turnover intention, organisational commitment, and job satisfaction. In the study, Griffeth *et al.* (2005) used five dimensions as a proximal antecedent to predict turnover intention, namely, intent to search, general job search, preparatory job search, active job search, and perceived alternatives.

All previous studies were mentioning turnover and turnover intention. Each study provided important input to understand turnover through turnover intention. Early studies were focused on organisational factors and individual factors to predict turnover. In addition, recent studies have supported the early studies and added some variables to give more understanding on factors that predict turnover and turnover intention, for examples, Vandenberghe (2008), Suazo (2008), Mitchell *et al.* (2001), and Haines, Jalette, and Larose (2010). In particular, Haines *et al.* (2010) examined the impact of HRM on employees' turnover, while Aykan (2014) focused on the effects of perceived psychological contract breach on turnover intention. Another recent study by Nohe and Sonntag (2014) examined the relationship between work-family conflict, social support, and turnover intention.

In addition to that, Holtom, Mitchell, Lee and Eberly (2008) emphasised that during the last decade, many researches expanded turnover theoretically by employing seven major trends: focusing on stress and change related attitudes, employing some new individual differences in predicting turnover, using unfolding model in some empirical researches, enhanced focus on employees' intent to stay, increased focus on contextual variables with interpersonal relationships, a dynamic modelling of turnover progressions with the thought of time, and enriching the understanding of previously identified relationships.

2.2.2 The Consequences of Turnover and Turnover Intention

Although turnover intention and turnover are two different concepts that have been extensively studied in the literature, recently, many studies have focused on the issue of employees' turnover. This is not only to be able to predict the magnitude, but also in order to understand the process through which an individual, when the time comes, makes the decision to stay or to leave the job (March & Simon, 1958; Mobley, 1978; Steers & Mowday, 1981; Griffeth & Hom, 2000). In contrast, many studies such as the meta-analysis study by Griffeth and Hom (2000) concluded that there is a positive relationship between turnover intention and turnover; also, turnover intention is considered as the best predictor of turnover (Ajzen & Fishbein, 1980; Griffeth & Hom, 2000). Therefore, if the employee decides to leave the organisation, several consequences have to be considered.

Additionally, many literatures emphasise on costs associated with the loss of an employee. According to Gupta-Sunderji (2004), the financial loss caused by the

departure of an employee includes salary, process of recruitment, selection, hospitality and training. Additionally, Lashley and Chaplain (1999) argued that the loss incurred in employees' turnover includes loss of skilful and talented employees. Indeed, the loss of talented employees will impact the organisational performance. According to Bergiel *et al.* (2009), Carmeli (2003), Cooper (1997), Deutschendorf (2010), and Johnson and Indvik (1999), the overall productivity in organisations can be affected by employee turnover. In fact, loss of productivity is a result of employees' turnover (Hinkin & Tracey, 2008). Further, Lynn (2002) indicated that high turnover reduces the service quality as it takes time and resources to fill the vacancies of departing employees especially when the hotels' occupancy is high.

However, it is also possible to see that the employees who intend to leave do not exhibit different behaviours that can harm the organisation (Singh & Krishnan, 2010). For example, Bowen (1981) emphasised that increasing absenteeism is related to turnover intention and employees who intend to leave are less committed to their organisation and are not satisfied. Thus, the employees who intend to leave may intentionally show poor performance, even if they have the potential for good performance (Bowen, 1981). This can sometimes lead to dismissal of employees. Further, the negative behaviours of employees who intend to leave affect the morale of their co-workers (Singh & Krishnan, 2010).

The cost of turnover differs related on the difficulty of jobs, experience, qualifications, and type of organisation (Aksu, 2004; Hinkin & Tracey, 2000, 2006, 2008). For example, managerial inconsistencies may influence the line of employees' turnover (Stalcup & Pearson, 2001). The managerial inconsistency

occurs because of poor communication and lack of fostering a friendly environment at work place. On the other hand, turnover and turnover intention can decrease the productivity which is measured through performance and profit margin (Eriksen, 2010). Maertz, Wiley, LeRouge and Campion (2010) indicated that turnover impacts the organisation in the form of psychology, such as low performance, less commitment and decreased fairness. Moreover, Nyberg and Ployhart (2013), and Park and Shaw (2013) argued that the human capital resource of the organisation can be reduced in the case where many employees collectively leave their organisations.

Additionally, inefficiency, replacement cost and loss of skills are associated with intangible cost (Lashley & Chaplain, 1999). Furthermore, some scholars pointed that employee productivity, effectiveness, quality, and hotel service standers are influenced by many organisational behaviour and related hygiene factors such as the routinisation of work, poor communication, low morale, role conflict, low job satisfaction, poor leadership/supervision, and lack of career development, and all of these factors are associated with the cost of labour turnover (Deery & Iverson, 1994; Davidson *et al.*, 2001a, b, c; O'Connell & Kung, 2007). Also, some empirical researches showed that loss of productivity producing from employee turnover may account for more than two-thirds of the overall turnover cost (Altarawneh, 2010; Hinkin & Tracey, 2008). Further, as turnover increases, service quality may decrease as it takes time and resources to "back fill" leaving employees, particularly at busy hotels (Lynn, 2002). Simply put, providing high quality service needs a stable workforce and lower employees' turnover.

The high frequency of employees leaving their jobs is problematic for the organisation. The higher the frequency rises, the worse the condition faced by organisations will be, with regards to the effect of employee replacement, recruitment cost, and employees' performance. As such, the high rate of turnover will not only end in lower income condition but also create problems to the HRM system (more money needs to be spent to get new employees, rumours among the employees have to be overcome, a new strong teamwork needs to be established and more money must be spent for training and education programmes). Besides that, this negative scenario will be faced more by international scale companies, where their stock prices will decline due to the companies' capabilities to manage their employees are now being seriously questioned, and they are also regarded as less-trusty companies (unreliable).

The intention of turnover is strongly determined by job satisfaction or dissatisfaction (Robbins, 2003), or simply, it can be concluded that the higher the frequency of dissatisfaction experienced by employees, the higher the frequency of turnover occurrence will be. Also, Kovach (1995) asserted that the use of employees' skills and abilities to accomplish tasks with high demands impacts job satisfaction. Furthermore, Bradley, Petrescu and Simmons (2004) indicated that there is a positive influence of pay practice on job satisfaction. Additionally, Bradley *et al.* (2004) asserted that training or on-going learning has a greatly significant effect on employees' job satisfaction while any lack of supervision leads to employees' dissatisfaction (Keashly & Jagatic, 2000).

2.2.3 Turnover Intention of Employees in Jordanian Hotel Industry

Jordan is well known for its high economical ability and government rules in terms of workers' quality standard services. Furthermore, HR managers are likely to make significant changes in HR programmes. This tendency shows that the development of HR programmes in Jordanian companies is now being encouraged. Besides that, managers are encouraged to value HR and invest more in HRM by offering attractive work environments for their workforce.

With respect to the strong economical ability and great set of rules of human empowerment, Jordan is still facing a job crisis of which, the younger generation of workers are becoming the object of great concern. The choices for jobs are too limited that those who already have one tie themselves to the existing jobs and face whatever challenges that come. Meanwhile, the chance of employees' turnover intention can be increased more when new hotels are opening or some opportunities arise in Gulf countries. Moreover, professionals in Aqaba (2009) stated that food and beverage (F&B) in Jordanian hotel industry is suffering due to a shortage of qualified employees, and difficulty to employ qualified employees because they are leaving for the Arabic Gulf countries.

Indeed, there is a lack of studies focusing on turnover intention in Jordan and in Jordan's hotel industry certainly, (Al-Ababneh & Lockwood, 2010). Meanwhile, there are a few studies that focused on turnover intention in Jordanian hotel industry, such as the Aqaba Community and Economic Development Programme (ACED) (2009), and this study found that employee turnover rate in the hotel industry is

substantial. Another study such as the one by Altarawmneh and al-Kilani (2010) found that 50 percent of employees in Jordanian hotel industry have intention to leave. Furthermore, Jordan Hotel Association (JHA) (2011) pointed out in the 2010 annual report that turnover is more than 40 per cent in Jordanian hotel industry. Additionally, as indicated by Al-khasawneh (2013), employees' turnover rate was also relatively high in Jordanian hotel industry. Moreover, Odeh and Alghadeer (2014) reported that there are some employees who are willing to leave their hotels if they find another chance. All of the abovementioned studies had focused on different factors to understand and predict turnover intention while this study used other factors to understand and predict the turnover intention accurately, and to shed the light on the climate of Jordanian hotel industry.

2.3 Emotional intelligence

Under the traditional perspective of HRM, not much attention was given to employees' abilities, or towards the leader in terms of emotional management or how beneficial emotional control is towards strengthening employees' teamwork and the achievement of organisational goals. As a result, problems related to dissatisfaction of employees towards their "bosses" have occurred quite frequently and led to ineffective workforce (Goleman, 1998a).

The efforts to seek other effective approaches to lead and relate abilities (e.g., EI) started after the assertion of social intelligence. Social intelligence was considered as an individual's social aptitude to communicate with others (Thorndike, 1920). This

assertion arose at a time when the emphasis was on abstract intelligence which was the conventionally studied type of intelligence. Abstract intelligence is, *“the human enquiry of both natural and artificial intelligence at the neural, cognitive, functional, and logical levels reductively from the bottom up”* (Wang, 2010).

Many researchers were interested in the idea of an ability which is distinct from the abstract intelligence. The study on social intelligence was seen as fascinating because it complimented abstract intelligence and the focus was more towards interpersonal interactions. Although this ability was in fact categorised into the ambit of interpersonal skills, social relations made it complicated for psychologists to simply categorise and evaluate because there is no construct of EI to ensure accurate measurement (Salovey & Mayer, 1990). Notwithstanding these challenges, the psychologists have proceeded with their study on this construct owing to the great amount of interest in this area.

Salovey and Mayer (1990) introduced the construct of EI, which refines the concept of social/interpersonal ability and ensures accurate measurement. Fisher and Ashkanasy (2000) contended that over the past decade, there has been rapid acceleration of interest in workplace emotions and different research projects carried out in this regard. One of the grounds for this renewed interest on the function of

emotions (as a nucleus to organisational life), is the awareness that effective learning, leadership and human relationships play a crucial role in assisting organisations to achieve a competitive edge in a dynamic business surrounding (Goleman, 1998a).

Somehow, EI is now claimed to be positively connected to academic accomplishment, professional gain and fulfilment, and emotional well-being and ascertainment (Elias, Zins, Weissberg, Frey, Greenberg, Haynes, Kessler, Schwab-Stone & Shriver, 1997). According to Goleman (1995), EI has been stated to be even more essential than intellectual intelligence in attaining victory in life. Moreover, EI is now acknowledged as having more influence on a personal and collective performance compared to the conventional assessment of intelligence, such as intellectual quotient or IQ (Johnson & Indvik, 1999). This reflects upon the fact that there is a necessity to conduct more studies in this field in order to improve the literature on leaders' EI more than IQ.

Caruso, Mayer, and Salovey (2002), as cited in Elliot (2006), believed that EI is the ability to recognise emotions, to process and express emotions to support thoughts, to understand emotions and emotional knowledge, in order to reflectively manage emotions so as to enhance emotional and intellectual development. In other words, EI ensures that leaders are more successful in making their employees more resourceful at work. Thus, EI provides the basis for leaders and their employees/followers to possess the skill to learn and accept complex or fresh ideas at work as well as from their leaders.

According to Mayer *et al.* (2000), there are two essential ideas that need to be looked into in understanding EI, namely, ability-based model and mixed model. Both ideas are fundamentally different in two ways: in their conceptualisation and consequentiality in the manner the construct is assessed. The ability-based model defines EI as a set of abilities particularly and directly concerned with emotions, whereas the mixed model describes EI as being a combination of abilities, behaviours, and behavioural tendencies connected to emotions and emotion-related constructs (e.g., optimism). The differences in conceptualisations also lead to the differences in the measurement of EI. Meanwhile, the measures associated with the ability-based model are mostly performance-based. This approach is similar to the way intelligence (General Mental Ability; GMA) is assessed. Here, the subject's EI is assessed based upon their performance on emotion-based problems.

Previous studies indicated that theoretically and empirically, EI is best determined using performance-based measures (Brackett & Mayer, 2003; MacCann, Roberts, Matthews & Zeidner, 2004). In addition, because they generally deal with behaviours and behavioural tendencies, most of the mixed models of EI are determined using self-report scales. Further, ability-based models assess EI via skills or ability rather than as a self-report of perceived emotional competence. Mayer and Salovey's (1997) model of EI and its corresponding assessment is the most aligned and suitable because it offers an indication of potential EI behaviour (Brackett & Mayer, 2003) to the original ability-based notion of EI.

Barbara (2009) stated that there is a need to conduct researches to see if there is a positive link between leaders' EI and desired organisational outcomes such as employee commitment, reduced turnover, job satisfaction and high value HR

practices. Further, the awareness of EI has increased in the organisations over the past decade (Fisher *et al.*, 2005; Stefano & Wasylyshyn, 2005). Aside from that, many results of studies have shown that EI can be of benefit to organisations. For example, Cote and Miners (2006) showed that there is a positive relationship between EI and job result, success at work, and improvement of work performance.

Day and Carroll (2004) indicated that individual's high EI enhances the effectiveness in group decision-making skills. This research will enrich the literature and the body of knowledge in order to minimise the lack of studies and information, specifically pertaining to managers' EI and its influence on employee turnover. In fact, some of the studies have shown that emotionally intelligent managers benefit the organisations (Schmidt, 2002; Kovach, 2005). Apart from that, many studies have been conducted on the managers' EI and the effect that the managers' EI may have on their organisations (Deutschendorf, 2010; Johnson & Indvik, 1999; Momeni, 2009; Seal, Boyatzis & Bailey, 2006).

2.3.1 Definitions of Emotional Intelligence

Table 2.1 illustrates the various definitions of EI that have emerged since the concept's operationalisation in 1990. Salovey and Mayer (1990) were instrumental in making others aware of the need to understand and accept the definition of EI and the effectiveness of its use.

Table 2.1:

Definitions of Emotional Intelligence

Emotional intelligence, coined by Salovey and Mayer (1990) is the beginning from which all branches of emotional intelligence flowed:

Source	Definition
Mayer and Salovey, (1993).	“A type of social intelligence that involves the ability to monitor one’s own and others’ emotions, to discriminate among them, and to use the information to guide one’s thinking and actions.”
(Mayer and Salovey, (1997).	“The ability to perceive emotions, to access and generate emotions so as to assist thought, to understand emotions, and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth.”
Goleman, (1998).	“The capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships.”
Weisinger, (1998).	“The intelligent use of emotions: you intentionally make your emotions work for you by using them to help guide your behaviour and thinking in ways that enhance your results.”
Martinez, (1997), as cited in Johnson and Indvik, (1999)	“An array of non-cognitive skills, capabilities, and competencies which influence a person’s ability to cope with environmental demands and pressures.”
Harmon, (2000).	“A measure of one’s street smarts’ social radar.”
Shipper, Kincaid, Rotondo, and Hoffman IV, (2003)	“Emotional intelligence (EI) holds the promise of capturing that elusive set of personal characteristics important to understanding the psychological and emotional growth necessary for personal growth.”

After showing various definitions of EI, it is important to understand those definitions regarding their effect on the leaders in the Jordanian hotel industry and their followers. Goleman (1998) termed EI as a capacity of recognising or understanding our feelings and others’ feelings which can come out with self-motivation and managing our emotions and others’ emotions well. Based on that, it shows that leaders’ EI can build up an effective relationship with their followers which will improve the communication, enhance employees’ satisfaction, and foster

a friendly work place environment. This study use Goleman (1998) definition as an operational definition.

2.3.2 The Models of Emotional Intelligence

The EI models proposed by Meyer *et al.* (2000) deal with ability-based model and mixed model. The ability-based model is supported by Salovey & Mayer's (1990) ability model of EI while the mixed model which mixes cognitive, motivational and affective aspects, has a strong proponent in Goleman's (1998b) emotional competencies model.

2.3.2.1 Salovey and Mayer's Ability Based Model of Emotional Intelligence

Salovey and Mayer (1990) first proposed the ability based model of EI. It started with the notion that emotions comprise of facts pertaining to relationships, including those which are real, in memory or fantasy, which subsist together with emotions - the feeling indicators of the connection's position (Mayer, Salovey, Caruso & Sitarenios, 2001). Salovey and Mayer propounded four classes of EI ability based model that provides assistance to the capability to perceive the significance of emotions and their connections, and adopt them to improve thinking tasks (Mayer *et al.*, 2001). The four classes of EI as propounded under the ability based model are identifying emotions, utilising emotions to assist in the thinking process, comprehending emotions, and handling emotions in a way that enhances individual advancement and social relationships (Dulewicz & Higgs, 2000; Mayer *et al.*, 2001;

Salovey & Mayer, 1990). Since its construction, the model has continuously undergone enhancement and the latest development was advanced by Caruso, Mayer, and Salovey (2002).

Additionally, the perceiving perspective concerns the observation ability of self-recognition of emotions in the mind, recognising emotions in others, the exact portrayal of emotions, and the capability to distinguish between precise/actual and imprecise/fake emotions (Caruso *et al.*, 2002). The perspective of emotions can be divided into three perspectives. The first perspective of emotions promotes their utilisation in emphasizing thoughts by channelling attention to crucial incidents/elements, to produce emotions that aid judgment and assist decision-making, to make use of self-mood changes to alter outlook, and to utilise various emotional conditions to spur diverse manner in resolving complication (Caruso *et al.*, 2002). On the other hand, understanding the second perspective of emotions is concerned with the capability to comprehend complicated emotions and emotional connections, the shifting of emotions in phases, the capability to recognise relationships amidst emotions and construing the significance that the emotions represent (Caruso *et al.*, 2002).

Aside from that, managing the final perspective of emotions dwells upon the skill to contemplatively observe emotions and remain receptive to them, and the capability to relate or disengage from them (emotions). This branch also recognises the skill to ascertain the situation where an emotion is evident or standard, and the capability to deal with emotion-related problems without essentially stifling the unfavourable emotions (Caruso *et al.*, 2002). Other models, like Goleman's mixed model (1995 &

1998b), describes EI in two competencies: self-personal competence and social competence.

2.2.2.2 Goleman's Mixed Model and the Competency Model of EI

The mixed model of EI was introduced by Goleman (1998b), while emotional competence as described by Goleman (1998b) is an acquired skill which has the basis in EI that brings about exceptional work execution. There are 25 capabilities under the Goleman's (1998b) competency theory of EI which are classified into five categories, analogous to his work at the beginning stage, which are: (1) *Self-Awareness*: emotional alert, precise self-evaluation, self-belief; (2) *Self-Management*: self-restraint, credibility, meticulousness, adjustability, creativity; (3) *Motivation*: accomplishment, dedication, resourceful, hopefulness; (4) *Empathy*: conscious of others, guiding other people, emphasising upon service, influencing variety, [socio-] political alertness; and (5) *Social Skills*: influence, interaction, managing problem, leadership, transformation medium, developing connections, association and teamwork, and collective skills. The theory suggests that a person who has more capabilities is an indicator of a person who is more emotionally intellect.

Goleman's (1995, 1998) model is considered as the best mixed model of EI. This mixed-model is based on popular books in the 1990s (Goleman, 1995, 1998). The EI classification of the model is based on the pioneering model of Salovey and Mayer (1990) and other psychological theories.

Goleman (1995) termed EI as the capability to “motivate one’s and persist in the face of frustrations; to control impulses and delay gratification; to regulate one’s moods and keep distress from swamping the ability to think; to empathise and hope.” Based on that, Goleman’s (1995, 1998) description must be moved towards a competency-based model where EI is represented as five components as follows: Personal competencies: 1) Self-awareness, which involves identifying an individual’s own internal states, intuitions, preferences, and resources, 2) Self-regulation, which is handling an individual’s own internal states, resources, and urges and 3) Motivation, which relates to emotional inclinations that lead or assist in achieving goals and the use of determination to steer a person towards his goals, to persist and struggle to advance. Meanwhile, the last two classes are regarded as the social competencies: 4) Empathy is awareness of other person’s feelings, needs and concerns, focusing on relationship building, and 5) Social ability concerns the capability in arousing the intended responses in other individuals, and emphasises on conciliation and influential skills. Generally, Goleman described EI as, “a set of traits that could describe someone’s character” (1995, p.34).

Nonetheless, Goleman’s (1995, 1998) mixed-model was criticized by Mayer *et al.* (2000a) as not reflecting upon intelligence due to it being achievement-motive theory and that it taps into the domain of personality. Also, they asserted that the term EI mixed models merge mental abilities like ability to perceive emotions with self-reported qualities, like optimism and well-being that are obviously different from their mental ability approach therefore EI has become unmoored from intelligence and emotion.

Then, in his devised model, Goleman (2001a) had deleted the component of motivation. This is because, although it is critical to all sorts of leadership, it is not sufficiently distinctive to warrant being listed in his revised model. As such, Goleman's (2001a) revised model includes: 1) Self-Awareness, 2) Self-Management, 3) Social Awareness, and 4) Relationship Management. These components contain twenty competencies, and Goleman (2001a) even argued that the new model "seems to meet the criteria for a pure model" of intelligence; on close inspection, the revision looks like the earlier model. However, Goleman (1998) stated that the model is based on displayed behaviours said to stem from emotional competencies.

Furthermore, Goleman (2001) indicated that EI allow employees greater effectiveness in their workplace when they have emotional competencies which could represent the degree of their mastered certain skills and abilities that build on EI. In contrast, there are many other models such as the Ability Model and the Bar-On Model. The Ability Model is used in education or psychology for diagnosis purposes while the Bar-On Model is used in psychology for identification of personality.

Table 2.2:

Goleman's Emotional Competencies Model

	Self-Personal Competence	Other Social Competence
Recognition	<u>Self-Awareness</u> Emotional self-awareness Accurate self-assessment	<u>Social Awareness</u> Empathy Service orientation
Regulation	<u>Self-Management</u> Self-control Trustworthiness	<u>Relationship Management</u> Developing others Influence

Conscientiousness	Communication
Adaptability	Conflict management
Achievement drive	Leadership
Initiative	Change catalyst
	Building bonds
	Teamwork &
	Collaboration

2.2.2.3 The Bar-On Model

The description adopted by the Bar-On Model includes “*emotionally and socially competent behaviour that provides an estimate of one’s emotional and social intelligence.*” The classification of the Bar-On Model (1997) to a certain extent does not fulfil the proposed characteristics for real intelligence as compared to Goleman’s model (1995). Nevertheless, Bar-On (1997) rationalised his use of the term of EI by advancing another description of intelligence: “Intelligence that... represents a collection of knowledge used to cope with life effectively. Here, the adjective ‘emotional’ is employed to emphasise that this type of intelligence differs from the cognitive intelligence.”

This model is regarded as a mixed model. This model is similar to Goleman’s (1995, 1998) and Mayer and Salovey’s (1997) except that Bar-On includes personality traits and mood states in the EI concept. The Bar-On Model (1997) describes EI as, “an array of non-cognitive capabilities, competencies, and skills that influence one’s ability to succeed in coping with environmental demands and pressures” (Bar-On, 1997). Additionally, Bar-On (1997) proposed a combination of social, personal and emotional capabilities within his model.

Also, Bar-On (1997) identified five natures of functioning life's success, which are as follow: 1) Interpersonal Skills, 2) Intrapersonal Skills, 3) Adaptability, 4) Stress Management, and 5) General Mood. Moreover, each area has subdivision of smaller categories. For example, good mood includes happiness and optimism (Bar-On, 1997). Further, the 'interpersonal' construct does not overlap with Mayer and Salovey's (1997) characterisation, which does not include 'social interaction.' However, it overlaps with Goleman's characterisation under 'social awareness.' Apart from that, Robins (2001) stated that adaptability, stress management, and general mood in the Bar-On model (1997) are mostly distinct. 'Adaptability' is comprised in Goleman's (2001) model as 'self-management' and based on the analysis of the Bar-On (1997) model, it reflects that it is the only theory comprising 'general mood' in an EI model.

2.2.2.4 Leaders' EI in Jordanian Hotel Industry

This study used the Goleman's competency model due to its emphasis on well-known leadership styles such as the transformational and transactional leadership. Abu-Tayeh and Al-Khawaldeh (2004), and Awamleh and Al-Dmour (2005) emphasised that transformational and transactional leadership styles are being shown in Jordan. Furthermore, Sabri (2007) indicated that "in Jordan, there is no clear preference for transactional or transformational behaviours, as elements of both styles are being used." Additionally, Sabri (2007) had showed the comparison between Jordanian managers' leadership styles in the International Air Transport Association (IATA) and prospects for knowledge management in Jordan. Further, Al-Zgool

(2010) indicated that transformational and transactional leadership styles are obvious in Zain Telecommunication Company in Jordan. Moreover, transformational leadership style is contributing to employees' job satisfaction more than transactional leadership styles in Zain Telecommunication Company in Jordan (Al-Zgool, 2010). On the other hand, in the Jordanian hotel sector, Al-Ababneh and Lockwood (2010) indicated that, "democratic leadership style is preferred among managers, in contrast to suggestions that hotel managers prefer to be autocratic."

Based on the previous review about leadership styles in Jordan, it shows that transformational and transactional leadership styles are the most prevalent in Jordan. The leaders need to inspire, have dialogues, communicate and motivate their followers and all of those require EI (Goleman, 2001). Goleman *et al.* (2002) also contended: "The construct of EI contributes to 80 to 90 percent of the competencies that distinguish outstanding leaders from the average leaders, and sometimes more." Furthermore, Goleman (1998) indicated that emotional competencies are relevant to a person's success. He argued that two out of three needed competencies for increasing performance have association with emotional competencies. This means that the Goleman Competency Model is the most appropriate one to portray the EI amongst Jordanian hotel leaders. Thus this model is chosen because of its primary use, which is in business, for identification of leaders (Goleman, 2001).

2.3.3 The Effects of Emotional Intelligence

Several studies have identified a positive relationship between EI and many factors such as leader effectiveness (Tekleab, Sims, Yun, Tesluk & Cox, 2008) and some

employees' outcomes such as, self-leadership (Amundsen & Martinsen, 2014), psychological empowerment (Randolph & Kemery, 2011), affective commitment (Dewettinck & van Amejide, 2011), performance (Vecchio, Justin & Pearce, 2010), creativity (Zhang & Bartol, 2010), and job satisfaction (Konczak, Stelly & Trusty, 2000). According to Krishnakumar (2008), there are at least two wide effects of EI on job satisfaction: intention to leave, and job outcomes such as job performance. The first deals with the capability to identify, incorporate, comprehend, and handle an individual's own emotions while the second is the capability to identify, incorporate, comprehend, and handle other person's emotions. It was also suggested that, the capability to identify and manage an individual's own emotions could give weight to attitudes (Brackett & Mayer, 2003). Generally, attitude can be defined as a combination of affect and cognitions. Attitude, as described by Crano and Prislin (2006), is the evaluative judgments of an individual that merge and summarise cognitive/emotional reactions in relation to an attitude object. This is owing to the fact that attitude is founded upon the combination of emotional occurrences, the capability to observe, assist, comprehend, and handle a person's own emotions which must be crucial. Past researches, for instance, proposed that EI could perform a crucial role in influencing broad attitudes towards life (life satisfaction: Brackett & Mayer, 2003). This study looks into the impact of leaders' EI on attitudes that are particularly connected to employees' income projection which is driven by career contentment.

In addition to this, the second impact of EI is via a distinct method which is concerning emotions in others and objects when jobs are very much connected to emotions. Here, EI operates as a "task facilitator" akin to thinking capability in

resolving conflict. It can be said that leaders' EI helps an individual to resolve the emotional complications that takes place which has immediate relationship with the activities at work that they are doing. For example, a police officer could recognise the emotion of a suspect being questioned to enable him to be aware of the suspect's intentions or thoughts.

2.3.4 Concept of Leadership

As Antonakis and colleagues (2004) wrote: "Leadership researchers had struggled for most of the last century to put together an integrated, theoretically cohesive view of the nature of leadership." Nevertheless, a better and promising picture of leadership has begun to surface in the last two decades and studies have been revived in a lot of fields that were considered as lacking in the aspect of consistency.

However, an analysis on existing leadership literature reveals that a lot of the study on the initial "behavioural" schools was integrated into "new" research on leadership method (Bryman, 1992). Further, theories of the "new" leadership school, such as charismatic and transformational leadership theory, evidently stressed upon the categories of behaviours (e.g., compelling manners, transactional manners) that envisage leadership efficacy.

It must be pointed out that some views have even claimed that the new concept of leadership is actually "old wine in a new bottle," such as the one advanced by House and Aditya (1997). Aside from that, other divisions have also undergone the same

development. In relation to this, Fiedler's (1967) contingency theory and House's (1971) path-goal theory were the first two views to propose that the state of leader-member connections is an essential element in assuming leadership efficacy. Also, in spite of the fact that studies on these theories have toned down (Lowe & Gardner, 2000), other theories, such as leader-member exchange theory (Graen & Uhl-Bien, 1995), have developed significantly upon their earlier results.

The trait-based method to leadership may have been the part that has undergone the most development (Lowe & Gardner, 2000). Certainly, the emphasis on attributes (or dispositional traits) that assume leadership effectiveness has an extended and storied past in the organisational sciences.

It is also inevitable that review be made on the appropriate dimensions of the attribute-based method of leadership and recap what is recognised of this specific theory as it concerns leadership efficacy. Nevertheless, to a certain extent, the question is not so much emphasising on leadership theory but more on the issue of producing successful leaders who can enable the realisation of the institution's objectives in strengthening the team members in any likely and most favourable manner.

2.3.5 The Factors Why Leaders Need Emotional Intelligence

The Ability Model of EI presents an appropriate means to examine the reason behind the leaders' necessity for EI by enquiring as to the causes leaders have to be able to

(1) recognise, (2) adopt, (3) comprehend, and (4) handle emotions. In relation to this, Caruso, Mayer, and Salovey (2002) claimed that researchers have discovered the fact that the capability of a leader to recognise emotions and feelings in themselves also permits them to precisely discover the emotions of associates and team, to relate the exact emotions, and to make a distinction between sincere and false emotional demonstration. Further, in discussing empathy, it was stated that it is an important element of EI where it involves a person's capability to comprehend and experience other people's feelings or emotions. Empathy lends assistance to a leader's social support and positive inter-personal relationships (George, 2000).

Kellett, Humphrey and Sleeth (2002) studied the comparison between emotional and cognitive competencies as a basis for subordinate-perceived effective leadership. They reported in their writing that empathy, as a significant EI element, has the most solid relationship with perceived effective leadership. This proposes the idea that recognising other persons' feeling and empathising with them may develop an emotional connection that is actually favourable to leadership.

Leaders' recognition of emotions can improve cognitive development and judgment-making (George, 2000), and assist leaders to value other people and inspire them by making emotions accessible, adopting various perspectives that facilitate more adaptable arrangement, and encourage them to be more creative, understanding, and have wider thoughts and outlook (Caruso *et al.*, 2002; George, 2000). Additionally, George (2000) revealed that studies have found that those who are in favourable moods are likely to be more positive and have more favourable views and outlook in

comparison to those in unfavourable moods, and, the latter moods result in the pessimistic and negative attitude.

Understanding EI provides useful perspective into human personality and perceptions. This perception involves the ability to identify the connection between emotions, ascertain emotions' principal significance, understand intricate feelings, as well as identify and acknowledge emotional instability (Caruso *et al.*, 2002). As such, the recognition, adoption and perception of emotions assist in effective supervision of emotions. A longitudinal study of 382 team members was carried out over 48 self-managing groups and it was discovered by Wolff, Pescosolido, and Druskat (2002) that empathy underpins the thinking and attributes that facilitates the formation of leadership. On the whole, they summed up that the finding from their study indicated that EI, specifically empathic competency, is an overriding reason for the leadership formation in self-managed teams.

Managing emotions has the benefit of enabling leaders to disperse and reduce the impact of negative incidents and present more control of self and others which will make way for a better course on what should be done in relation to the struggle to accomplish the objectives of the organisation. EI facilitates leaders to enhance the power of team-collective force through "more humanised" measure of leading and commanding.

In the case where leaders adopt a well-established emotionally intellectual attribute such as empathy, self-emotional demonstration as well as others, self-emotional organisation and others, emotional manifestation, emotional interaction, inspirational leadership, exemplary modelling in order to relate messages to team members on

collective presentation and in context incidences. This means that the inevitable outcome is that, group members recognise their leader's behaviour and conjure emotional interpretations of the circumstance, which in turn, will serve as a guide for their own traits and will likely be considerably taken up by the subordinates, instead of just being followed (Pescosolido, 2002).

Further, leaders' EI has stronger influence on their victory as leaders as well as on the functioning of their group compared to their intelligent ability (Goleman *et al.*, 2002). This empirical proof has depicted the firm connections between emotional intelligence and job execution, the truth of a connection between emotional intelligence and leadership approach, and the requirement to merge emotional intelligence capabilities and aptitude with leadership abilities. In fact, it was Goleman *et al.* (2002) who presented the connection to the EI-based approach of leadership.

2.3.6 Emotional Intelligence and Transformational Leadership Style

Ashkanasy and Daus (2002) emphasised that, transformational leaders need to have the ability to arouse their followers emotionally and inspire them in order to understand how they feel. This shows that EI should exist when leaders manage and communicate with their followers to inspire them. Aside from that, Gill (2006) indicated that inspiring and motivating followers are emotional processes as they are behavioural processes. Additionally, individual consideration is one of the most important components of transformational leadership which should be shaped with

high EI because it can improve the communication and manage conflicts (Boal & Hooijberg, 2001).

Many empirical studies show the relationship between EI and transformational leadership. For instance, Dasborough and Ashkanasy (2002) indicated that leadership is an emotional process and it is a process of social interaction. In addition to that, Palmer *et al.* (2001) found that managing leaders' EI and followers is considered as a key predictor of individual consideration and inspirational motivation. Furthermore, the process of EI shares the impact of transformational leadership on organisational performance.

2.3.7 The Relationship between Leaders' EI and Turnover Intention

The productivity in the organisation can be affected by employees' turnover (Bergiel *et al.*, 2009; Carmeli, 2003; Cooper, 1997; Deutschendorf, 2010; Johnson & Indvik, 1999). Furthermore, Momeni (2009) and Tucker, Sojaka, Barone, and McCarthy (2000) emphasised that the EI of leaders impacts positively on the outcomes such as improving the performance and decreasing the employees' turnover rates. Nonetheless, understanding the recent development on the turnover rate, i.e., employees' turnover intention is considered as one the major problems that are faced among organisations (Frank, Finnegan & Taylor, 2004; Guftason, 2002).

Many studies have indicated that leaders' EI can lead to positives outcomes, which include improved employees' performance and avoidance of high employees'

turnover rates (Momeni, 2009; Tucker, Sojaka, Barone & McCarthy, 2000). In addition, Vigod-Gadot and Meisler (2010) demonstrated that EI has a negative relationship with negative outcomes like burnout, negligent behaviour, and turnover intention. Meanwhile, Stephens (2007), Gasiorowska (2007), and Yukl (2006) emphasised that leaders' EI influences employee turnover intention.

However, some important studies conducted in 2013, 2011 and 2010 provide inconsistent results. For instance, Meisler, (2013), conducted a study in a financial organization located in Occupied Palestinian Territories and found a negative association between EI and turnover intentions; this means that EI reduces turnover intention of the employees. Somehow, the study of Meisler (2013) is considered as a western study, not non-western study. Further, Miller (2011) indicated that there is no statistically significant relationship between EI branch scores of leaders and their followers' intention to leave. Miller's (2011) study used the MSCEIT questionnaire and the study was conducted in a large automotive group in Rochester, New York, USA, while the method implemented was the quantitative method. Moreover, Stephens (2011) came out with results that showed there is no significant correlation between IT employees' perception of EI in their supervisors and IT employees' intention to leave. Stephens (2011) also used the quantitative method. Meanwhile, the respondents of the study were the IT employees from organisations in the North-eastern United States. The researcher used the emotional intelligence scale (EIS) to measure employees' perception of EI in their supervisors and the Jackofsky and Slocum's survey to measure employees' intention to leave.

In contrast, Hall (2010) conducted a study on seven groups; five groups had positive correlations between managers' EI and followers' intention to leave, while the remaining two groups had negative correlations. This study was conducted in an aerospace organisation located in the North-eastern USA and the researcher used the quantitative method. Additionally, the Emotional Quotient Inventory (EQ-i) instrument (Bar-On, 1997) was used to assess managers' EI and the study also used the Michigan Organisational Assessment Questionnaire (MOAQ) Module 1 to assess followers' intention to leave. Hence, this study constructs the following hypothesis:

H1: Leaders' EI significantly influences employees' turnover intention.

2.4 Organisational Commitment

2.4.1 The Definitions of Organisational Commitment

There are some important and well-known definitions of organisational commitment. One of them is by Mowday *et al.* (1979). He defined organisational commitment as a relative strength of the employees' identification with and involvement in their organisation. Additionally, Scholl (1981) defined organisational commitment as a maintaining behavioural trend which is controlled by stabilising force when the conditions of justice/anticipations are not met and do not exist. In contrast, O'Reilly and Chatman (1986) defined organisational commitment as a psychological feeling of employees of their organisation which is based on their psychological attachment to their organisation; therefore it will show the degree to which employees internalise or embrace characteristics of perspectives of the organisation. Apart from that, Brickman (1987) defined it as a force causes a stable behaviour of employees under some circumstances where the employees would or else they will be tempted

to change that behaviour. Comparatively, Allen and Meyer (1990) defined it in a clear sentence as “*a psychological state that binds the individual to the organisation*”. Furthermore, Brown (1996) defined organisational commitment as a willingness force which need employees honour the commitment, in spite of whims and fluctuating attitudes are exist..

In Arab countries and Jordanian hotel industry, the situation of organisational commitment is somehow different than that of developed countries. Here, the commitment of the employees in the Jordanian hotel industry can be described according to Allen and Meyer’s (1990) definition above because organisational commitment links the individuals to the organisation.

2.4.2 Organisational Commitment in Multidimensional Models:

In brief, there are some multidimensional models of organisational commitment as shown in Table 2.2:

Table 2.3

Multidimensional Models of Organisational Commitment

Adapted from Meyer and Herscovitch (2001)

Angle and Perry (1981):	
Value commitment	Commitment to support the goals of the organisation.
Commitment to stay	Commitment to retain their organisational membership.
O’Reilly and Chatman (1986):	
Compliance	Instrumental involvement for specific extrinsic rewards.
Internationalization	Attachment based on a desire for affiliation with the organisation.
Identification	Involvement predicated on congruence between individual and organisational values.

Table 2.3 (Continued)

Penley and Gould (1988):	
Moral	Acceptance of and identification with organisational goals.
Calculative	A commitment to an organisation which is based on the employee's receiving inducements to match contributions.
Alienative	Organisational attachment which results when employee no longer perceives that there are rewards commensurate with investments; yet he remains due to environmental pressures.
Meyer and Allen (1991):	
Affective	The employee's emotional attachment to, identification with, and involvement in the organisation.
Normative	An awareness of the costs associated with leaving the organisation.
Continuance	A feeling of obligation to continue employment.
Mayer and Schoorman (1992):	
Value	A belief in and acceptance of organisational goals and values and willingness to exert considerable effort on behalf of the organisation.
Continuance	The desire to remain a member of the organisation.
Jaros <i>et al.</i> (1993):	
Moral	The degree to which an individual is psychologically attached to an organisation through feelings such as loyalty, affection, warmth, belongingness, pleasure, etc.
Continuance	The degree to which an individual experiences a sense of being locked in place because of the high costs of leaving.
Affective	The degree to which an individual is psychologically attached to an organisation through internalization of its goals, values and missions.

This study will utilise the three dimensions of organisational commitment of Meyer and Allen (1991). This model has been used in many studies and it is considered as the most widely accepted organisational model used nowadays (Becker, Klein & Meyer, 2009; Patalano, 2008; Pool & Pool, 2007; Wasti, 2005). The three-dimension model is suitable to be conducted in the Jordanian hotel industry because of its comprehensive coverage of the whole view of organisational commitment. Aside from that, implementing the three-dimension model will provide a clear image about employees' commitment when the study identifies the relationship and the impact of all the dimensions (affective, normative, and continuance) on employees' turnover intention.

2.4.3 Three Dimensions of Organisational Commitment

Greenberg and Baron (2003) and Bentein, Vandenberg, Vandenberghe and Stinglhamber (2005) considered the three-component model of commitment as the prevailing model in commitment studies. Wasti (2005) indicated that three-component model of commitment has become more famous since its initiation. Jaros (1997) pointed that each component impacts on process of turnover but the three-component model (affective, continuance, and normative commitment) show the relationship between employees and the organisations that can decrease the possibility of turnover (Solinger, Olffen & Roe, 2008).

2.4.3.1 Affective Commitment

Affective commitment is "a strong belief in and acceptance of the organisational goals and values, a willingness to exert considerable effort on behalf of the organisation and a strong desire to maintain membership in the organisation" (Mowday, Porter & Steers, 1982). Meyer and Allen (1997) indicated that strong affective commitment of employees can help them to be involved and stay in their organisation.

2.4.3.2 Continuance Commitment

Meyer and Allen (1997) defined continuance commitment as "the worker continuing with the organisation as an obligation by taking the entire expanse of a situation namely, the negatives associated with leaving his or her job into account." Further, Clugston, Howell and Dorfman (2000) emphasised that this situation means that there is an individual feeling to stay in the organisation.

Another point of view from Tanriverdi (2008) was that employees who feel continuance commitment are thinking that when they resign, they do not have that many options, and these employees stay in their work because they do not have any choice. Thus, some employees who have a strong continuance commitment stay at their work because they feel that they have to (Meyer & Allen, 1997).

2.4.3.3 Normative Commitment

Clugston *et al.* (2000) said that employees want to stay in their work because they have duty, loyalty, and believe in their responsibility to the organisation. In relation to this, Weiner (1982) emphasised that employees who have normative commitment to the organisation stay in their work because they believe that it is the right and moral thing to do. In addition, Weiner (1982) stated that employees stay in their work because a person should not leave his work too often which is related to generalising cultural expectations or maybe he will be considered untrustworthy and changeable. Also, Meyer and Allen (1997) indicated that employees who have a strong normative commitment prefer to stay at their work because they feel they ought to.

2.4.4 The Relationship between Organisational Commitment and Turnover

Intention

Organisational commitment effects employees' performance, absenteeism, high turnover and employees' productivity in developed and developing countries (Mowday *et al.*, 1982; Allen & Meyer, 1990; Hackett *et al.*, 1994; Shaw *et al.*, 2003; Yousef, 2000). In addition, employees who have high organisational commitment are more productive and have more responsibilities (Show, 1994; Herscovitch & Meyer 2002; Abbott *et al.*, 2005).

Additionally, many studies in developing countries have shown that weak organisational commitment is related to poor performance and low productivity

(Bhian, Al Shammari & Jefri, 2001; Yousef, 2000; Shaw, Delery & Abdulla, 2003). In contrast, Yousef (2000) indicated that there is little understanding of the relationship between organisational commitment, turnover, and productivity in the Arab world. Further, Mosadeghrad, Ferlie and Rosenberg (2008) showed that job satisfaction and organisational commitment affected turnover intention and they are considered as significant predictors of turnover intention.

Many previous studies indicated that organisational commitment was more related to turnover intention than job satisfaction, due to the continuance dimension in the organisational model which can predict directly the turnover intention (Allen & Meyer, 1990; Shore, Newton & Thornton, 1990; Dougherty, Bluedorn & Keon, 1985; Mowday, Koberg & McArthur, 1984; Abelson, 1983; Horn, Katerberg & Hulin, 1979; Steers, 1977; Porter, Steers, Mowday & Boulian, 1974; Bennis, Berkowitz, Affinito & Malone, 1958). In addition, Jehanzeb *et al.* (2013), and Newman, Thanacoody and Hui (2011) found that organisational commitment is negatively correlated to employees' Turnover Intention.

Continuance commitment is positively related to turnover intention (Meyer & Allen, 1991) and this is supported by many studies (Hartmann, 2000; Chandrashekar *et al.*, 2000; Harris & Cameron, 2005; Payne & Huffman, 2005; Cunningham, 2006; Luchak & Gellatly, 2007). However, Affective commitment and normative commitment are related negatively to turnover intention (Meyer & Allen, 1991) and this is supported by many studies (Grover & Crooker, 1995; Hartmann, 2000; Chandrashekar *et al.*, 2000; Wasti, 2003; Bentein, Vandenberg, Vandenberghe & Stinglhamber, 2005; Harris & Cameron, 2005; Yao & Wang, 2006; Luchak &

Gellatly, 2007; Maertz, Griffeth, Campbell & Allen, 2007; Payne & Huffman, 2005; Udechukwu, Harrington, Manyak, Segal & Graham, 2007; Vandenberghe & Tremblay, 2008; Yao & Wang, 2008).

Mowday *et al.* (1979), Lum *et al.* (1998) and Testa (2001) showed that organisational commitment is considered as the single best predictor of turnover, tardiness and absenteeism. Furthermore, organisational commitment has a strong and direct impact on turnover intention (Igharia & Greenhaus, 1992; Cotton & Turtle, 1986; Arnold & Feldman, 1982).

In the Arab world, the situation is somehow different because of culture, the development, and lack of studies in organisational commitment. In relation to this, Mathieu and Zajac (1990), Awamleh (1996), Perryer and Jordan (2005), Suliman and Al-Junaibi (2010) and Alhawari and Al-Zyoud (2010) indicated that studying organisational commitment in the Arab world has been encouraged in order to get a clearer picture. Additionally, Sulaiman and Al-Junaibi (2010) emphasised that there is a significant negative relationship between organisational commitment and intention to leave in the oil industry in the United Arab Emirates. Sulaiman and Al-Junaibi (2010) tested just two dimensions of organisational commitment namely, affective and continuance commitment and they showed that affective commitment and continuance commitment were negatively correlated to intention to leave. In Jordan, in telecommunication companies, Alhawari and Al-Zyoud (2010) emphasised on strong significant relationship between organisational commitment and job satisfaction. Alhawari and Al-Zyoud (2010) studied three dimensions of

organisational commitment (affective commitment, continuance commitment, and normative commitment).

In contrast, a few studies were inconsistent with the previously mentioned studies such as the study by Rageb, Abd-el-salam, El-samadicy, and Farid (2013), which were conducted in Egypt and a study by Zopiatis *et al.* (2014) which was conducted in the Cyprus's hotel industry. Those studies revealed that there is no significance relationship between organisational commitment and turnover intention. Based on some previous studies, there is a need to conduct some studies to test the relation between organisational commitment, job satisfaction, and turnover intention in the Jordanian hotel industry. Hence, the second hypotheses of this study are constructed as follow:

H2: Organisational commitment significantly influences employees' turnover intention.

H2a: Affective Commitment significantly influences employees' turnover intention.

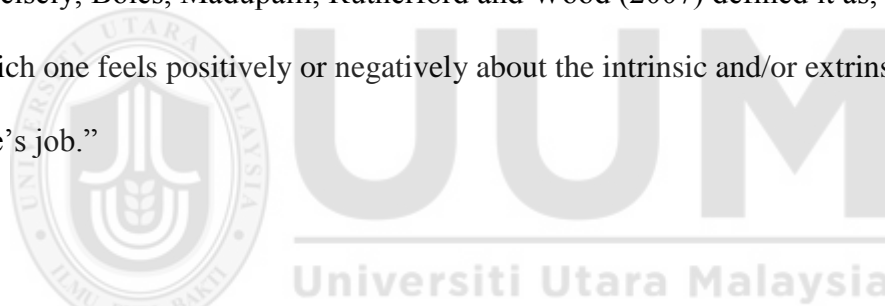
H2b: Normative Commitment significantly influences employees' turnover intention.

H2c: Continuance Commitment significantly influences employees' turnover intention.

2.5 Job Satisfaction

2.5.1 Definition of Job Satisfaction

Locke (1976) defined *job satisfaction* as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience.” Based on Spector (1997) job satisfaction is defined as a construct that explains “how people feel about their jobs and different aspects of their jobs.” Chou and Robert (2008) argue that the theories of job satisfaction cannot describe the whole spectrum of job satisfaction aspects. Indeed, Falkenburg and Schyns (2007) stated that job satisfaction can be part of a behaviour cycle, also, the cause of behaviour, or part of a regulatory system. Precisely, Boles, Madupalli, Rutherford and Wood (2007) defined it as, “an extent to which one feels positively or negatively about the intrinsic and/or extrinsic aspects of one’s job.”



2.5.2 Underpinning Theory to Job Satisfaction

Some prominent theories are employed to describe the relationship of job satisfaction and its predictors.

2.5.2.1 Need Theories

In comprehending the notion of job satisfaction, the first approach which was applied had included the concept of needs. As indicated by Luthans (1998), the

purpose of establishing the theories of need was mainly to describe the notion of motivation. The manifest needs theory coined by Murray (1938) embraces the belief that different people may gain satisfaction from, or be motivated by different circumstances. Here, the core concept is that it is common for workers to constantly make comparison between their current status of needs and the need fulfilment level that they wish for, from their jobs.

Accordingly workers with high level of achievement need are inclined to experience higher level of satisfaction when they are resolving problems and successfully completing the tasks assigned to them. On the other hand, workers with high level of affiliation need are more inclined to gain satisfaction when they could maintain social relationships with their colleagues. Simply put, unsatisfied needs cause an unpleasant state of tension, and if this happens, it is not likely for workers to experience job satisfaction. In other words, when needs are fulfilled, tension is removed and thus, people could feel satisfied. The research of Murray (1938) imparts crucial implications for the present study.

With regard to the need for achievement, McClelland (1962) has laid down extensive findings which gave birth to a distinct profile of high achiever. Presented below are the brief descriptions of the distinct characteristics of high achievers:

1. *Risk-taking*: Taking moderate risks is the single most descriptive characteristic of the person with a high need for achievement.
2. *Need for immediate feedback*: Closely linked to high achievers, taking moderate risks are their desire for immediate feedback. People with a high need for achievement have the preference towards activities that provide

feedback information that is immediate and accurate, with regard to how they are progressing toward a goal (Luthans, 1998).

3. *Satisfaction with accomplishments*: To high achievers, task completion is intrinsically satisfying in itself. Accompanying material rewards are not expected, or required (Luthans, 1998).
4. *Preoccupation with the task*: Once a goal is ascertained, high achievers are inclined to be fully immersed in the task until the task is completed.

Further, Herzberg, Mausner and Snyderman (1959) made a distinction between the notions of hygiene and motivator needs: hygiene needs are affected by the both the physical and psychological conditions that people work in, while motivator needs are depicted as identical with the higher-order needs in Maslow's (1954) need hierarchy theory. Then, as reported by Herzberg *et al.* (1959), factors that are associated with hygiene needs include benefits, company policies and administrative practices, interpersonal relations, job security, physical working conditions, salary and supervision.

It should be noted that all of the aforementioned factors revolve around the context or environment in which task completion is required. When the aforementioned factors are perceived as unfavourable, job dissatisfaction is likely to result. Conversely, in a situation where workers perceive that they are receiving fair wages and that their working conditions are good i.e., the hygiene factors are positive, then, obstacles to job satisfaction are eliminated (Furnham, 1992).

Nonetheless, Furnham (1992) and Luthans (1998) stressed that satisfying the hygiene needs on their own cannot lead to job satisfaction. Rather, it only reduces or eliminates dissatisfaction. On the other hand, the motivator needs are satisfied by, as termed by Herzberg *et al.* (1957), motivator factors, or satisfiers. These motivator factors or satisfiers include achievement, advancement, recognition, work itself and responsibility. Further, hygiene factors are linked with the work context while motivator factors are associated with the work nature and consequences. As stipulated by the theory, the factors that result in job satisfaction entail those that fulfil the need of an individual for self-actualisation (self-fulfilment) in his/her work. Aside from that, the rewards which will reinforce the individual's aspirations can only be attained by performing the task itself.

2.5.2.2 Social Learning Theory

The social learning theory was coined by Bandura (1977). This theory stipulates that individual's behaviour improves and maintained by their self-giving rewards whenever self-imposed standards of performance are achieved, while these said rewards entail those that individual can control. As such, self-reinforcement develops. Further, the concept of "self-efficacy" by Bandura (1982) illustrates self-perceptions of how well individuals can deal with the situations that happen. Further, as indicated by Bandura (1982), self-efficacy comes from four sources, as listed below:

1. Performance accomplishment;
2. Model exposure;

3. Verbal persuasion;
4. Physiological arousal.

It is possible to impose both negative and positive self-reinforcement. As such, the concept of “self-regulation” was born (Bandura, 1977). This concept includes both the enhancing and reducing effects of self-evaluative influences. Further, incentives that are self-regulated cause performance to increase, primarily through these incentives’ motivational function. Here, it can be reasoned that intrinsic job satisfaction can be satisfied by this. Aside from that, Bandura (1977) contended that for activities that contain no personal relevance to an individual, little or no effort will be made by the individual on them. On the other hand, those life spheres that impart influence on the individual’s well-being and organization-based self-esteem would activate constant effort and commitment. Additionally, Bandura (1977) also articulated that a wide spectrum of human behaviour is governed by self-evaluative consequences that are manifested by self-satisfaction, self-pride, self-dissatisfaction and self-criticism.

2.5.3 Extrinsic Job Satisfaction Factors

Herzberg *et al.* (1959) and Herzberg (1966) defined the above as hygiene factors consisting of work conditions, supervision, policies and procedures, co-workers, job security, pay, personal life and status. These factors do not necessarily lead to satisfaction but their absence could lead to dissatisfaction.

2.5.3.1 Work Condition

This factor focuses on the physical work environment including lighting, space, equipment, and ventilation (Herzberg *et al.*, 1959; Herzberg, 1966). Additionally, Lee (2006) emphasised that job satisfaction has a positive relation to personal control of the immediate work environment, individual flexibility, privacy, social interaction, and distraction.

2.5.3.2 Supervision

This factor is related with employees' attitude about their relationship with an immediate supervisor (Herzberg *et al.*, 1959; Herzberg, 1966). Mardanov and Heischmidt (2009) and Mardanov, Sterrett and Baker (2007) indicated that negative perception of this factor is the relationship between supervisors and their followers' influence on lower job satisfaction, commitment, and the intent to leave. In contrast, Harris, Harris and Eplion (2007) indicated that a positive perception of this factor between supervisors and their followers will influence the trust, the quality of two-way communication, and performance and it will increase job satisfaction and organisational commitment, and lower the employees' intention to leave.

2.5.3.3 Policies

This factor is linked to administrative practices, employee perceptions about communications, and overall benefits (Herzberg *et al.*, 1959; Herzberg, 1966).

Anuna (1997) emphasised that procedures, practices and policies that shape a genuine interest in employees' well-being influence organisational commitment. Additionally, Blevins (2005) and Witt and Kacmar (2000) indicated that job satisfaction and organisational commitment will be negative if the leadership is inconsistent with extant policy.

2.5.3.4 Co-Workers

Improving the quality of interaction between co-workers at all levels leads to good feeling and positive support related to job satisfaction (Harris, Winkowski & Engdahl, 2007). Moreover, Shirey (2004) indicated that if the relationship is positive, it will mediate against stress and contribute to motivation. Furthermore, Morano (1993) emphasised that this relationship will also reduce intention to leave. In contrast, Shirey (1993) stated that if there is lack of social interaction, it will increase the likelihood of turnover and contribute to job related depression and burnout.

2.5.3.5 Job Security

Herzberg *et al.* (1959) and Herzberg (1966) stated that this factor refers to objective considerations that could impact job stability or tenure. Furthermore, it concerns matters such as opportunity for advancement and level of responsibility (Ito & Brotheridge, 2007).

2.5.3.6 Pay

Furnham (2006) indicated that compensation does not have long term motivational effect. However, motivation and performance will be affected if the pay does not meet the expectations (Furnham, 2006).

2.5.3.7 Personal Life

This factor focuses on how the job of employees influences their personal situation (Herzberg *et al.*, 1959; Herzberg, 1966). Most of employees have personal daily responsibilities which may need their attention before and /or after work (Saltzstein, Ting & Saltzstein, 2001). In addition, Saltzstein, *et al.*, (2001) illustrated that the demographical and sociological shifts that have occurred since the Herzberg's study have further complicated this factor's initial findings.

2.5.3.8 Status

Herzberg *et al.* (1959) and Herzberg (1966) defined status as any considerations that improve the employees' sense of prominence, importance, or position in life. Additionally, Rostamy, Hosseini, Azar, Khaef-Elahi and Hassanzadeh (2008) showed that there is a positive correlation between status and job satisfaction.

2.5.4 Intrinsic Factors

The intrinsic factors are recognition, achievement, growth, the work itself, responsibility and advancement (Herzberg *et al.*, 1959; Herzberg, 1966). It should be noted that the absence of intrinsic factors is not necessarily dissatisfying but when they exist, they could be a motivational force. Additionally, Ramlall (2004) stated that restructuring work with increased opportunities for advancement, recognition, responsibility, and personal development can improve motivation.

2.5.4.1 Recognition

Herzberg *et al.* (1959) and Herzberg (1966) demonstrated that this factor is related to negative or positive feedback about an achievement. Meanwhile, Richardson (2003) defined as “*an effective means of motivation and a mark from supervision to employees that they are valued for their contributions*”. However, Nelson (2002) indicated that this well-established concept is not used well by leaders.

2.5.4.2 Achievement

This factor is linked with feelings of achievement, such as resolving problems or completing a task (Herzberg *et al.*, 1959; Herzberg, 1966; Knight & Westbrook, 1999). Scott, Moore and Micelli (1997) showed that employees demonstrate a strong orientation for accomplishment, which may be characterised by accepting challenging tasks, willingness to do everything to get the maximum outcomes, and working long hours.

2.5.4.3 Growth

This factor is related to an actual change while it is about the challenge for advancement in the future (Herzberg *et al.*, 1959; Herzberg, 1966). Additionally, Stein and Craft (2007) showed that there is a positive relationship between growth and job satisfaction. This growth can be taken from acquisition of skills, vertical or horizontal mobility, or development of opportunities (Carmeli, Shalom & Weisberg, 2007).

2.5.4.4 The Work

This factor of Herzberg's (Herzberg *et al.*, 1959; Herzberg, 1966) theory focuses on the attitudes of employee about the job requirements and assigned tasks (Freed, 2003). Also, some research studies indicated that employees' perception of their work impact directly on job satisfaction (Freed, 2003; Wong, Hui & Law, 1998).

2.5.4.5 Responsibilities

Herzberg *et al.* (1959) and Herzberg (1966) indicated that this factor is related to control over an employee's work or that of others. Aside from that, Dole and Schroeder (2001) found in their meta-analysis that job satisfaction increased and the intention to leave decreased as the level of authority or power over the job grew.

2.5.4.6 Advancement

This factor is related to an employee's attitude following a change and a development in position or status (Herzberg *et al.*, 1959; Herzberg, 1966). Jawahar and Hemmasi (2006) found that there is a positive relationship between organisational support for this factor and enhanced job satisfaction along with a lower degree of intention to leave.

2.6 The Role of Job Satisfaction as the Mediating Variable

Experimental studies in psychology seldom involve both operation of the mediator and measurement of mediating variables. Fiske, Kenny, and Taylor (1982) demonstrated that the mediation can be investigated statistically if a research study includes measures of a mediating variable as well as the independent and dependent variable. Meaning that, the mediation analysis can be suitable method to increase an in knowledge can be obtained from a research study when measures of the mediating process are available.

Hence, it is not necessary for this study to conduct an experimental study to investigate the mediating role of job satisfaction. Therefore, this study relies on Baron and Kenny (1986) in testing the mediating variable. They indicated that to test the mediation effect, the mediator should be regressed with the independent variable IV, while the dependent variable DV should be regressed with the IV, and the DV should be regressed with the IV and the mediator.

More importantly, the mediating variable has been discussed in problem statement through interviews session with a Sous-Chef at Intercontinental Aqaba Hotel who indicated that he is intending to leave his current workplace to find a more satisfying workplace with a good supervisor. Therefore, it is provide that job satisfaction can play vital role to decrease the turnover intention of employees and to be satisfied with their supervisors/leaders.

This study attempt to investigate the effect of job satisfaction as the mediator for the relationship between leaders' EI, organisational commitment, and turnover intention. Hence, this study will proof the effect of leaders' EI and organisational commitment on turnover intention, the effect of leaders' EI and organisational commitment on job satisfaction, and the effects of job satisfaction on turnover intention.

2.6.1 The Relationship between Leaders' EI and Job Satisfaction

There are many studies that explain the relationship between EI, leaders' EI and employees' job satisfaction. Some of these studies, e.g. by Dong and Howard (2006) indicated that EI impacts employees' job satisfaction positively. Furthermore, Sy, Tram and O'Hara (2006) emphasised that leaders' EI significantly influences employees' job satisfaction with $\Delta R^2 = .06$ statistical result. Also, Samanvitha and Jawahar (2012) asserted that EI has a positive relationship with job satisfaction. This is evidenced when the Beta value obtained by Samanvitha and Jawahar's (2012) study is 0.357. Moreover, Kafetsios and Zampetakis (2008) emphasised that EI influences positively on job satisfaction. Their result produced standardised total

effects of EI on job satisfaction of 0.49 (95 percent percentile confidence interval: 0.40-0.58, $p < 0.01$) (Kafetsios & Zampetakis, 2008). In contrast, Fortner (2013) found that there is insignificant relationship between leader's EI and employees' job satisfaction. This study was conducted in the health sector in the USA. As such, the following hypothesis is formulated:

H3: Leaders' EI significantly influences employees' job satisfaction.

2.6.2 The Relationship between Organisational Commitment and Job Satisfaction

Many studies have been done on the relationship between job satisfaction and organisational commitment (Yang, 2009; Lane Esser, Holte & McCusker, 2010). They indicated that job satisfaction impacts on organisational commitment. Moreover, Schwepker (2001), Wong, Wong, Hui and Law (2001), and Al-Hussami, (2008) stated that there is a positive correlation between job satisfaction and organisational commitment. In contrast, a few studies have been done on the relationship between organisational commitment and job satisfaction. For instance, the study by Namasivayama and Zhaob (2007) evidenced that organisational commitment influences job satisfaction. Furthermore, Wong *et al.* (2001) explained that job satisfaction, organisational commitment, and turnover intention have three relationships. In addition, the study of Anis, Rehman, Rehman, Khan and Humayoun (2011) showed that organisational commitment strongly impacts job satisfaction. In the study, they come out with 0.727 value of Beta between organisational commitment and job satisfaction. These relationships are: the influence of organisational commitment on job satisfaction, the mediator role of job satisfaction between organisational commitment and turnover intention, and the influence of

organisational commitment and job satisfaction on each other and their influence on turnover intention. Hence, the following hypothesis is presented:

H4: Organisational commitment significantly influences employees' job satisfaction.

2.6.3 The Relationship between Job Satisfaction and Turnover Intention

Job satisfaction is considered as one of the significant predictors of turnover intention (Mosadeghrad, Ferlie & Rosenberg, 2008). Furthermore, Griffeth, Hom and Gaertner (2000) and Amah (2009) stated that employees' job satisfaction has direct negative relationship with turnover intention ($-0.17, p < 0.01$). In addition, Goldman and Tabak (2010) indicated that low job satisfaction affects high employees' turnover. Additionally, Tian-Foreman (2009) emphasised that job satisfaction is strongly correlated with intention to leave with $r=0.188$. This result from Tian-Foreman is supported by earlier studies that examined the relationships between job satisfaction and intention to leave by Cotton and Tuttle (1986), Price (2001), Hayes Hayes, O'Brien, Duffield, Shamian, Buchan, Hughes, Laschinger, North and Stone (2006) and Shields and Ward (2001). Besides that, another recent study found that there is a significant relationship between job satisfaction and employees' turnover intention in residential youth-caring in the USA (Fein, 2014).

From the discussion, it was found that leaders' EI and organisational commitment significantly impact job satisfaction, and in addition, job satisfaction significantly affects employees' turnover intention. Hence, this study assumes that job satisfaction has a positive character as mediating variable that has influence in this framework.

Looking at the significant influence of leaders' EI and organisational commitment on job satisfaction and the significant influence of job satisfaction on employees' turnover intention, job satisfaction will be focused on as a mediator in this research study in the Jordanian hotel industry. Therefore, this study comes out with the following hypotheses:

H5: Job satisfaction significantly influences employees' turnover intention.

H6: Job satisfaction significantly mediates the relationship between Leaders' EI and employees' turnover intention.

H7: Job satisfaction significantly mediates the relationship between organisational commitment and employees' turnover intention.

2.7 Underpinning Theory

The theory of reasoned action (TRA) is used to explain the relationship between attitude, intention and behaviour (Fishbein & Ajzen, 1975). It claims that intention is based on reason; so the intention mediates the relationship between attitude and behaviour (Sheppard, Harwick & Warshaw, 1988; Lane & Mathews, 1987). As such, using the TRA in EI will explain the relation between leaders' EI and their followers' turnover intention, followers' intent to behave and followers' behaviour (turnover).

2.7.1 Basic Construct of TRA

Attitude toward Behaviour: Fishbein and Ajzen (1975) stated this construct as, “an individual's positive or negative feelings (evaluate affect) about performing the target behaviour.”

Subjective Norm: According to Fishbein and Ajzen (1975), it is “the person's perceptions that most who are important to him think he should or should not perform the behaviour in question.”

Behavioural Intention: Behavioural intention refers to, “a function of both attitudes toward behaviour and subjective norms towards the behaviour, which has been found to predict actual behaviour” (Ajzen & Fishbein, 1980).

According to Brief (1998), Fishbein and Ajzen's (1975) TRA “dominates the attitude-behaviour literature in social psychology.” The theory of reasoned action posits that:

“(a) the most proximal cause of behaviour is a person's intention to engage in it; (b) intention is a function of attitude toward the behaviour and subjective norms; (c) attitude toward the behaviour is a function of beliefs that the behaviour leads to salient outcomes; and (d) subjective norms are a function of the person's perceptions of significant others' preferences about whether he or she should or should not engage in the behaviour and the person's motivation to comply with these referent expectations” (Brief, 1998).

Sheppard, Harwick and Warshaw (1988) and Prestholdt, Lane and Mathews (1987) have stated that the TRA implies that intention based on reason mediates the relationship between attitude and behavior. As such, behavioural intention is

considered a basic concept of TRA; so it has been used in many models to explain turnover and its antecedent job satisfaction. Job satisfaction has been used traditionally to assess employees' turnover studies (Hulin, 1968; Hulin, 1966a; Hulin, 1966b; Porter & Steers, 1973; Mobley, 1977; Price, 1977; Koch & Steers, 1978; Dittrich & Carrell, 1979; Mobley *et al.*, 1979; Muchinsky & Tuttle, 1979; Tett & Meyer, 1993; Hellman, 1997; Lambert, Hogan & Barton, 2001; Karsh, Booske & Sainfort, 2005). Also, many models of turnover (Mobley, 1977; Mobley *et al.*, 1978; Mobley *et al.*, 1979; Muchinsky & Morrow, 1980) which appear repeatedly in the literature, are based on the concept that intention to leave precedes turnover behaviour, and test the basic premise that attitude impacts job satisfaction which in turn impacts the intention to behave.

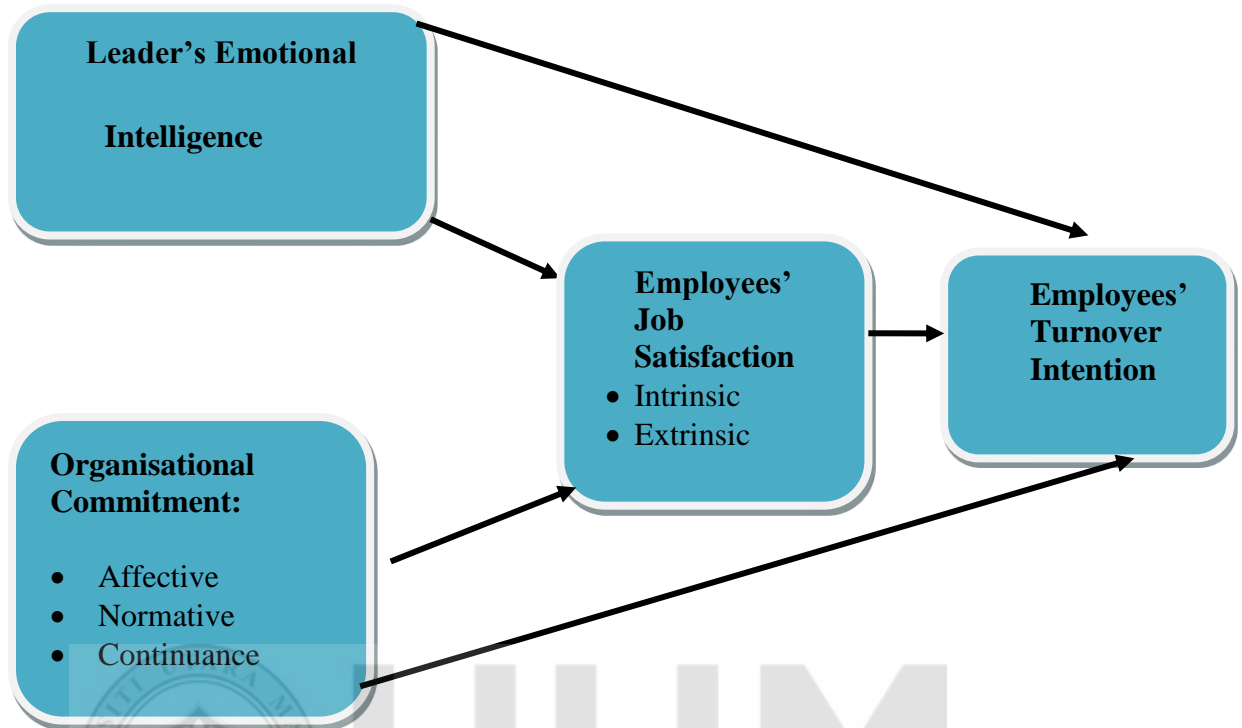
The TRA has been implemented successfully in many situations in predicting the performance of behaviour and intention, such as in education (Fredricks & Dossett, 1983) and breast cancer examination (Timko, 1987). In turnover, there are many studies such as those from Prestholdt, Lane and Mathews (1987), Lane, Mathews and Prestholdt (1988) and Irving, Lane, Perry, Prestholdt and Robert (1991). All of these studies have used the TRA in the nurses' turnover area.

In this study, the TRA was used to explain the logical relationship between leaders' EI, organisational commitment, job satisfaction and employees' turnover intention in the Jordanian hotel industry. Ajzen and Fishbein are claiming that actions can be predicted by intentions of employee and that intentions are influenced by attitudes and subjective norms (Arnold *et al.*, 1998). Based on that, turnover can be predicted by turnover intention and job satisfaction is considered as an attitude which is

influenced by organizational commitment and leaders' EI. Furthermore, attitudes and behaviours influence each other reciprocally over time. Fishben and Ajzen (1975) declared that there are some external factors which can influence the behaviour indirectly, that is, by influencing the attitude or subjective norm. Based on that, leaders' EI can be considered as an external variable, and it also influences the behaviours of their follower indirectly by influencing the attitude or subjective norm of their followers. Past researches, for instance, proposed that EI could perform a crucial role in influencing broad attitudes towards life (life satisfaction: Brackett & Mayer, 2003).

Leaders' recognition of emotions can improve cognitive development and judgment-making (George, 2000), and assist leaders to value other people and inspire them by making emotions accessible, adopting various perspectives that facilitate more adaptable arrangement, and encourage them to be more creative, understanding, and have wider thoughts and outlook (Caruso *et al.*, 2002; George, 2000). Therefore, the EI's competency model can be represented in the TRA by leaders' EI which influences the attitude of their followers which then will influence negatively or positively the behavioural intention of the leaders' followers.

2.8 Conceptual Framework



2.9 Conclusion

This chapter explains critically the literature on EI, leadership, organisational commitment, job satisfaction and employees' turnover intention. The study of the literature aims to come up with new knowledge by exploring and focusing on the possible effectiveness between leaders' EI, organisational commitment, job satisfaction and employees' turnover intention.

Based upon various grounds, EI is somehow now claimed to be positively connected to academic accomplishment, professional gain and fulfilment, and emotional well-being and ascertainment (Elias, Zins, Weissberg, Frey, Greenberg, Haynes, Kessler,

Schwab-Stone & Shriver, 1997). According to Goleman (1995), EI has been stated to be even more essential than intellectual intelligence in attaining victory in life.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the research design, data analysis procedure and research instruments. It provides the justifications for using the quantitative study. This chapter presents the procedure of conducting data analysis by using the Statistical Package for the Social Sciences (SPSS), which includes data screening, factor analysis and multivariate regression analysis.

3.2 Research Design

There are many research methods in use nowadays such as the quantitative, qualitative, and mixed methods (Creswell, 2002; Johnson & Christensen, 2008). A quantitative research method is used when the research needs to explain or investigate the relationships among variables. Meanwhile, the qualitative research method is used to provide or explore an understanding of a phenomenon (Creswell, 2002). Additionally, a mixed method is a combination of quantitative and qualitative research methods “to best explain and explore a research problem” (Creswell, 2002). Creswell (2002) reported that the procedures for collecting, analysing, and reporting research in quantitative and qualitative research are called research design.

This study employed the quantitative study. Sekaran (2003) defined quantitative study as an investigation into a social or human problem which is based on testing a

theory that consists of variables, measured with numbers, to determine if the predictive generalisations of the theory hold true by analysing the statistical procedures. Hair Money, Samouel and Page (2007) stated that, “*quantitative study involves gathering numerical data using structured questionnaires or observation guides to collect primary data from individuals.*” Based on the previous discussions, it is decided that the quantitative research design is the most accurate and suitable method for this study because this research employed sampling identification. In addition, this study used theories, such as the TRA in an attempt to evaluate the influence between independent variables and dependent variable. Every variable was measured by well-established and reliable instrument. The quantitative design is considered as the best design to test the hypothesis (Hair *et al.*, 2007), to determine whether an effect exists between leaders’ EI and organisational commitment, as independent variables and employees’ turnover intention, as the dependent variable.

This study is considered as a correlational and causal type of study because the main objective of this study is to examine the relationship as well as the influence (the cause and effect) between variables under study. The correlation type provides information on the strength of any relationship found. Creswell (2008) reported that correlation designs *are procedures in quantitative research in which investigators measure the degree of association between two or more variables using the statistical procedure of correlation analysis*; while causal study is used to test if one event causes another, like showing the effect of (X) on (Y) or if (X) causes any change in (Y) (Hair *et al.*, 2007).

3.3 Research Instruments

3.3.1 Turnover Intention Instrument

In this study, the dependent variable is turnover intention amongst operational employees in the hotel industry in Jordan. This study adopted the instrument of turnover intention constructed by Jackofsky and Slocum (1987). Jackofsky and Slocum (1987) designed the scales to measure those thoughts of quitting, intention to quit, and intention to leave as indicators of turnover intentions as the dimensions for intention to leave. The measurement of turnover intention includes the 5-point Likert scale, where 1 represents strongly disagree and 5 represents strongly agree. This measurement contains eight items.

The coefficients for the employees' turnover intention measurement are .83 (Cronbach's Alpha) for the thought to quit scale and .83 (Cronbach's Alpha) for the turnover intention scale (Jackofsky and Slocum, 1987). Based on good Cronbach's Alpha result, this study selected this instrument to measure turnover intention.

Besides the instrument constructed by Jackofsky and Slocum (1987) to measure turnover intention, there are two instruments that were well used in previous studies. One of these is the intention to leave index constructed by Mitchel (1981) which measures turnover intention as a construct. This instrument contains four items. Another instrument is the MOAQ that was constructed by Cohen (1993). This measurement is more towards measuring quality of work life (QWL) which is not the focus in this present study. Hence, the researcher had decided to adopt measurement of turnover intention constructed by Jackofsky and Slocum (1987).

3.3.2 Leaders' Emotional Instrument

Many instruments have been used to measure the emotional intelligence of individual, including the Mayer Salovey Caruso Emotional Intelligence Test (MSCEIT), the Emotional Competence Inventory 2.0 (ECI 2.0), the Emotional Social Competence Inventory (ESCI), Emotional Intelligence Quotient (EQ-i), the Work Performance Questionnaire Emotional Intelligence (WPQEI) (Kemper, 1999), and Emotional Intelligence Scale (EIS) (Schutte, Malouff, Hall, Haggerty, Cooper, Golden, and Dornheim, 1998).

This study used the EI instrument structured by Haskins (2008) which is based on Goleman *et al.*'s (2002b) EI competency framework. Haskins (2008) structured the EI measurement under EI competency model which is divided into four sections as follow:

- 1- Self-awareness
- 2- Self-management
- 3- Social-awareness
- 4- Relationship management

This instrument measured employees' perception of their leaders' EI. The employees rated their leaders' EI based on their perception. The EI Competencies instrument assesses how leaders utilize emotional intelligence in their leadership style from their subordinates' perspective. EI Competencies contains a 31-item self-report instrument. EI Competencies instrument is considered as one of the more reliable

and valid instruments based on Haskins (2008) and it was reported that the Cronbach's Alpha of EI Competencies instrument was .93.

3.3.3 Organisational Commitment Instrument

The Organisational Commitment Scale (OCS) was developed by Meyer and Allen (1991). OCS is divided into three components, namely affective commitment, normative commitment, and continuance commitment (Meyer & Allen, 1997). The OCS consists of 18 items and was measured by using the 5-point Likert scale; from strongly disagree to strongly agree. There are six items for each component representing organisational commitment.

Suliman and Al-Junaibi (2010), in their study on commitment and turnover intention in the UAE oil industry, indicated that the Cronbach's Alpha values for affective commitment, continuance commitment, and organisational commitment were .81, 0.75, and .79 respectively. Meyer and Allen (1997), in their study on commitment in the workplace, stated that the Cronbach's Alpha for affective commitment, continuance commitment, and normative commitment were 0.85, 0.79, and 0.73 respectively. In addition, Gellatly, Meyer and Luchak (2006) showed that the internal consistency reliability for the three components of organisational commitment (affective commitment, continuance commitment, and normative commitment), were 0.89, 0.79, and 0.77 respectively.

3.3.4 Job Satisfaction Instrument

This study examined the potential mediating effect of job satisfaction on the relationship between independent variables and dependent variable. Hence, the Minnesota Satisfaction Questionnaire (MSQ) was adapted to measure job satisfaction. The MSQ contains two factors; intrinsic and extrinsic, represented by 20 items (Weiss, Dawis, England & Lofquist, 1967). This instrument uses the 5-point Likert scale as follows: 1- Not satisfied, 2- Somewhat satisfied, 3- Satisfied, 4- Very satisfied, and 5- Extremely satisfied.

The measurements for extrinsic factors include company policies, social status, compensation, supervision-technical, supervision-human relations, working conditions, co-workers, and security; while intrinsic factors include activity, independence, variety, advancement, recognition, moral values, achievement, social service, authority, ability utilisation, creativity, responsibility, and achievement (Herzberg *et al.*, 1959; Herzberg, 1966).

Many studies have used the MSQ and it has proved to be reliable. For example, Elangovan (2001) and Sims (2002), in their study of job satisfaction, showed that the value of Cronbach's Alpha is 0.89 while Udechukwu (2007) showed that the value of Cronbach's Alpha is 0.88. Furthermore, Falkenburg and Schyns (2007) conducted their study on two organisations using the same instrument (MSQ) which showed that the value of Cronbach's Alpha for the two studies were 0.93 and 0.92 respectively.

Most of the instruments of this study used the 5-points Likert scale. The justification for using it is that, according to Babakus and Mangold (1992), using the 5-point Likert-type scale will influence and encourage the respondents to produce high quality responses and at the same time, this type of scale minimises the frustration level of the respondents. Furthermore, Robson (1993) indicated that respondents often prefer to complete a scale of this kind which looks interesting for them. Additionally, the Likert scale is strong enough in terms of its simplicity and it is also easy to use (Neuman, 2003). There are several advantages of using the Likert scale such as, simple to construct, easy to read and complete each item of equal value so that respondents are scored rather than items, and also, it is likely to produce a highly reliable scale.

Table 3.1
Variables of the study

Variables	No of Items	Sources of Instrument	Cronbach's Alpha (α)
Turnover Intention	8	Jackofsky and Slocum (1987)	0.78
Leaders' Emotional Intelligence	31	Haskins (2008)	0.93
Organizational Commitment	18	Meyer and Allen (1991)	0.79
Job Satisfaction	20	MSQ: Weiss, Dawis, England, & Loquist, (1967)	0.93
Demography	4	-	-

3.4 Translation of the Research Instruments

This study used the back-to-back translation to translate the research instruments. The translations were done from English language to Arabic language; then from

Arabic language back to English language. This process had been used to ensure that the translation from English language to Arabic language still retains the same meaning as the English language. Therefore, one expert was engaged to translate the questionnaire from English to Arabic and another translator who is expert in translating the questionnaire from Arabic to English language was engaged. The engagement of the experts was to maintain the consistency of meaning of items asked in the questionnaire. The translators engaged in the task were working in a translation company in Amman, Jordan.

3.5 Validity Test

Creswell (2008) explains the validity of instrument as follows:

“Validity addresses the individual’s scores from the instrument that ‘make sense, are meaningful and enable a researcher to draw good conclusions from the sample to the population. The main goal is to have any measure or observation on an instrument that is reliable, consistent and free from questions or errors on the instrument.”

Hair *et al.* (2007) indicated that there are three approaches to assess measurement validity such as, content or face validity, construct validity and criterion validity. However, for the purpose of this study, the face validity and construct validity were used. The face validity of a scale test systematically and subjectively viewed as covering the concept of the scale's ability to test accurately measures what it is supposed to measure (Hair *et al.*, 2007). In face validity, the researcher referred the questionnaire to the practitioners and academicians in order to confirm that the items in the questionnaire are understandable and representative.

Other tests for validity testing were construct validity and criterion validity. Hair *et al.* (2007) indicated that construct validity is used to assess what the concept (construct) or scale is in fact measuring. To assess construct validity, one has to understand the theoretical rationale underlying any obtained measurement (Hair *et al.*, 2007). There are two evaluations that have to be run to assess construct validity, which are, convergent validity and discriminate validity (Hair *et al.*, 2007). Hair *et al.* (2007) emphasised that “*convergent validity is conducted to show the extent to which the construct is positively correlated with other measures of the same construct while discriminate validity is used to show which construct does not correlate with other measures that are different from it*”. On the other hand, criterion validity is used to assess if a construct performs as expected relative to other variables identified as meaningful criteria (Hair *et al.*, 2007). As stressed by Hair *et al.* (2007), criterion validity and construct validity must be theoretically related with the measurement. For construct and criterion validity tests, this study referred to the result of factor analysis where the result of factor analysis was extracted from the discriminate factors and the convergent items.

3.6 The Research Sampling and Population

In the quantitative research design, there are probability sampling and non-probability sampling. The probability sampling is the most rigorous approach. It includes (a) simple random sampling, (b) systematic sampling, (c) stratified sampling, and (d) multi-stage cluster sampling (Creswell, 2008). In the probability sampling, participants are chosen because they are representing the population truly under inquiry (Cooper & Schindler, 2003; Creswell, 2008). Meanwhile, in the non-

probability sampling, the sample is not representing the population under the study truly and the research may be limited to studying some characteristics of the population under review. Further, according to Hair *et al.* (2007), the probability methods are:

“Based on the premise, each element of the target population has a known, but not necessarily equal, probability of being selected in a sample. In probability sampling, elements are selected randomly and the probability of being selected is determined ahead of time by the researcher. If done properly, probability sampling ensures that the sample is representative.”

Furthermore, Hair *et al.* (2007) indicated that probability sampling method is usually useful for large samples that are considered to be representative of the target population. Hence, this study employed the probability sampling methods because it can be generalised to the targeted population with specific level of confidence.

3.6.1 Sample Size Collection

The organisations under this study were the Jordanian hotel industry. The hotel industry in Jordan is a very large industry, and the total number of employees in five-star and four-star hotels is 10788 (Jordanian MOTA, 2012). Thus, for the population this size (10788 employees), as suggested by Sekaran (2003), the sample of the survey must be 380. Sekaran (2003) sample size determination is based on Krejcie and Morgan (1970) who established a formula to determine the accurate sample size.

3.6.2 Sampling Technique

The suitable sampling technique for this study was disproportionate stratified random sampling technique because it allowed each stratum to be more accurately representing the population. According to Hair *et al.* (2007), disproportionate stratified random sampling technique can be conducted as follows:

“Another approach to selecting a disproportionately stratified sample is to consider the variability of the data within each stratum. Elements from each stratum are selected based on the relative variability of the elements. Strata with high relative variability will contribute a higher proportion of elements to the total sample. Similarly, the lower the variability of a stratum, the lower will be its proportional representation in the total sample.”

The targeted organisations of this study were five-star and four-star Jordanian hotels because these hotels contribute the most profit to the hotel industry in Jordan. The respondents of this study were the employees of operational departments in these hotels in Jordan. The operational employees were selected by using the disproportionate stratified sampling technique. Using the stratified random sampling is the most suitable sampling technique because this technique is more efficient. In particular, each important segment of the population was represented, and more importantly, each group was obtained and differentiated (Sekaran, 2003). The disproportionate stratified random sampling technique was conducted to select the respondents on the basis of 56 of hotels divided into 45 strata of hotels due to merging all the branches of the same hotels' brands (four-star and five-star hotels). Table 3.2 shows the disproportionate stratified sampling technique.

Table 3.2
Disproportionate Sampling Calculation

Hotel	Total of Employees	Percentage (%) of each stratum	Disproportionate sample size (% X sample size)
Amman Marriott	810	7.51%	29
Bristol Amman	260	2.41%	9
Crowne Plaza	300	2.78%	11
Four Seasons	247	2.29%	9
Grand Hyatt	380	3.52%	13
Holiday Inn	529	4.90%	19
Intercontinental	890	8.25%	31
Kempinski	320	2.97%	11
LandMark Amman	342	3.17%	12
LeMeridien Amman	408	3.78%	14
Le Royal	321	2.98%	11
Sheraton Amman	275	2.55%	10
Regency Palace	259	2.40%	9
Kempinski	690	6.40%	24
Movenpick	945	8.76%	33
Radisson Sas	344	3.19%	12
Taybet Zaman	195	1.81%	7
Crowne Plaza	200	1.85%	7
Grand View	234	2.17%	8
Al Qasr Metropole	76	0.70%	3
Amman Cham Palace	134	1.24%	5
Amman International	66	0.61%	2
Amman West	71	0.66%	3
Arena Space	120	1.11%	4
Belle Vue	90	0.83%	3
Century Park	80	0.74%	3
Dana Plaza	90	0.83%	3
Days Inn	92	0.85%	3
Geneva	100	0.93%	4
Golden Tulip	209	1.94%	7
Grand Palace	98	0.91%	3
Imperial Palace	85	0.79%	3
Jerusalem International	123	1.14%	4
Le Vendome	70	0.65%	2
Quality Suites	75	0.70%	3
Ramada	180	1.67%	6
Sadeen Amman	71	0.66%	3
Zamzam Towers	77	0.71%	3
Aqaba Gulf	170	1.58%	6
Marina Plaza	180	1.67%	6
Dead Sea	195	1.81%	7

Table 3.2: (Continued)

Main Janeh	85	0.79%	3
King's Way	96	0.89%	3
Petra Panorama	114	1.06%	4
Petra Rest House	92	0.85%	3
Total	10788	100.00%	380

3.7 Unit of Analysis

The unit of analysis in this study was the operational employees who are working in five-star and four-star hotels in Jordan. The operational employees in five-star and four-star hotels include employees who work in front office, food production, food & beverage service, and housekeeping department. The operational employees in five-star and four-star hotels were chosen instead of the managerial employees due to high rate of turnover and turnover intention. In addition, operational employees play a vital role in the hotel industry's profit generation (Al-Ababneh & Lockwood, 2010).

3.8 Pilot Test

The pilot study is used to identify the reliability of the questionnaire. The pilot study was implemented before collecting the real data from the respondents (Saunders, Lewis & Thornhill, 2003). Moreover, Sekaran (2000) indicated that conducting pilot study is useful and helpful for the researchers so that the feedback can be used to correct any weaknesses in the instrument before proceeding to data collection process.

Reliability is defined as “*the consistency of your measurement or the degree to which an instrument measures in the same way each time it is used under the same condition with the same subjects*” (Nunnally, 1978). Further, Hair, Babin, Anderson and Tatham (2006) stated that if Cronbach’s Alpha is greater than 0.60, it considered as acceptable for the instrument’s reliability.

3.9 Data Collection Method

Quantitative data collection requires collecting “information from individuals who can help one addresses the research questions or hypotheses” (Creswell, 2002). Before conducting this study, the author had obtained permission from the participants of the hotels in Jordan to start the data collection procedure. This permission was obtained by contacting the HR departments in the selected hotels. In this way, it allowed the researcher to reach the respondents to solicit participation. Then, the survey was submitted to the HR departments for them to distribute to the employees (respondents) in the operational departments of five-star and four-star hotels in Jordan. The researcher gave a week to the HR departments before calling them to collect the completed questionnaires. The process of distributing and collecting the questionnaire took seven weeks.

3.10 Operationalisation of the Variables

The objective of this study is to measure the influence of leaders’ EI and organisational commitment on employees’ turnover intention in Jordanian hotel

industry, mediated by job satisfaction. Leaders' EI means the ability of leaders to manage their emotional expression in order to make them aware of their working environment and relationship towards employees (Goleman, 1995). Organisational commitment means a psychological state that binds the individual to the organisation (Allen & Meyer, 1990). Meanwhile, job satisfaction is the mediating variable which is related to HRM aspects that might bring satisfaction to employees from doing their jobs (Mudor & Tooksoon, 2011). The words "employees' turnover intention" refers to condition where employees feel reluctant to continue taking the tasks given by the company and it drives them to think of leaving (or even leave directly) their jobs or the company (Mudor & Tooksoon, 2011).

3.11 Data Screening

Data screening is used to correct and check if there is an error in the data file (Pallant, 2007). The examination of the basics and distributions was conducted for data screening, including examining missing data, assessment of outliers, normality, linearity and homoscedasticity.

3.11.1 Missing data

Examining the missing data was the first process in data screening, and Tsikriktsis (2005) indicated that any missing data may be replaced, distributed, or deleted. In relation to that, Malhorta (1988) asserted that the most preferred method for dealing with missing data is using the case wise deletion method. As such, this study used

the case wise to clear all missing data. Meanwhile, the frequency test was run for every variable in this study.

3.11.2 Assessment of Outliers

Hair, Anderson, Tatham and Black (1995, 1998) stated that to attain a successful multivariate analysis technique, the researcher needs to identify and treat the outliers in the responses. The outliers are considered as a typical data values on the independent and dependent variables (Schumacker & Lomax, 2004). Furthermore, according to Schumacker and Lomax (2004), the result of data entry errors, observation errors, or actual extreme values from self-report data, or instrument errors based on layout or instructions will lead to the outliers.

Additionally, Tabachnick and Fidell (2001) stated that using the Chi-Square critical values is a means of detecting if a variable is a multivariate outlier. Hair *et al.* (2006) stated that if the Mahalanobis Distance (D^2) scores of any individual value are greater than the Chi-square value for all items, they will be considered as multivariate outliers. Further, Tabachnick and Fidell (2007) stated that if the Chi-square value is less than 0.05, it is considered as statistically significant. The Mahalanobis' (D^2) is considered as a base for the distance between pairs of group centroids which can be generalised to distances over many pairs of groups (Tabachnick & Fidell, 2007). Tabachnick and Fidell (2007) indicated that the standard for multivariate outliers is Mahalanobis (D^2) at $p < .001$.

3.11.3 Normality

The normality assessment was conducted after treating the outliers. Hair *et al.* (2006) emphasised that data are supposed to follow in which a stronger assessment can be acquired. This study applied the skewness and kurtosis test to assist the normality of the data. The normal range for the values of skewness and kurtosis should be less than two for the variable to be considered as normally distributed (Norman & Streiner, 2008). Further, Hair *et al.* (2010) indicated that the skewness and kurtosis value must be more than 0, and less than 2. Additionally, Tabachnick and Fidell (2007) have stated that:

“Skewness has to do with the symmetry of the distribution; a skewed variable is a variable whose mean is not in the centre of the distribution. Kurtosis has to do with the peakness of a distribution; a distribution is either too peaked (with short, thick tails) or too flat (with long, thin tails)”.

3.11.4 Linearity and Homoscedasticity

Hair *et al.* (2010) asserted that before conducting any multivariate statistical techniques, the prerequisite of testing the linearity and homoscedasticity must be met because they are essential statistical assumptions. Hair *et al.* (2006) further indicated that the main purpose of the linearity test is to ensure that the correlation is representing the association between the variables; otherwise, it will be considered as nonlinear. The scatter plot diagram was used to test the linearity between the variables (Pallant, 2007). Additionally, the scatter plot is used to test the nature of the relationship between two variables (a bivariate relationship) (Hair *et al.*, 2006).

Hair *et al.* (2010) stated that, “*homoscedasticity refers to the assumption that dependent variable(s) exhibit equal level of variance across the range of predictor variable(s).*” Homoscedasticity test was performed to ensure the homogeneity of data. The homoscedasticity was tested by M-box test of standard residuals. However, the M-box test result must not be significant at $p \leq 0.001$.

3.12 Factor Analysis

Hair *et al.* (2006) explained factor analysis as an interdependent technique to determine the basic structure between tested variables in the analysis process. Hair *et al.* (2006) indicated that some guidelines are required to get a meaningful interpretation. Thus, before executing the factor analysis, a few prerequisites must be satisfied, including the KMO test, the Bartlett’s test and the anti-image correlation.

The Bartlett’s test was used to evaluate all factors and every factor alone against the hypothesis that there are no factors (Tabachnick & Fidell, 2007). The Bartlett’s test of significant level is used to show that sufficient correlations exist between variables and that the sphericity is $p < 0.05$ (Hair *et al.*, 2006). If the Bartlett’s test is not significant, the factors will be excluded from the factor analysis (Tabachnick & Fidell, 2007).

Furthermore, this study used measure of sampling adequacy (MSA) values but MSA must exceed 0.5 for overall test and each individual variable. If the MSA values are

less than 0.5, the variables should be deleted (Hair *et al.*, 2006). MSA used to evaluate the degree of inter-correlation between the variables (Hair *et al.*, 2010).

The Kaiser-Meyer-Olkin (KMO) test was performed to test the partial correlations among variables and the KMO value must be greater than 0.6 (Hair *et al.*, 2006). Hair *et al.* (2006) indicated that the partial correlation values must be high for the factor analysis to be inappropriate. Further, Tabachnick and Fidell (2007) indicated that, *“Kaiser's measure of sampling adequacy is a ratio of the sum of squared correlations to the sum of squared correlations plus sum of squared partial correlations. The value approaches 1 if partial correlations are small. Values of .6 and above are required for good factor analysis.”*

The type of rotation for factor analysis in this study was varimax rotation. According to Tabachnick and Fidell (2007), varimax *“is a variance maximising procedure. The goal of varimax rotation is to maximise the variance of factor loadings by making high loadings higher and low ones lower for each factor.”* Furthermore, Varimax can simplify the factors by reducing the variance of the loading within factors across variables (Tabachnick & Fidell, 2007). Somehow, *“varimax tends to reapportion variance among the factors to become relatively equal in importance, while variance is taken from the first factors extracted and distributed among the later ones”* (Tabachnick & Fidell, 2007).

Factor loading is described as, *“a matrix of regression-like weights used to estimate the unique contribution of each factor to the variance in a variable but orthogonal,*

also correlations between variables and factors” (Tabachnick & Fidell, 2007). Further, Hair *et al.* (2010) indicated that the factor can be named after factor loading as ‘minimal factor’ if the factor loadings are greater than $\pm .30$, ‘important’ if the factor loadings are greater than $\pm .40$, and ‘practically significant’ if the factor loadings are greater than $\pm .50$. Therefore, this study used $\pm .50$ as the factor loading while factor loading of less than $\pm .50$ was discarded.

3.13 Correlation Analysis

Pallant (2007) stated that the purpose of correlation is to explain the direction and the strength of a linear relationship between two variables. Hair *et al.* (2006) mentioned that (*r*) is used as a statistical measure of the association between the variables.

The threshold of the correlation coefficients is less than 0.80 (Hair *et al.*, 2006). Meanwhile, Pallant (2007) indicated that the correlation between the independent variables and dependent variables should be more than 0.3. The strength of the relationship between variables is represented by the value of *r* (coefficient correlation). In particular, the strength of the relationship between two variables (*r*) is indicated as follows: strong relationship exists if $r = \pm 0.50$ to ± 1.0 , moderate relationship exists if $r = \pm 0.30$ to ± 0.49 and weak relationship exists If $r = \pm 0.10$ to ± 0.29 (Cohen, 1988).

3.14 Hierarchical Regression Analysis

This study conducted the F value, beta coefficient (β) value, case-wise diagnostic, and R^2 . Additionally, Hair *et al.* (2010) suggested that the aforementioned regression tests can be conducted after making sure that the data is linear, the distribution of the data is normal, and the data is homogeneous. Besides that, Pallent (2007) stated that a case-wise diagnostic must be examined and this test can be used to indicate which case is an extreme outlier. Further, Tabachnick and Fidell (2007) suggested that case-wise value should be greater than 2. Additionally, Tabachnick and Fidell (2007) indicated that the Durbin-Watson test is used for identifying residual violation by detecting any presence of autocorrelation. Tabachnick and Fidell (2007) further stated that residual violation does not exist if the value recorded is between 1.5 -2.5.

Another examination that was executed before performing the hierarchical regression analysis is the multicollinearity testing. In relation to this, Field (2009) asserted that Multicollinearity exists when any single predictor is highly correlated with another set of predictor variables. Also, this study conducted two statistical factors, namely tolerance value and variance inflation factor (VIF). Hair *et al.* (2006) and Pallant (2007) emphasised that the threshold for tolerance values must be more than 0.1 and for VIF, less than 10. According to Hair *et al.* (2010) tolerance value is the amount of variability of the selected independent variable. Multicollinearity should be small degree therefore tolerance value should be high, meaning that, the other independent variables do not altogether have any worth amount of shared variance (Hair *et al.*, 2010).

In evaluating hierarchical regression analysis, this study evaluated the F value, R^2 value and the β value. The value of F is explained by Hair *et al.* (2010) as a statistical test to test the prediction accuracy of a variable over of that the variables already in equation, no matter it has a high correlation with the dependent variable its contribution maybe small. Furthermore, Hair *et al.* (2010) indicated that if F value does not have any significance, it must be eliminated. To test the contribution of independent variable on dependent variable, the “t-test” must be conducted (Hair *et al.*, 2010). In t-test examination, Hair *et al.* (2010) indicated that (β) value is conducted to test the contribution of the independent variables within the framework; thus the independent variables can reflect the relative influence on the dependent variables. To interpret the value of beta, Pallant (2011) indicates that the variable can be a unique contribution if the value of beta is less than .05 (.01, .0001, etc.), while if the variable is greater than .05, it is not making a unique contribution in the prediction of the dependent variable.

In order to test the contribution of factors under study on the dependent variable, this study looked into the R^2 value. Hair *et al.* (2010) asserted that R^2 is used to show the percentage of variance of dependent variables which is explained by independent variables. The coefficient value of R^2 can vary between 0 and 1(Hair *et al.*, 2010), and the higher value of R^2 signifies the greater the prediction of the dependent variable.

3.15 Mediator variable

Based on Baron and Kenny (1986), a variable can be operated as a mediator when the following conditions are achieved:

“(a) variations in levels of the independent variable significantly account for variations in the presumed mediator (i.e., Path a), (b) variations in the mediator significantly account for variations in the dependent variable (i.e., Path b), and (c) when Paths a and b are controlled, a previously significant relation between the independent and dependent variables is no longer significant, with the strongest demonstration of mediation occurring when Path c is zero.”

Baron and Kenny (1986) indicated that to test the mediation effect, the mediator should be regressed with the independent variable IV, while the dependent variable DV should be regressed with the IV, and the DV should be regressed with the IV and the mediator. All the processes were conducted by using the multiple regression analysis. To foresee the mediation relationship, the IV must be significantly regressed with the mediator as well as with the DV, and the mediator must significantly influence the DV (Baron & Kenny, 1986). Baron and Kenny (1986) exhibited that if the value of R^2 in the regression between IV, Mediating Variable and DV becomes insignificant, then, full mediating occurs. In addition, if the value of R^2 reduces compared to the value of R^2 in the regression between IV and DV, then, partial mediating exists.

3.16 Conclusion

This chapter provides the explanations of research design, research instruments, the research sampling and population, unit of analysis, data collection method, and

operationalisation of the variables. Furthermore, this chapter explains the procedure of conducting data analysis by using the SPSS such as data screening, factor analysis, and hierarchical regression analysis.



CHAPTER FOUR

RESEARCH FINDINGS

4.1 Introduction

This chapter indicates the findings obtained after the data analysis process. The research findings include respondents' demographical information, reliability test, data screening, factor analysis, and hierarchical regression analysis. In this chapter many acronyms will be used like Leaders' EI: Leaders' Emotional Intelligence, TI: Turnover Intention, Behavioural loyalty, and TQ: Thought to Quit, OC: Organisational Commitment, NC: Normative Commitment, AC: Affective Commitment, CC: Continuance Commitment, INTR JS: Intrinsic Job Satisfaction, and EXTR: Extrinsic Job Satisfaction.

4.2 Respondents' Demographical Information

The results were obtained from 236 respondents out of the 500 distributed questionnaires. This total represents 47.2 % response rate while the required response is 380 respondents as mentioned in chapter three. This means that, this total represents 62.1 % response rate of the required response. This section represents the frequency of distributions for sample demographics, which includes 6 items which are gender, education, age group, year of service, department, and hotel classification, as shown in Table 4.1. The first item is gender. It shows that male respondents are representing 82.7 percent of the total respondents. It is more than female respondents which is at 17.3 percent. The second item is education. It is

classified into 3 categories which are high school, associates, and bachelor's degree. From the data obtained, the majority of the respondents had a bachelor's degree representing 42.7 percent while the associate degree holders were somehow less than the bachelor degree holders representing 35.6 percent and the lowest amount of respondents are high school leavers which is representing 21.8 percent of the total respondents. The third item is age group. It is classified into 3 categories namely, between 18 to 25 years old which is represented by 36.9 percent of the respondents, between 26 to 30 year old which is represented 49.8 percent of the respondents, and the last category is between 31 to 35 years which is represented by 13.3 percent. The fourth item is years of experience. It is divided into 4 categories and the majority of the respondents had served for between 1 to 3 years, representing 52 percent of the total respondents. Another category is between 4 to 6 years' services which is representing 37.8 percent of the total respondents. Furthermore, the 7 to 9 years' services category is represented by only 8.4 percent of the total respondents. Meanwhile, the last category is the 10 to 12 years' services, which is representing 1.8 percent of the total respondents; the lowest number of respondents. The fifth item is the department. It is divided into 4 operational departments namely the Food & Beverage, the Food Production, the Front Office and the Housekeeping department. The Food & Beverage department shows the highest percentage, which is 29.3 percent of the total respondents while the Housekeeping department represents the lowest percentage which is at 21.3 percent. Meanwhile, the Food Production and the Front Office department represent 25.3 percent and 24 percent respectively. The sixth item is Hotel Classification. There are two classifications for the hotels which are the 5-star hotels and the 4-star hotels. In this study, majority of the hotels are the

5-star hotels representing 54.7 percent of the overall respondents, while the 4-star hotels represent 45.3 percent respondents.

Table 4.1
Respondents' Demographical Data

Variable	Level	Frequency	Percentage 100 %
Gender	Females	39	17.3
	Males	186	82.7
Education	High School	49	21.8
	Associates	80	35.6
	Bachelor's Degree	96	42.7
Age Group	18- 25yrs.	83	36.9
	26-30 yrs.	112	49.8
	31-35 yrs.	30	13.3
Years of Service	1 - 3 yrs.	117	52.0
	4- 6 yrs.	85	37.8
	7-9yrs	19	8.4
	10-12 yrs.	4	1.8
Department	Food & Beverage	66	29.3
	Food Production	57	25.3
	Housekeeping	48	21.3
	Front Office	54	24.0
Hotel Classification	5 Stars	123	54.7
	4 Stars	102	45.3

4.3 Reliability Test

30 respondents became the sample of reliability test for pilot test as mentioned earlier in chapter three. In this test the value of Cronbach's Alpha is evaluated. As indicated by Hair, Babin, Anderson and Tatham (2006) if the Cronbach's Alpha is

greater than 0.70, it will be considered as acceptable for the instrument's reliability.

Table 4.1 shows the Cronbach's Alpha for all variables in this study. As shown in the table, the results of the reliability test have shown acceptable value.

Table 4.2
Reliability Statistics

Variable	Cronbach's Alpha	N of Items	N of Cases
	.901	77	30
Turnover	.739	8	
Intention	.994	31	
Emotional Intelligence	.948	18	
Organisational Commitment	.925	20	
Job Satisfaction			

4.4 Data Screening

Data screening is used to correct and check if there is an error in the data file (Pallant, 2007). The examination of the basics and distributions will be conducted for data screening, including examining missing data, assessment of outliers, normality, linearity and homoscedasticity.

4.4.1 Missing Data

Malhorta (1988) asserted that the most preferred method for dealing with missing data is by using the case wise deletion method. In this research there is no missing data, as shown in Table 4.3.

Table 4.3
Missing Data

		Mean_OC	Mean_JS	Mean_TI	Mean_EI
N	Valid	236	236	236	236
	Missing	0	0	0	0

4.4.2 Linearity

The scatter plot diagrams are used to test the linearity between the variables (Pallant, 2007). In particular, the scatter plot is used to test the nature of the relationship between two variables (a bivariate relationship) (Hair *et al.*, 2006). Referring to Figure 4.1, Figure 4.2, and Figure 4.3 in the appendix, there is no evidence of nonlinear pattern to the residuals.

4.4.3 Assessment of Outliers

The Mahalanobis Distance value is used to test multivariate outliers in this study. Hair *et al.* (2006) stated that if the Mahalanobis Distance (D^2) value of any individual value is greater than the Chi-squared value for all items, it will be considered as multivariate outlier. This study has eliminated all cases with value exceeding the Chi-square value of 13.816. Out of the 236 cases, there were in total, 11 cases which have Chi-square value of more than 13.816. Among these cases, 5 cases were found in the first round of execution (case 51, 55, 56, 57, and 52) and this is shown in Table 4.5 in the appendix. Then, another 5 cases were found in the second round (case 51, 52, 119, 103, and 176) as shown in Table 4.6 in the appendix. In the third round, there was only one case which was discarded as it scored a Chi-square value of 13.831 (case

167) as shown in Table 4.7 in the appendix. In the last round, there was no case that exceeded the Chi-square value of 13.816 as shown in Table 4.8 in the appendix. After the assessment of the outliers, the remaining samples for further examination were 225.

4.4.4 Normality

This research examined the skewness and kurtosis values to test the normality of the data. The skewness shows the normal distribution of the data while the kurtosis shows the peakness of data distribution. Hair *et al.* (2010) indicated that the Skewness and Kurtosis value must be in the range of ± 2 . Table 4.4 shows the range of Skewness and Kurtosis values for all variables.

Table 4.4
Skewness and Kurtosis

		Mean_OC	Mean_JS	Mean_TI	Mean_EI
N	Valid	225	225	225	225
	Missing	0	0	0	0
Skewness		.537	1.104	.251	1.056
Std. Error of Skewness		.162	.162	.162	.162
Kurtosis		-.975	-.512	-.515	-.622
Std. Error of Kurtosis		.323	.323	.323	.323

From Table 4.4, it is found that the skewness and kurtosis values for all variables are in the range of ± 2 . Therefore, the data for this study are normally distributed.

4.4.5 Homoscedasticity

The homoscedasticity test is performed in this study is to ensure the homogeneity of data. The homoscedasticity was tested by using the M-box test. The M-box test result shows that it is not significant at $p \leq 0.001$. Hence, the data for this study were homogeneous.

Table 4.9
Homogeneity

Box's M	97.874
F	1.654
df1	48
df2	2978.700

As the data for this study is linear, normal, and homogenous, hence, the factor analysis can be executed.

4.5 Factor Analysis

Hair *et al.* (2006) explained the factor analysis as an interdependent technique to determine the basic structure between tested variables in the analysis process. However, Hair *et al.* (2006) indicated that some guidelines are required to get a meaningful interpretation. Thus, before executing the factor analysis, a few prerequisites must be implemented, including the KMO test, the Bartlett's test and the anti-image correlation.

The KMO and the Bartlett's test play an important role for accepting the sample adequacy. For factor analysis to be recommended as suitable, the Bartlett's Test of Sphericity must be significant at $p < 0.05$ (Hair *et al.*, 2006). If the Bartlett's test is not significant, the variable will be excluded from the factor analysis (Tabachnick & Fidell, 2007). Hair *et al.* (2006) provide a guideline to interpret the KMO values with the following indicators: KMO value in the .90 is marvellous; .80 is meritorious; .70 is middling; .60 is mediocre; .50 is acceptable but miserable; and below .50 is unacceptable.

Furthermore, this study used measure of sampling adequacy (MSA) values to (the usage of MSA). The MSA value must exceed 0.5, and if the MSA values are less than 0.5, the variables should be discarded because the variables are not relative to the ordinary correlations (Hair *et al.*, 2006). MSA and partial correlation is used to evaluate the degree of inter-correlation between the variables which is called the anti-image correlation (Hair *et al.*, 2010).

The type of rotation for the factor analysis used in this study is the varimax rotation. The purpose of using the "*varimax rotation is to reduce the variance of factor loadings by making high loadings higher and low ones lower for each factor*" (Tabachnick & Fidell, 2007). Furthermore, the varimax rotation can simplify the factors by reducing the variance of the loading within factors, across variables (Tabachnick & Fidell, 2007). In addition, Hair *et al.* (2010) indicated that factors can be renamed based on the combination of items after loading. In this study, the factor will be renamed if the loading is $\pm .50$ or greater because it is 'practically significant' (Hair *et al.*, 2010).

4.5.1 Factor Analysis for Turnover Intention (TI)

Table 4.10 shows the result of the KMO and Bartlett's Test of Turnover Intention (TI). The KMO of TI is .885 as it appears in Table 4.10 and this value is acceptable because the KMO is more than .60 (Hair *et al.*, 2006). Furthermore, Table 4.10 shows that the Bartlett's test is significant. Therefore, the value is accepted because it is less than .05. This means that, the KMO and Bartlett's test met the conditions for factor analysis.

Table 4.10
TI KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.885
Bartlett's Test of Sphericity	Approx. Chi-Square	2561.61
	df	0
	Sig.	.000

All the values of Measures of Sampling Adequacy (MSA) for TI are well above 0.5 as presented in Table 4.11 in the appendix, and these results are accepted. In Table 4.12, factor 1 extracted 74.703% of cumulative variance of eigenvalues and factor 2 extracted 91.520% of cumulative variance of eigenvalues. Then, the eigenvalues was 5.976 for factor 1 and 1.345 for factor 2 and thus, they are acceptable. Simply put, both factors scored eigenvalues greater than 1.

Table 4.12
TI total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared			Rotation Sums of Squared		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.976	74.703	74.703	5.976	74.703	74.703	5.210	65.129	65.129
2	1.345	16.817	91.520	1.345	16.817	91.520	2.111	26.391	91.520
3	.190	2.381	93.901						

Table 4.12 (Continued)

4	.144	1.797	95.698
5	.140	1.745	97.443
6	.085	1.059	98.502
7	.071	.892	99.394
8	.048	.606	100.000

The rotated component matrix has been divided into two factors as shown in Table 4.13. Component 1 has 6 factors: TI.1, TI.2, TI.3, TI.5, TI.6, and TI.7. , and all of these items exceeded the factor loading value of 0.5. Regarding the general meaning, the majority of items of factor 1 can be named as thoughts of quitting (TQ).

Factor 2 includes only 2 items that have value more than 0.5 which are TI.4 and TI.8. Therefore, Factor 2 must be renamed based on the general meaning of its items. TI.4 is, “I seldom give consideration to the idea of quitting this job” while TI.8 is, “A year from now I will still be on this same job.” Looking into the meaning of the TI.4 and TI.8 items together, they mean Behavioural Loyalty. Further, the items of factor 2 show that the employees do not like to leave their organisations, and they are loyal because they do not even think about quitting. Based on the previous review, this factor is renamed as behavioural loyalty. Behavioural loyalty defined as employees’ willingness to remain in the organisation (Bloemer & Schröder, 2006). Indeed, Bloemer and Schröder (2006) and Muafi (2012) indicated that employees’ behavioural loyalty can be represented by four main measurements, and one of them is intention to stay which was used by Muafi (2012) to test employees’ behavioural loyalty.

Table 4.13
Rotated Component Matrix

Component of factor ITEMS	FACTOR LOADING	
	1	2
TI.3	.929	
TI.7	.927	
TI.5	.927	
TI.1	.918	
TI.2	.918	
TI.6	.915	
TI.4		.947
TI.8		.932

After renaming the variable, new reliability test must be implemented. Reliability test is presented in Table 4.14 and the Cronbach's Alpha for factor 1, thought to quit is 0.978 while the value of Cronbach's Alpha for component 2, behavioural loyalty is 0.931. This means that all factors are accepted because they scored more than 0.60 Cronbach's Alpha in both factors as shown in Tables 4.14 and 4.12.

Reliability test is presented in Table 4.14 and the Cronbach's Alpha value is 0.978 for thought to quit which contains 6 items, while the value of Cronbach's Alpha for behavioural loyalty, which contains 2 remaining items, is 0.931 as displayed in Table 4.15. This means that all factors are accepted because they scored more than 0.70 for Cronbach's Alpha in both factors as shown in Tables 4.14 and 4.15.

Table 4.14
Reliability of Thought to Quit

Cronbach's Alpha	N of Items
.978	6

Table 4.15
Reliability of Behavioural Loyalty

Cronbach's Alpha	N of Items
.931	2

4.5.2 Factor Analysis for Emotional Intelligence (EI)

In identifying the number Emotional Intelligence (EI), Table 4.16 shows the examination of the total of factors extracted from the eigenvalue(s). As mentioned earlier, any factor must have eigenvalue of 1 or greater and total cumulative variance percentage must be 60% or above. Meanwhile, the KMO of EI is .961 as it appears in Table 4.16, so it is considered as acceptable value. This value is accepted because the KMO is more than .60 (Hair *et al.*, 2006). Furthermore, Table 4.16 shows that the result of Bartlett's test is significant. Therefore, it is acceptable because it is less than .05. This means that, both the KMO and Bartlett's test met the prerequisite for factor analysis.

Table 4.16
EI KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.961
Bartlett's Test of Sphericity	Approx. Chi-Square	15420.6
	df	71
	Sig.	.000

All the values of Measures of Sampling Adequacy (MSA) for EI are well above 0.5 as presented in Table 4.17 in the appendix, and these results were acceptable. In Table 4.18, only factor 1 extracted 85.518% of cumulative variance of eigenvalues. The cumulative of eigenvalue is acceptable because it is above 60%. On the other

hand, the eigenvalue was 26.511 for factor 1, so it is accepted because it is greater than 1. Based on these results, the EI is represented by one factor.

Table 4.18
EI total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	26.511	85.518	85.518	26.511	85.518	85.518
2	.663	2.138	87.656			
3	.589	1.900	89.555			
4	.470	1.516	91.072			
5	.411	1.327	92.399			
6	.338	1.091	93.490			
7	.287	.927	94.417			
8	.218	.703	95.120			
9	.197	.634	95.754			
10	.160	.517	96.271			
11	.136	.438	96.709			
12	.128	.414	97.123			
13	.112	.361	97.484			
14	.093	.300	97.785			
15	.087	.279	98.064			
16	.076	.244	98.308			
17	.073	.234	98.542			
18	.062	.200	98.742			
19	.056	.182	98.924			
20	.046	.150	99.074			
21	.042	.137	99.211			
22	.038	.124	99.335			
23	.032	.103	99.437			
24	.031	.100	99.537			

Table 4.18 (Continued)

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
25	.029	.092	99.629
26	.026	.084	99.713
27	.023	.076	99.788
28	.021	.068	99.856
29	.018	.058	99.914
30	.015	.050	99.963
31	.011	.037	100.000

The rotated component matrix for EI is shown in Table 4.19. All items for this variable exceed the value of 0.5 (loading factor value) and therefore, no item was eliminated for this factor.

Table 4.19
Rotated Component Matrix

	Factor Loading
	1
EI.26	.961
EI.27	.958
EI.17	.951
EI.5	.949
EI.10	.948
EI.25	.948
EI.28	.945
EI.8	.944
EI.6	.944
EI.21	.943
EI.3	.939
EI.1	.935
EI.2	.935
EI.4	.933
EI.11	.929
EI.15	.929
EI.7	.929
EI.20	.925

Table 4.19 (Continued)

	Factor Loading
EI.14	.925
EI.29	.924
EI.18	.924
EI.22	.923
EI.9	.916
EI.16	.904
EI.19	.900
EI.30	.899
EI.31	.894
EI.12	.890
EI.23	.873
EI.24	.873
EI.13	.866

The reliability test of EI is shown in Table 4.20 and the Cronbach's Alpha value is 0.994 and thus, it is acceptable for further analysis.

Table 4.20
Reliability Statistics

Cronbach's Alpha	N of Items
.994	31

4.5.3 Factor Analysis for Organisational Commitment (OC)

In identifying the number of dimensions representing Organisational Commitment, Table 4.21 shows the result from the examination of total of factors extracted from eigenvalue. As mentioned earlier, any factor must score eigenvalue of 1 or greater

and its total cumulative variance percentage must be 60% or above. The KMO of OC is .926 as shown in Table 4.21 and therefore, it is acceptable. This is accepted because the KMO is more than .60 (Hair *et al.*, 2006). Furthermore, Table 4.21 shows that the result of Bartlett's test is significant. Therefore, it is accepted because it is less than .05. This means that, both the KMO and the Bartlett's test met the conditions for factor analysis.

All the values of Measures of Sampling Adequacy (MSA) for OC are well above 0.5 as presented in Table 4.22 in the appendix. These results were acceptable. Further, as shown in Table 4.23, factor 1 extracted 63.169% of cumulative variance of eigenvalues while factor 2 extracted 79.050% of cumulative variance of eigenvalues. The cumulative of eigenvalues for both factor 1 and factor 2 is accepted because it is above 60%. Additionally, the eigenvalues for factor 1 and factor 2 were 11.370 and 2.859 respectively and therefore, they are acceptable.

Table 4.21
OC KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.926
Bartlett's Test of Sphericity	Approx. Chi-Square	5425.1
		77
	df	153
Sig.		.000

Table 4.23
OC total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	11.370	63.169	63.169	11.370	63.169	63.169	10.883	60.459	60.459
2	2.859	15.882	79.050	2.859	15.882	79.050	3.346	18.591	79.050

Table 4.23 (Continued)

Component	Initial Eigen values	% of Variance	Cumulative %
Total			
4	.557	3.093	86.203
5	.427	2.374	88.577
6	.329	1.829	90.406
7	.316	1.757	92.163
8	.286	1.587	93.749
9	.230	1.275	95.025
10	.191	1.062	96.087
11	.162	.898	96.985
12	.114	.633	97.618
13	.111	.619	98.237
14	.082	.455	98.692
15	.069	.386	99.078
16	.063	.348	99.426
17	.058	.325	99.751
18	.045	.249	100.000

The results in Table 4.24 show that all of the 18 items of OC are divided into two factors. They exhibited a factor loading of more than .50 suggesting that they correlate very significantly to the factor itself with factor loadings ranging from .762 to .946 for factor 1 and from .756 to .894 for factor 2. As displayed in Table 4.24 factor 1 included 14 items of OC, and they are as follow: OC.CC.3, OC.CC.4, OC.CC.1, OC.AC.2, OC.NC.4, OC.CC.5, OC.NC.3, OC.NC.6, OC.AC.1, OC.NC.5, OC.CC.6, OC.NC.2, OC.CC.2, and OC.AC.6. Whereas, factor 2 included only 4 items from OC as follow: OC.AC.4, OC.AC.3, OC.AC.5, and OC.NC.1.

Table 4.24

Rotated Component Matrix

Component of factor	FACTOR LOADING	
	1	2
ITEMS		
OC.CC.3	.946	
OC.CC.4	.915	
OC.CC.1	.912	
OC.AC.2	.909	
OC.NC.4	.906	
OC.CC.5	.899	
OC.NC.3	.887	
OC.NC.6	.882	
OC.AC.1	.875	
OC.NC.5	.868	
OC.CC.6	.858	
OC.NC.2	.842	
OC.CC.2	.823	
OC.AC.6	.762	
OC.AC.4		.894
OC.AC.3		.886
OC.AC.5		.885
OC.NC.1		.756

Based on the new constructs of OC for factor 1, the included items are: OC.CC.3, OC.CC.4, OC.CC.1, OC.AC.2, OC.NC.4, OC.CC.5, OC.NC.3, OC.NC.6, OC.AC.1, OC.NC.5, OC.CC.6, OC.NC.2, OC.CC.2, and OC.AC.6. As such, it can be seen that continuance commitment consists of 6 items, while normative commitment consists of 5 items, whereas affective commitment consists of 3 items. Therefore, factor 1 can be named as normative continuance commitment because normative and continuance commitment items are dominantly representing this factor. Normative continuance commitment brings meaning that employees feel ethical if they can show their loyalty to their organisation.

Another construct of OC extracted by the factor analysis contains items including OC.AC.4, OC.AC.3, OC.AC.5, and OC.NC.1. This construct can be renamed as affective commitment because the majority of the items are affective commitment. The researcher tested the reliability of these two constructs of organisational commitment for this study.

The reliability test is presented in Table 4.25 and the Cronbach's Alpha value for normative continuance commitment, which contains 14 items, is 0.979. Meanwhile, the value of Cronbach's Alpha for affective commitment as displayed in Table 4.26 is 0.888 and this construct contains the 4 remaining items. This means that both factors are accepted because their Cronbach's Alpha values are more than 0.70 as shown in Tables 4.25 and 4.26.

Table 4.25
Reliability of C.C

Cronbach's Alpha	N of Items
.979	14

Table 4.26
Reliability of A.C

Cronbach's Alpha	N of Items
.888	4

4.5.4 Factor Analysis for Job Satisfaction (JS)

Table 4.27 shows the results of the KMO and Bartlett's Test of JS. The KMO of JS is .953 as it appears in Table 4.27. This value is acceptable because the KMO is more than .60 (Hair *et al.*, 2006). Furthermore, Table 4.27 shows that the result of Bartlett's test is significant. Therefore, it is accepted because it is less than .05. This means that, both the KMO and Bartlett's test met the conditions for factor analysis.

All the values of Measures of Sampling Adequacy (MSA) for JS are well above 0.5 as presented in Table 4.28 in the appendix, and these results were accepted. As shown in Table 4.29, factor 1 extracted 77.521% of cumulative variance of eigenvalues while factor 2 extracted 82.965% of cumulative variance of eigenvalues. Also, both factors scored eigenvalues greater than 1. Specifically, the eigenvalue was 15.504 for factor 1 and 1.089 for factor 2, and thus, they are acceptable.

Table 4.27
JS KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.953
Bartlett's Test of Sphericity	Approx. Chi-Square	7859.02
		3
	df	190
	Sig.	.000

Table 4.29
JS total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	15.504	77.521	77.521	15.504	77.521	77.521	10.117	50.585	50.585
2	1.089	5.443	82.965	1.089	5.443	82.965	6.476	32.380	82.965
3	.833	4.167	87.131						

Table 4.29 (Continued)

Component	Initial Eigenvalues Total	% of Variance	Cumulative %
5	.344	1.719	92.326
6	.233	1.165	93.491
7	.200	1.000	94.491
8	.182	.912	95.402
9	.155	.776	96.178
10	.125	.625	96.803
11	.120	.599	97.402
12	.102	.510	97.912
13	.086	.430	98.342
14	.074	.372	98.714
15	.063	.313	99.027
16	.056	.281	99.308
17	.051	.253	99.562
18	.037	.183	99.745
19	.032	.161	99.906
20	.019	.094	100.000

The rotated component matrix has been divided into two factors as shown in Table 4.30. Specifically, factor 1 has 15 items: JS.EXTR.3, JS.INTR.1, JS.INTR.6, JS.EXTR.5, JS.EXTR.4, JS.INTR.2, JS.INTR.5, JS.EXTR.2, JS.INTR.8, JS.INTR.4, JS.INTR.3, JS.EXTR.1, JS.EXTR.7, JS.INTR.11, and JS.INTR.9 items. All of these items exceed the factor loading value of 0.5. Factor 1 can be named as intrinsic job satisfaction based on the majority of the intrinsic items which are 9 out of 15 items.

Meanwhile, factor 2 includes only 4 items whose values are more than 0.5. These items are: JS.INTR.12, JS.INTR.7, JS.EXTR.8, and JS.EXTR.6. Therefore, factor 2 must be renamed based on the general meaning of its items. Specifically, JS.INTR.12 is “The feeling of accomplishment I get from the job,” JS.INTR.7 is “The chance to do something special that makes use of my abilities,” JS.EXTR.8 is “The chances for advancement on this job” and JS.EXTR.6 is “My pay and the amount of work I do.” Looking into the meaning of the JS.INTR.12 and JS.INTR.7 items, together, they mean Organization-based self-esteem (OBSE). Meanwhile, the JS.EXTR.8 item depends on the employee’s performance and the skills to get the advancement, and on the position itself. Therefore, it is related to the OBSE because it is the positive feeling or negative feeling that the employee performed well and has enough skills to get the advancement on this job. Looking into the meaning of JS.EXTR.6, it can be OBSE because of the amount of work that the employee has done. Based on the previous review, this factor is renamed as organisation-based self-esteem.

The concept of organisation-based self- esteem has been developed by (Pierce, Gardner, Cummings, and Dunham, 1989). Indeed their research about organization-based self- esteem was extended Coopersmith's (1967).Coopersmith (1967), defined organization-based self-esteem is reflecting the amount to which employees or individuals believe they are significant, worthy and capable in their organisation. Moreover, Payne, (2007) has defined organization-based self-esteem as “the feelings of worth or value employees feel within their workplace.”

Table 4.30
Rotated Component Matrix

Component of factor	FACTOR LOADING	
	1	2
ITEMS		
JS.EXTR.3	.907	
JS.INTR.1	.889	
JS.INTR.6	.880	
JS.EXTR.5	.854	
JS.EXTR.4	.813	
JS.INTR.2	.785	
JS.INTR.5	.777	
JS.EXTR.2	.765	
JS.INTR.8	.764	
JS.INTR.4	.759	
JS.INTR.3	.743	
JS.EXTR.1	.673	
JS.EXTR.7	.666	
JS.INTR.11	.661	
JS.INTR.9	.650	
JS.INTR.12		.947
JS.INTR.7		.795
JS.EXTR.8		.721
JS.EXTR.6		.684
JS.INTR.10		.471

]The reliability test is presented in Table 4.31 and the Cronbach's Alpha value for Intrinsic Job Satisfaction, which contains 15 items, is 0.985, while the value of Cronbach's Alpha for OBSE, which contains the 4 remaining items, is 0.935. This indicates that all factors are acceptable because they scored more than 0.70 for Cronbach's Alpha value in both components, as shown in Tables 4.31 and 4.32.

Table 4.31
Reliability Statistics

Cronbach's Alpha	N of Items
.985	15

Table 4.32
Reliability Statistics

Cronbach's Alpha	N of Items
.935	4

4.6 Restatement of Research Hypotheses

H1: Leaders' EI influences employees' Thought to Quit.

H2: Leaders' EI influences employees' Behavioural loyalty.

H3: Organisational Commitment influences employees' Thought to Quit.

H3a: Affective Commitment influences employees' Thought to Quit.

H3b: Normative Continuance Commitment influences employees' Thought to Quit.

H4: Organisational Commitment influences employees' Behavioural loyalty.

H4a: Affective Commitment influences employees' Behavioural loyalty.

H4b: Normative Continuance Commitment influences employees' Behavioural loyalty.

H5: Job satisfaction influences employees' Thought to Quit.

H5a: Intrinsic Job satisfaction influences employees' Thought to Quit.

H5b: Organization-based self-esteem Job satisfaction influences employees' Thought to Quit.

H6: Job satisfaction influences employees' Behavioural loyalty.

H6a: Intrinsic Job satisfaction influences employees' Behavioural loyalty.

H6b: Organisation-based self-esteem Job satisfaction influences employees' Behavioural loyalty.

H7: The relationship between Leaders' EI and employees' Thought to Quit is mediated by Job satisfaction.

H7a: The relationship between Leaders' EI and employees' Thought to Quit is mediated by Intrinsic Job satisfaction.

H7b: The relationship between Leaders' EI and employees' Thought to Quit is mediated by organisation-based self-esteem Job satisfaction.

H8: The relationship between Leaders' EI and employees' Behavioural Loyalty is mediated by Job satisfaction.

H8a: The relationship between Leaders' EI and employees' Behavioural Loyalty is mediated by Intrinsic Job satisfaction.

H8b: The relationship between Leaders' EI and employees' Behavioural Loyalty is mediated by organization-based self-esteem Job satisfaction.

H9: The relationship between Organisational Commitment and employees' Thought to Quit is mediated by Job satisfaction.

H9a: The relationship between Organisational Commitment and employees' Thought to Quit is mediated by Intrinsic Job satisfaction.

H9b: The relationship between Organisational Commitment and employees' Thought to Quit is mediated by organization-based self-esteem Job satisfaction.

H10: The relationship between Affective Commitment and employees' Thought to Quit is mediated by Job satisfaction.

H10a: The relationship between Affective Commitment and employees' Thought to Quit is mediated by Intrinsic Job satisfaction.

H10b: The relationship between Affective Commitment and employees' Thought to Quit is mediated by organization-based self-esteem Job satisfaction.

H11: The relationship between Normative Continuance Commitment and employees' Thought to Quit is mediated by Job satisfaction.

H11a: The relationship between Normative Continuance Commitment and employees' Thought to Quit is mediated by Intrinsic Job satisfaction.

H11b: The relationship between Normative Continuance Commitment and employees' Thought to Quit is mediated by organization-based self-esteem Job satisfaction.

H12: The relationship between Organisational Commitment and employees' Behavioural Loyalty is mediated by Job satisfaction.

H12a: The relationship between Organisational Commitment and employees' Behavioural Loyalty is mediated by Intrinsic Job satisfaction.

H12b: The relationship between Organisational Commitment and employees' Behavioural Loyalty is mediated by organization-based self-esteem Job satisfaction.

H13: The relationship between Affective Commitment and employees' Behavioural Loyalty is mediated by Job satisfaction

H13a: The relationship between Affective Commitment and employees' Behavioural Loyalty is mediated by Intrinsic Job satisfaction.

H13b: The relationship between Affective Commitment and employees' Behavioural Loyalty is mediated by organization-based self-esteem Job satisfaction.

H14: The relationship between Normative Continuance Commitment and employees' Behavioural Loyalty is mediated by Job satisfaction

H14a: The relationship between Normative Continuance Commitment and employees' Behavioural Loyalty is mediated by Intrinsic Job satisfaction.

H14b: The relationship between Normative Continuance and employees' Behavioural Loyalty is mediated by organization-based self-esteem Job satisfaction.

4.7 Correlation Analysis

Pallant (2007) stated that the purpose of correlation is to explain the direction and the strength of a linear relationship between two variables. Hair *et al.* (2006) mentioned that coefficient correlation (r) is used as a statistical measure of the association between the variables.

The strength of the relationship between variables is represented by the value of r (coefficient correlation) as: Strong relationship exists if $r = \pm 0.50$ to ± 1.0 , moderate relationship exists if $r = \pm 0.30$ to ± 0.49 and weak relationship exists If $r = \pm 0.10$ to ± 0.29 (Cohen, 1988).

Table 4.33 exhibits the correlation analysis results for all variables after factor analysis. It presents different results of the relationship between the variables where some are high relationships and some are moderate relationships while some are weak relationships. As mentioned earlier, some acronyms will be used in Table 4.33, such as 'Leaders' EI' which represents Leaders' Emotional Intelligence, 'TQ' which

represents Thought to Quit, 'OC' which represents Organisational Commitment, 'NC' which represents Normative Commitment, 'AC' which represents Affective Commitment, 'CC' which represents Continuance Commitment, 'INTR JS' which represents Intrinsic Job Satisfaction, and 'EXTR' which represents Extrinsic Job Satisfaction.

Table 4.33
Coefficient Correlation

	EI	TQ	Behavioural Loyalty	Normative Continuance Commitment	Affective Commitment	INTR. JS	Organization-based self-esteem JS
EI	1						
TQ	.120	1					
Behavioural loyalty	.256**	.470*	1				
Normative Continuance Commitment	.289**	.181*	.465**	1			
Affective Commitment	.159*	.560**	-.255**	-.271**	1		
INTR. JS	-.307*	-.211**	.512**	.933**	-.280**	1	
Organization-based self-esteem JS	-.258*	-.119	.444**	.800**	-.215**	.869**	1

* Correlation is significant at 0.05

** Correlation is significant at 0.01

4.7.1 The Relationship between EI, Affective Commitment, Normative Continuance Commitment, and Thought to Quit

There is no significant relationship between leaders' EI and TQ ($r = .120$). This relationship indicates that EI is not correlated with TQ because there is no significant relation between them. There is no significant correlation between leaders' EI and affective commitment, where $r = .159$. This correlation demonstrates that the relationship between leaders' EI and affective commitment are not correlated. There is a significant correlation between leaders' EI and normative continuance commitment, ($r = -0.289, p < .001$). Somehow, the strength of the relationship between leaders' EI and normative continuance commitment is considers as negative and weak. Therefore, leaders with high EI will have followers with low normative continuance commitment.

There is a significant positive correlation between affective commitment and TQ, ($r = 0.560, p < .001$). This result indicates that the correlation between affective commitment and TQ is strong and significant. In other words, affective commitment of employees has positive relationship with the thought to quit (TQ) of the employees. This means that the high level of affective commitment is correlated with the high level of thought to quit.

Additionally, there is a significant negative correlation between normative continuance commitment and TQ ($r = -0.181, p < .001$). This correlation means that the correlation between normative continuance commitment and TQ is weak. Therefore, employees' normative continuance commitment correlates negatively with their TQ. In other words, employees with high level of normative continuance commitment have less thought to quit.

4.7.2 The Relationship between EI, Affective Commitment, Normative Continuance Commitment, and Behavioural Loyalty

There is a significant negative correlation between leaders' EI and behavioural loyalty, where $r = -.256$, $p < .001$; this correlation is weak. This shows that the high score of leaders' EI can reduce the behavioural loyalty of their followers.

Further, there is a significant negative correlation between affective commitment and behavioural loyalty where $r = -0.255$, $p < .001$. This correlation demonstrates that the correlation between affective commitment and behavioural loyalty is weak. Therefore, higher level of affective commitment of employees will cause the level of behavioural loyalty to reduce.

Additionally, there is a significant negative correlation between normative continuance commitment and behavioural loyalty, where $r = -0.465$, $p < .001$. This correlation means that the correlation between normative continuance commitment and behavioural loyalty is moderate. Moreover, employees' normative continuance commitment is related negatively to their behavioural loyalty. Therefore, high level of normative continuance commitment will cause the level of behavioural loyalty to reduce.

4.7.3 The Relationship between EI, Affective Commitment, Normative Continuance Commitment, and Intrinsic Job Satisfaction

There is a significant negative correlation between leaders' EI and INTR J.S, where $r = -0.307$, $p < .001$. This correlation shows that the correlation between leaders' EI and Intrinsic J.S is moderate. This means that, the increment of leaders' EI will reduce the intrinsic job satisfaction of their followers.

Also, there is a significant negative correlation between affective commitment and INTR J.S, where $r = -0.280$, $p < .001$. This correlation means that the correlation between affective commitment and INTR-J.S is weak. This result indicates that, the higher the employees' affective commitment, the lower their intrinsic job satisfaction (INTR J.S) will be.

Further, there is a significant positive correlation between normative continuance commitment and INTR J.S, where $r = 0.933$, $p < .001$. This result indicates that the correlation between normative continuance commitment and Intrinsic J.S is strong. This is considered as the highest correlation when compared with the correlations of the rest of the variables. The normative continuance commitment of employees correlates positively with the employees' intrinsic job satisfaction (INTR J.S). This means, the higher the normative continuance commitment, the higher Intrinsic of employees J.S will be.

4.7.4 The Relationship between EI, Affective Commitment, Normative Continuance Commitment, and Organization-based self-esteem Job Satisfaction

There is a significant negative correlation between leaders' EI and organization-based self-esteem J.S, where $r = -0.258$, $p < .001$. This correlation means that the correlation between leaders' EI and J.S organization-based self-esteem is weak. This result shows that, the higher the leaders' EI the lower the J.S organization-based self-esteem of their followers will be.

Further, there is a significant negative correlation between affective commitment and organization-based self-esteem J.S, where $r = -0.215$, $p < .001$. This result indicates that the correlation between affective commitment and J.S organization-based self-esteem is weak. Therefore, the higher the employees' affective commitment, the lower the organization-based self-esteem job satisfaction will be.

Additionally, there is a significant positive correlation between normative continuance commitment and Organization-based self-esteem J.S, where $r = 0.800$, $p < .001$. This result shows that the correlation between normative continuance commitment and Organization-based self-esteem J.S is strong and significant. Normative continuance commitment of employees correlates positively with the organization-based self-esteem of employees' job satisfaction (Organization-based self-esteem J.S). This indicates that, the higher the normative continuance commitment, the higher the Organization-based self-esteem J.S will be.

4.7.5 The Relationship between Intrinsic Job Satisfaction, Thought to Quit and Behavioural Loyalty

There is a significant negative correlation between INTR JS and TQ, where $r = -0.211$, $p < .001$. This means that the correlation between INTR JS and TQ is weak. This means that the higher the INTR-JS of employees the lower their thought to quit (TQ) will be.

On the other hand, there is a significant positive correlation between INTR JS and behavioural loyalty, where $r = 0.512$, $p < .001$. This result demonstrates that the correlation between INTR JS and behavioural loyalty is strong and significant. This means that the higher the INTR JS of employees the higher the employees' behavioural loyalty will be.

4.7.6 The Relationship between Organization-based self-esteem Job Satisfaction, Thought to Quit, and Behavioural Loyalty

There is a no significant relationship between Organization-based self-esteem J.S and TQ, where $r = -0.119$, $p < .001$. This result shows that the J.S Organization-based self-esteem and TQ are not correlated.

Further, there is a significant positive correlation between Organization-based self-esteem J.S and behavioural loyalty, where $r = 0.444$, $p < .001$. This result demonstrates that the correlation between Organization-based self-esteem J.S and behavioural loyalty is moderate and significant. Therefore, the higher the

organization-based self-esteem J.S of employees, the higher their behavioural loyalty will be.

Table 4.34
Summary of Correlations of Variables

Variables	Correlation coefficient	Strength of relationship
EI and TQ	.120	No Relationship
EI and Behavioural Loyalty	-.256**	Weak
EI and Normative Continuance Commitment	-.289**	Weak
EI and Affective Commitment	.159*	Weak
EI and INTR-JS	-.307**	Moderate
EI and Organization-based self-esteem-JS	-.258**	Weak
Normative continuance commitment and TQ	-.181**	Weak
Affective-Commitment and TQ	.560**	Strong
Normative continuance commitment and Behavioural Loyalty	.465**	Moderate
Affective-Commitment and Behavioural Loyalty	-.255**	Weak
Normative continuance commitment and INTR-JS	.933**	Strong

Table 4.34 (Continued)

Variables	Correlation coefficient	Strength of relationship
Affective-Commitment and INTR-JS	-.280**	Weak
Affective-Commitment and Organization-based self-esteem-JS	-.215**	Weak
Normative continuance commitment and J.S Organization-based self-esteem	.800**	Strong
INTR JS and TQ	-.211**	Weak
INTR JS and Behavioural Loyalty	.512**	Strong
Organization-based self-esteem JS and TQ	-.119	Weak
Organization-based self-esteem JS and Behavioural Loyalty	.444**	Moderate

4.8 Hierarchical Regression Analysis

This study examined the F value, the beta coefficient (β) value, the case-wise diagnostic, and the R^2 . F value is used to test any additional contribution to the prediction accuracy of a variable while the beta coefficient (β) value is used to test the contribution of the independent variables within the framework. On the other hand, the R^2 is used to show the percentage of variance of dependent variables which is explained by independent variables. Besides that, Pallant (2007) stated that the case-wise diagnostic must be performed and this test can be used to indicate which case is an extreme outlier. Further, Tabachnick and Fidell (2007) suggested that the case-wise value should be greater than 2, and also indicated that Durbin-Watson test

is used for identifying residual violation by detecting any presence of autocorrelation. Aside from that, Tabachnick and Fidell (2007) stated that residual violation does not exist if the value is between 1.5 -2.5.

Another examination that must be executed before performing the multiple regression analysis is the multicollinearity testing. In relation to this, Field (2009) asserted that Multicollinearity exists when any single predictor is highly correlated with another set of predictor variables. As such, this study will use two statistical factors, namely tolerance value and variance inflation factor (VIF). Hair *et al.* (2006) and Pallant (2007) emphasised that the threshold for tolerance values must be more than 0.1 and for VIF, less than 10. According to Hair *et al.* (2010) tolerance value is the amount of variability of the selected independent variable. Further, *“tolerance value should be high, which means a small degree of multicollinearity (i.e., the other independent variables do not collectively have any substantial amount of shared variance)”* (Hair *et al.*, 2010).

In evaluating the multiple regression analysis, the researcher evaluated the F value, R^2 value and the (β) value. The value of F is explained by Hair *et al.* (2010) as, *“a simple statistical test for additional contribution to prediction accuracy of a variable above of that of the variables already in equation, its contribution maybe small even though it has a high correlation with the dependent variable.”* Furthermore, Hair *et al.* (2010) indicated that if the F value does not have any significance, it must be eliminated. Then, to test the contribution of independent variable on dependent variable, the “t-test” must be conducted (Hair *et al.*, 2010). In the t-test examination, Hair *et al.* (2010) indicated that the (β) value is conducted to test the contribution of

the independent variables within the framework; thus the independent variables can reflect the relative influence on the dependent variables. To interpret the value of beta, Pallant (2011) indicates that the variable can be a unique contribution if the value of beta is less than .05, .01, .0001, etc., while if the variable is greater than .05, it is not making a unique contribution in prediction of the dependent variable.

In order to test the contribution of factors under study on the dependent variable, the researcher looked into the R^2 value. Hair *et al.* (2010) asserted that R^2 is used to show the percentage of variance of dependent variables which is explained by independent variables. The coefficient value of R^2 can vary between 0 and 1 (Hair *et al.*, 2010). The higher value of R^2 , the greater the prediction of the dependent variable will be.

In order to test the value of tolerance, must be greater than 0.1 while the value of VIF must be below 10. Referring to Table 4.37, the value of tolerance of EI, NOC, AC, INTR job satisfaction, and Organization-based self-esteem are above 0.1 while their VIF values are well below 10. Therefore, multicollinearity does not exist. Additionally, the same results have been indicated in Tables 4.38, 4.39, and 4.40. All in all, in testing multicollinearity there are no violations exist.

Table 4.35 it shows the discarded cases in testing the regression between the independent variables, such as EI, Affective Commitment, and Normative Continuance Commitment; mediator variables, such as NTR J.S, and Organization-based self-esteem; and dependent variables, such as Behavioural Loyalty and Thought to Quit. There are 22 cases that have been discarded in different times of

testing the multiple regression analysis. However, in testing the multiple regression analysis of some variables, there were no discarded cases such as, INTR J.S and TQ; EI, AC, NCC, and Behavioural Loyalty; INTR J.S and Behavioural Loyalty; EI, AC, NCC, and Organization-based self-esteem; Organization-based self-esteem and TQ; Organization-based self-esteem and Behavioural Loyalty; and EI, AC, NCC, Organization-based self-esteem, and Behavioural Loyalty.

Table 4.35
Discarded Cases in Case-wise of Regression Analysis

Case-Wise	Stage No.	Total of Discarded Cases of Each Stage
EI, AC, NCC, and TQ	1	2
EI, AC, NCC, and INTR J.S	1	2
	2	3
	3	7
INTR J.S and TQ	—	No Cases
EI, AC, NCC, INTR J.S, and TQ	2	2
EI, AC, NCC, and Behavioural Loyalty	—	No Cases
INTR J.S and Behavioural Loyalty	—	No Cases
EI, AC, NCC, INTR J.S and Behavioural Loyalty	—	No Cases
EI, AC, NCC, and Organization-based self-esteem	—	No Cases
Organization-based self-esteem and TQ	—	No Cases

Table 4.35 (Continued)

Case-Wise	Stage No.	Total of Discarded Cases of Each Stage
EI, AC, NCC, Organization-based self-esteem, and TQ	1	2
Organization-based self-esteem and Behavioural Loyalty	–	No Cases
EI, AC, NCC, Organization-based self-esteem, and Behavioural Loyalty	–	No Cases
Total of Discarded Cases		21 case

Full mediation can occur when the significant relationship between the independent variables and the dependent variable is reduced and the relationship is not significant after the mediating variable enters the equation. Furthermore, the partial mediation occurred when the significant relationship is reduced but the relationship is still significant. Table 4.36 illustrates the recommendation of Baron and Kenny (1986) in a tabular form.

Table 4.36
Baron and Kenny's Approach for Testing Mediation

Steps	Result	Interpretation
Step 1	β Must be significant	IV must influence DV significantly
Step 2	β Must be significant	IV must influence Med V significantly
Step 3	β Must be significant	Med V must influence DV significantly
Step 4	If β insignificant, DV fully mediates If β significant and β decreased, DV partially mediates	IV - Med. V - DV

The results of multiple regressions are shown in Tables 4.37, 4.38, 4.39, and 4.40. Table 4.37 shows the mediating effects of Intrinsic Job Satisfaction (INTR J.S) on EI, Affective Commitment, Normative Continuance Commitment, and TQ, while Table 4.38 shows the mediating effects of Intrinsic Job Satisfaction (INTR J.S) on EI, Affective Commitment, Normative Continuance Commitment, and Behavioural Loyalty. The result for the mediating effects of Organization-based self-esteem Job Satisfaction on EI, Affective Commitment, Normative Continuance Commitment, and TQ is shown in Table 4.39. The last table for multiple regressions is Table 4.40. It shows the mediating effects of Organization-based self-esteem Job Satisfaction on EI, Affective Commitment, Normative Continuance Commitment, and Behavioural Loyalty.



4.8.1 Mediating effects of INTR J.S on EI, Affective Commitment, Normative Continuance Commitment, and TQ

In order to examine the mediating influence of INTR J.S, a hierarchical regression had been done based on the suggested steps by Baron and Kenney (1986). Table 4.37 shows the results of EI, Affective Commitment, and Normative Continuance Commitment which were entered as the independent variables and TQ as dependent variable.

H1: Leaders' EI influences employees' Thought to Quit.

H3: Organisational Commitment influences employees' Thought to Quit.

H3a: Affective Commitment influences employees' Thought to Quit.

H3b: Normative Continuance Commitment influences employees' Thought to Quit.

H5a: Intrinsic Job satisfaction influences employees' Thought to Quit.

H7a: The relationship between Leaders' EI and employees' Thought to Quit is mediated by Intrinsic Job satisfaction.

H9a: The relationship between Organisational Commitment and employees' Thought to Quit is mediated by Intrinsic Job satisfaction.

H10a: The relationship between Affective Commitment and employees' Thought to Quit is mediated by Intrinsic Job satisfaction.

H11a: The relationship between Normative Continuance Commitment and employees' Thought to Quit is mediated by Intrinsic Job satisfaction.

The first model is portrayed in Table 4.37. This first model explains the comparisons of beta values for INTR J.S on EI, Affective Commitment, Normative Continuance Commitment, and TQ in 4 steps. In step 1, comparison was made between the results of beta values and the significance between EI, Affective Commitment, Normative Continuance Commitment, and TQ. It is shown that all the independent variables were insignificant except Affective Commitment which was significant ($\beta = 0.588$, $p < .001$). This result means that EI and Normative Continuance Commitment would not be valid for the next 3 steps because the relationships were not significant, as mentioned in Table 4.36.

Further, step 2 showed that the regression of EI, Affective Commitment, Normative Continuance Commitment, on Intrinsic Job Satisfaction as a mediator were not

significant except Normative Continuance Commitment, which was negative and significant where $\beta = .963$, $p = .001$. This means that, EI and Affective Commitment did not achieve the significance level to test the mediating effects of Intrinsic Job Satisfaction.

Additionally, step 3 showed that the regression of Intrinsic Job Satisfaction on TQ was negative and significant ($\beta = -.189$, $p = .01$), while step 4 in Table 4.37 portrayed the mediating effects of Intrinsic Job Satisfaction on the relationship between EI, Affective Commitment, Normative Continuance Commitment, and TQ.

Based on the results of the four steps in Table 4.37, it can be concluded that the relationship between EI, Affective Commitment, Normative Continuance Commitment, and TQ was not mediated by Intrinsic Job Satisfaction. This means that no empirical support was observed for H1, H3, H3b, H7a, H9a, H10a, and H11a, while only H3a and H5a were empirically supported.

Table 4.37
INTR. J.S mediating the relationship between EI, Normative Continuance Commitment, Affective Commitment, and TQ

Variable	IV-DV Beta 1 Step (1)	IV-Med V Beta 2 Step (2)	Med V- DV Beta 3 Step (3)	IV- Med V -DV Beta 4 Step (4)	Tolera nce	VI F	Result
EI	.011	-.001		-.003	.894	1.118	Not mediate because IV MV not regress
Normative Continuance Commitment	-.020	.963***		.167	.114	8.753	Not mediate because IV DV not regress

Table 4.37 (Continued)

Variable	IV-DV Beta 1 Step (1)	IV-Med V Beta 2 Step (2)	Med V- DV Beta 3 Step (3)	IV- Med V -DV Beta 4 Step (4)	Tolera nce	VI F	Result
Affective Commitment	.588***	-.007		.601***	.924	1.082	Not mediate because IV Med V not regress
INTR J.S			-.189**		.112	8.908	
R Square				.371			
Adjusted R Square				.359			

Note.

Dependent variable: TQ

* $p < 0.05$. ** $p < 0.01$ *** $p < 0.001$

4.8.2 Mediating effects of INTR J.S on EI, Affective Commitment, Normative Continuance Commitment, and Behavioural Loyalty

In order to examine the mediating influence of INTR J.S, a hierarchical regression had been performed based on the suggested steps by Baron and Kenney (1986). Table 4.38 shows the results of EI, Affective Commitment, and Normative Continuance Commitment which were entered as the independent variables while Behavioural Loyalty as dependent variable.

H2: Leaders' EI influences employees' Behavioural Loyalty.

H4: Organisational Commitment influences employees' Behavioural Loyalty.

H4a: Affective Commitment influences employees' Behavioural Loyalty.

H4b: Normative Continuance Commitment influences employees' Behavioural Loyalty.

H6a: Intrinsic Job satisfaction influences employees' Behavioural Loyalty.

H8a: The relationship between Leaders' EI and employees' Behavioural Loyalty is mediated by Intrinsic Job satisfaction.

H12a: The relationship between Organisational Commitment and employees' Behavioural Loyalty mediated by Intrinsic Job satisfaction.

H13a: The relationship between Affective Commitment and employees' Behavioural Loyalty is mediated by Intrinsic Job satisfaction.

H14a: The relationship between Normative Continuance Commitment and employees' Behavioural Loyalty is mediated by Intrinsic Job satisfaction.

The second model of the regression test of the mediating effects of INTR J.S on EI, Affective Commitment, Normative Continuance Commitment, and Behavioural Loyalty is shown in Table 4.38. The table shows the comparisons of beta values for INTR J.S on EI, Affective Commitment, Normative Continuance Commitment, and Behavioural Loyalty in 4 steps. In step 1, the results of beta values and the significant between EI, Affective Commitment, Normative Continuance Commitment, and Behavioural Loyalty are compared. Table 4.38 shows that all independent variables were significant. In particular, EI was negative and significant ($\beta = -0.123, p < .05$) while Normative Continuance Commitment was significant ($\beta = 0.392, p < .001$) and Affective Commitment was also significant ($\beta = -0.136, p < .05$). This means that EI, Normative Continuance Commitment and Affective Commitment fulfil the requirement of significant in step 1 based on the approach of Baron and Kenny (1986) as shown in Table 4.36.

Then, step 2 showed the regression of EI, Affective Commitment, Normative Continuance Commitment, on Intrinsic Job Satisfaction as a mediator. EI and Affective Commitment were not significant while Normative Continuance Commitment was significant ($\beta = .963, p = .001$). This means that Affective Commitment did not fulfil the requirement of significant in step 2 based on the approach of Baron and Kenny (1986) as indicated in Table 4.36.

Additionally, step 3 in table 4.38 showed the regression of Intrinsic Job Satisfaction on Behavioural Loyalty and it was significant ($\beta = .502, p = .001$). Meanwhile, step 4 in Table 4.38 portrays the mediating effects of Intrinsic Job Satisfaction on the relationship between EI, Affective Commitment, Normative Continuance Commitment, and Behavioural Loyalty.

Based on the results of the four steps in Table 4.38, it can be said that the relationship between EI, Affective Commitment, and Behavioural Loyalty was not mediated by Intrinsic Job Satisfaction. On the other hand, the relationship between Normative Continuance Commitment and Behavioural Loyalty was insignificant ($\beta = .101$). Therefore, the relationship between Normative Continuance Commitment and Behavioural Loyalty was fully mediated by Intrinsic Job Satisfaction. The four steps' results of the second model in Table 4.38 present the answers to the hypotheses. Therefore, there was no empirical support for hypotheses H8a, and H13a, while H2, H4, H4a, H4b, H6a, H12a, and H14a were empirically supported.

Table 4.38

INTR. J.S mediating the relationship between EI, Normative Continuance Commitment, Affective Commitment, and Behavioural Loyalty

Variable	IV-DV Beta 1 Step (1)	IV-Med V Beta 2 Step (2)	Med V-DV Beta 3 Step (3)	IV- Med V -DV Beta 4 Step (4)	Tolerance	VIF	Result
EI	-.123*	-.001		-.100	.895	1.118	No mediation because IV Med V not regress
Normative Continuance Commitment	.392***	.963***		-.101	.116	8.640	Full mediate
Affective Commitment	-.136*	-.007		-.128*	.928	1.078	No mediation because IV Med V not regress
INTR J.S			.502***		.114	8.786	
R Square	.280						
Adjusted R Square	.266						

Note.

Dependent variable: Behavioural Loyalty

* $p < 0.05$. ** $p < 0.01$ *** $p < 0.001$

4.8.3 Mediating effects of Organization-based self-esteem on EI, Affective Commitment, Normative Continuance Commitment, and TQ

In order to examine the mediating influence of Organization-based self-esteem, a hierarchical regression had been conducted based on the suggested steps by Baron and Kenney (1986). Table 4.39 shows the results of EI, Affective Commitment, and Normative Continuance Commitment which were entered as the independent variables while TQ as dependent variable.

H5: Job satisfaction influences employees' Thought to Quit.

H5b: Organization-based self-esteem Job satisfaction influences employees' Thought to Quit.

H7: The relationship between Leaders' EI and employees' Thought to Quit is mediated by Job satisfaction.

H7b: The relationship between Leaders' EI and employees' Thought to Quit is mediated by Organization-based self-esteem Job satisfaction.

H9: The relationship between Organisational Commitment and employees' Thought to Quit is mediated by Job satisfaction.

H9b: The relationship between Organisational Commitment and employees' Thought to Quit is mediated by Organization-based self-esteem Job satisfaction.

H10: The relationship between Affective Commitment and employees' Thought to Quit is mediated by Job satisfaction.

H10b: The relationship between Affective Commitment and employees' Thought to Quit is mediated by Organization-based self-esteem Job satisfaction.

H11: The relationship between Normative Continuance Commitment and employees' Thought to Quit is mediated by Job satisfaction.

H11b: The relationship between Normative Continuance Commitment and employees' Thought to Quit is mediated by Organization-based self-esteem Job satisfaction.

The third model is portrayed in Table 4.39. The table shows the comparisons of beta values for Organization-based self-esteem J.S on EI, Affective Commitment,

Normative Continuance Commitment, and TQ in 4 steps. In step 1, the results of beta values and the significant between EI, Affective Commitment and Normative Continuance Commitment were compared and it is shown that all the independent variables were not significant except Affective Commitment as it was negative and significant ($\beta = 0.588, p < .001$). This result means that EI and Normative Continuance Commitment would not be valid for the next 3 steps because there were not significant, as mentioned in Table 4.36.

Next, step 2 showed the regression of EI, Affective Commitment, Normative Continuance Commitment, on Organization-based self-esteem as a mediator. EI and Affective Commitment were insignificant while Normative Continuance Commitment was significant ($\beta = .808, p = .001$). This means that Affective Commitment did not fulfil the requirement of significant in step 2 based on the approach of Baron and Kenny (1986) as shown in Table 4.36.

Further, step 3 showed the regression of Intrinsic Job Satisfaction on TQ and it was insignificant ($\beta = -.090$), while step 4 in Table 4.39 portrays the mediating effects of Organization-based self-esteem Job Satisfaction on the relationship between EI, Affective Commitment, Normative Continuance Commitment, and TQ.

Based on the results of the four steps in Table 4.39, it can be articulated that the relationship between EI, Normative Continuance Commitment, Affective Commitment, and TQ was not mediated by Organization-based self-esteem.

Therefore, there was no empirical support for these hypotheses: H5b, H7, H7b, H9b, H10, H10b, H11 and H11b, while H5, and H9, were empirically supported.

Table 4.39

Organization-based self-esteem mediating the relationship between EI, Normative Continuance Commitment, Affective Commitment, and TQ

Variable	IV-DV Beta 1 Step (1)	IV-Med V Beta 2 Step (2)	Med d V- DV Beta 3 Step p (3)	IV- Med V - DV Beta 4 Step (4)	Tolerance	VIF	Result
EI	.011	-.037		.009	.904	1.106	No mediation because IV not regress with DV
Normative Continuance Commitment	-.020	.808** *		-.095	.325	3.080	No mediation because IV not regress with DV
Affective Commitment	.588** *	.029		.602** *	.926	1.080	No mediation because Med V not regress with DV
Organization-based self-esteem			-.090		.338	2.955	
R Square	.371						
Adjusted R Square	.360						

Note.

Dependent variable: TQ

* $p < 0.05$. ** $p < 0.01$ *** $p < 0.001$

4.8.4 Mediating effects of Organization-based self-esteem on EI, Affective Commitment, Normative Continuance Commitment, and Behavioural Loyalty

In order to examine the mediating influence of Organization-based self-esteem, a hierarchical regression had been conducted based on the suggested steps by Baron and Kenney (1986). Table 4.40 shows the results of EI, Affective Commitment, and Normative Continuance Commitment which were entered as the independent variables while Behavioural Loyalty as dependent variable.

H6: Job satisfaction influences employees' Behavioural Loyalty.

H6b: Organization-based self-esteem Job satisfaction influences employees' Behavioural Loyalty.

H8: The relationship between Leaders' EI and employees' Behavioural Loyalty is mediated by Job satisfaction.

H8b: The relationship between Leaders' EI and employees' Behavioural Loyalty is mediated by Organization-based self-esteem Job satisfaction.

H12: The relationship between Organisational Commitment and employees' Behavioural Loyalty is mediated by Job satisfaction.

H12b: The relationship between Organisational Commitment and employees' Behavioural Loyalty is mediated by Organization-based self-esteem Job satisfaction.

H13: The relationship between Affective Commitment and employees' Behavioural Loyalty is mediated by Job satisfaction.

H13b: The relationship between Affective Commitment and employees' Behavioural Loyalty is mediated by Organization-based self-esteem Job satisfaction.

H14: The relationship between Normative Continuance Commitment and employees' Behavioural Loyalty is mediated by Job satisfaction

H14b: The relationship between Normative Continuance and employees' Behavioural Loyalty is mediated by Organization-based self-esteem Job satisfaction.

The fourth model in Table 4.40 shows the comparisons of beta values for Organization-based self-esteem on EI, Affective Commitment, Normative Continuance Commitment, and Behavioural Loyalty in 4 steps. In step 1, the results of beta values and the significant between EI, Affective Commitment, Normative Continuance Commitment, and Behavioural Loyalty were compared. Table 4.40 shows that all independent variables were significant. Specifically, EI was negative and significant ($\beta = -0.123, p < .05$), Normative Continuance Commitment was significant ($\beta = 0.392, p < .001$) and Affective Commitment was also significant ($\beta = -0.136, p < .05$). This means that EI, Normative Continuance Commitment and Affective Commitment fulfil the requirement of significance in step 1 based on the approach of Baron and Kenny (1986) as illustrated in Table 4.36.

Further step 2 showed the regression of EI, Affective Commitment, Normative Continuance Commitment, on Organization-based self-esteem Job Satisfaction as a mediator. EI and Affective Commitment were not significant except Normative

Continuance Commitment, which was significant ($\beta = .808, p = .001$). This means that that EI and Affective Commitment did not fulfil the requirement of significant in step 2 based on the approach of Baron and Kenny (1986) as illustrated in Table 4.36.

Then, step 3 showed the regression of Organization-based self-esteem Job Satisfaction on Behavioural Loyalty, and it was significant ($\beta = .430, p = .001$). Meanwhile, step 4 in Table 4.40 portrays the mediating effects of Organization-based self-esteem Job Satisfaction on the relationship between EI, Affective Commitment, Normative Continuance Commitment, and Behavioural Loyalty.

Based on the results of the four steps in Table 4.40, it can be deduced that the relationships between EI, Affective Commitment, and Behavioural Loyalty were not mediated by Organization-based self-esteem Job Satisfaction. On the other hand, the relationship between Normative Continuance Commitment and Behavioural Loyalty was significant ($\beta = .263, p = .05$). Therefore, the relationship between Normative Continuance Commitment and Behavioural Loyalty was partially mediated by Organization-based self-esteem Job Satisfaction because the beta value decreased from $\beta = 0.392, p < .001$ in step 1, to $\beta = .263, p = .05$ in step 4. The four steps' results of the second model in table 4.40 presented the answers for the hypotheses. Therefore, there was no empirical support for H8, H8b, H13, H13b, H14, H14b, while H6, H6b, H12, H12b, H14 and H14b were empirically supported.

Table 4.40

Organization-based self-esteem mediating the relationship between EI, Normative Continuance Commitment, Affective Commitment, and Behavioural Loyalty

Variable	IV-DV Beta 1 Step (1)	IV- Med V Beta 2 Step (2)	Med V-DV Beta 3 Step (3)	IV- Med V - DV Beta 4 Step (4)	Toleranc e	VIF	Result
EI	-.123*	-.037		-.117	.905	1.105	No mediation because IV Med V not regress
Normative Continuance Commitment	.392** *	.808** *		.263 *	.326	3.066	Partial mediate
Affective Commitment	-.136*	.029		-.141 *	.927	1.078	No mediation because IV Med V not regress
Organization-based self-esteem			.430** *		.340	2.942	
R Square	.256						
Adjusted R Square	.242	.					

Note.

Dependent variable: Behavioural Loyalty

* p < 0.05. ** p < 0.01 *** p < 0.001

4.8.5 Hypotheses Summary

Table 4.41

Summary of Results

Hypotheses Statement	Result
H1: Leaders' EI influences employees' Thought to Quit.	Rejected
H2: Leaders' EI influences employees' Loyalty.	Accepted
H3: Organisational Commitment influences employees' Thought to Quit.	Rejected
H3a: Affective Commitment influences employees' Thought to Quit.	Accepted
H3b: Normative Continuance Commitment influences employees' Thought to Quit.	Rejected
H4: Organisational Commitment influences employees' Loyalty.	Accepted
H4a: Affective Commitment influences employees' Loyalty.	Accepted
H4b: Normative Continuance Commitment influences employees' Loyalty.	Accepted
H5: Job satisfaction influences employees' Thought to Quit.	Accepted
H5a: Intrinsic Job satisfaction influences employees' Thought to Quit.	Accepted
H5b: Self-esteem Job satisfaction influences employees' Thought to Quit.	Rejected
H6: Job satisfaction influences employees' Loyalty.	Accepted
H6a: Intrinsic Job satisfaction influences employees' Loyalty.	Accepted
H6b: Self-esteem Job influences employees' Loyalty.	Accepted
H7: The relationship between Leaders' EI and employees' Thought to Quit is mediated by Job satisfaction.	Rejected
H7a: The relationship between Leaders' EI and employees' Thought to Quit is mediated by Intrinsic Job satisfaction.	Rejected
H7b: The relationship between Leaders' EI and employees' Thought to Quit is mediated by Self-esteem Job satisfaction.	Rejected
H8: The relationship between Leaders' EI and employees' Loyalty is mediated by Job satisfaction.	Rejected

Table 4.41 (Continued)

Hypotheses Statement	Result
H8a: The relationship between Leaders' EI and employees' Loyalty is mediated by Intrinsic Job satisfaction.	Rejected
H8b: The relationship between Leaders' EI and employees' Loyalty is mediated by Self-esteem Job satisfaction.	Rejected
H9: The relationship between Organisational Commitment and Accepted employees' Thought to Quit is mediated by Job satisfaction.	
H9a: The relationship between Organisational Commitment and Rejected employees' Thought to Quit is mediated by Intrinsic Job satisfaction.	
H9b: The relationship between Organisational Commitment and Rejected employees' Thought to Quit is mediated by Self-esteem Job satisfaction.	
H10: The relationship between Affective Commitment and employees' Thought to Quit is mediated by Job satisfaction.	Rejected
H10a: The relationship between Affective Commitment and employees' Thought to Quit is mediated by Intrinsic Job satisfaction.	Rejected
H10b: The relationship between Affective Commitment and employees' Thought to Quit is mediated by Self-esteem Job satisfaction.	Rejected
H11: The relationship between Normative Continuance Commitment and employees' Thought to Quit is mediated by Job satisfaction.	Rejected
H11a: The relationship between Normative Continuance Commitment and employees' Thought to Quit is mediated by Intrinsic Job satisfaction.	Rejected
H11b: The relationship between Normative Continuance Commitment and employees' Thought to Quit is mediated by Self-esteem Job satisfaction.	Rejected
H12: The relationship between Organisational Commitment and Accepted employees' Loyalty is mediated by Job satisfaction.	
H12a: The relationship between Organisational Commitment and Accepted employees' Loyalty mediated by Intrinsic Job satisfaction.	
H12b: The relationship between Organisational Commitment and Accepted employees' Loyalty is mediated by Self-esteem Job satisfaction.	

Table 4.41 (Continued)

Hypotheses Statement	Result
H13: The relationship between Affective Commitment and employees' Rejected Loyalty is mediated by Job satisfaction	
H13a: The relationship between Affective Commitment and employees' Rejected Loyalty is mediated by Intrinsic Job satisfaction.	
H13b: The relationship between Affective Commitment and Rejected employees' Loyalty is mediated by Self-esteem Job satisfaction.	
H14: The relationship between Normative Continuance Commitment Rejected and employees' Loyalty is mediated by Job satisfaction	
H14a: The relationship between Normative Continuance Commitment Accepted and employees' Loyalty is mediated by Intrinsic Job satisfaction.	
H14b: The relationship between Normative Continuance and Rejected employees' Loyalty is mediated by Self-esteem Job satisfaction.	

4.9 Conclusion

This chapter analyses all the statistical analysis processes utilized in this study. This study attained a very good response rate namely, 62.1 %. This chapter presents the frequency of distributions for sample demographics, which includes 6 items namely, gender, education, age group, year of service, department, and hotel classification. Further, the factor analysis was also performed. This analysis is for examining the construct validity of all interval scale variables. Additionally, in order to ascertain how free the interval scale variables are from random error, their reliability was also assessed.

Then, the assumptions of normality, linearity, and homoscedasticity were also examined and the outcomes show that generally, the assumptions were satisfied.

Further, to ascertain the linkages between independent variables (Leaders' EI, AC, and NCC), and dependents variables (Behavioural Loyalty and TQ), the researcher performed the standard hierarchical regression analysis. Moreover, this study examines the mediating effects of (organization-based self-esteem and INTR J.S) between independent variables and dependents variables.

Based on the results, this chapter concluded that job satisfaction (INTR and Organization-based self-esteem) mediates the relationship between normative continuance commitment and behavioural loyalty. Therefore, the following chapter will provide the discussions and the justifications of the results of this study.



CHAPTER FIVE

DISCUSSION, RECOMMENDATION AND CONCLUSION

5.1 Introduction

This study aimed to investigate and examine the influence and the relationship between leaders' emotional intelligence and organisational commitment towards employees' turnover intention. In addition, this study aimed to evaluate the mediating effects of job satisfaction on the effect of emotional intelligence and organizational commitment on employees' turnover intention.

This study was successful in meeting all objectives including examining the influence of leaders' EI on employees' turnover intention, testing the effects of organisational commitment on employees' turnover intention, investigating the influence of job satisfaction on employees' turnover intention, and evaluating the mediating effects of employees' job satisfaction on the relationship between leaders' EI, organisational commitment and employees' turnover intention in the Jordanian hotel industry. Therefore, this chapter will further discuss all the results exhibited in chapter 4.

5.2 Employees Turnover in Hotel Industry in Jordan

This study has found that around 35 percent of employees have their intention to leave their hotels based on Table 5.1 in the appendix. This percentage is crucial for Jordanian hotel industry. In relation to this, Toten (2005) stated that a consultancy firm, Watson Wyatt, categorized high turnover level from 25 % to 43 %. Toten (2005) further pointed out that crucial turnover rate depends on the organisational goals. This means that, the rate of employees' turnover intention in Jordanian hotel industry is crucial with respect to the main goal of the hotels which is served by operation departments to the hotel guests. This result is somehow consistent with Al-Khasawneh (2013). He indicated that employees' turnover rate was relatively high in Jordanian hotel industry. Moreover, this result is also consistent with Altarawmneh and al-Kilani (2010) who found that more than 50 % of employees have intention to leave their hotels in Jordan. In addition to that Khawaldeh, Al Muala and AL Ziadat (2014) indicated that there was a high turnover rate among employees in Jordan's telecommunications sector which is also a service sector.

This current study has assumed that this may be due to the employees' relationship with their leaders and their co-workers or the uncomfortable workplace environment or employment development such as training or they do not have the opportunity to use their skills and abilities or it may be due to their satisfaction with their organisation's culture. Based on this study's result, the Jordanian hotel industry is suffering from the consequences of employees' turnover intention that can be an obstacle to this industry. As maintained by LaLopa (1997), the quality of operation departments' employees can determine the quality of services offered by service-oriented organizations, such as hotels, to their customers. Therefore, this result may affect the service quality in Jordanian hotel industry. Meanwhile, Osta (2010) stated

that USAID has provided a grant to Jordanian Hotels Association (JHA) to improve the service quality of hotel sector to be aligned with international service standards. This means that, Jordanian Hotels had to fulfil the aspiration of USAID in expanding the business. Somehow, with the problem of employees' turnover, it will slow down the intensity of this industry.

Turnover costs the hotels to replace talented and high quality employees when they leave the hotels (Hinkin & Tracey, 2006). The cost is contributed by the time of hiring process and the orientation of the new employees which will impact negatively the customers' service and customers' satisfactions. Furthermore, there is also a vacancy cost due to non-productivity gap between the loss of the employees and the recruiting of the replacement employees. This means that, the performance of the new employees will not be at the same level with the employees who had left the hotels (Sharma, 2007; Loi *et al.*, 2006). Therefore, the quality service in the hotel industry served by the operation departments' employees will be affected negatively and thus, it will ruin the image of hotels and the global image of Jordanian tourism when the employees leave their hotels. Moreover, as a result of turnover, training, loss in productivity, lack of employees' creativity and innovation will cost the hotels in achieving their goals due to refilling of the vacant positions with new employees.

As mentioned earlier, this study used turnover intention measurement constructed by Jackofsky and Slocum (1987). It is divided into two dimensions, namely, thoughts of quitting and intentions to leave. In addition, Sager, Griffeth and Hom (1998) have found that turnover intention has three elements which are thoughts of quitting, intention to search, and intention to quit which based on the Mobley (1977) model.

The factor analysis performed in this study has extracted two dimensions of turnover intention namely thought to quit and behavioural loyalty. The factor of thought to quit is similar with previous studies, interestingly, this study according to Jordanian hotel employment environment, employees still show their loyalty to the organisation as the items including “I seldom give consideration to the idea of quitting this job” and “A year from now I will still be on my job” were converged into the same discriminant factor of turnover intention.

Thought to quit is resulted from employees’ dissatisfaction (Mobley, 1977) while behavioural loyalty means employees’ willingness to remain in the organisation (Bloemer & Schröder, 2006). Additionally, Bloemer and Schröder (2006) and Muafi (2012) stated that employees’ behavioural loyalty can be represented by four main measurements, and one of them is intention to stay which was used by Muafi (2012) to test employees’ behavioural loyalty. Hence, behavioural loyalty in this study has been measured by two dimensions of turnover intention namely, thought to quit and behavioural loyalty. So, this study considered behavioural loyalty as part of turnover intention because it also determines the high intensity of employees staying in the organisation.

5.3. Discussion of Research Findings

5.3.1 Influence of Leaders’ Emotional Intelligence (EI) on Employees’ Turnover Intention

Leaders’ emotional intelligence is referring to how leaders can control their feelings, expressing suitable feelings in a proper way, and recognising others’ feeling to

improve and maintain their relationship with their followers. On the other hand, turnover intention can be defined as a psychological process of employees to have thoughts of quitting, intention to quit, intention to search for another job and then intention to leave or intention to stay. Thus, this study, based on previous studies, has assumed that leaders' EI has a significant effect on employees' turnover intention in the hotel industry in Jordan.

5.3.1.1 Influence of Leaders' EI on Employees' Thought to Quit

The first research objective was to examine the influence of leaders' EI on employees' turnover intention. Unfortunately, the first hypothesis was not supported as the regression result showed no significant effect between leaders' emotional intelligence and thoughts of quitting. Actually, this result may have occurred because of the measurement of leaders' EI which measured the perception of employees about their leaders' EI. Hence, the employees cannot justify the real emotional intelligence of their leaders. This study aimed to measure leaders' EI from their followers' perception in order to fill the gap of past studies which measured leaders' EI by leaders themselves such as the study by Jonas Ohrberg (2010) who recommended the measurement of leaders' EI from their followers' perceptions.

Another justification is that the employees in the hotel industry are not concerned about their leaders' EI. As such, Sabri (2010) indicated that Jordanian employees have to be aware about their tasks and performances since leaders are not concerned about employees and relationships. Meanwhile, leaders' EI is concerned about

relationship management which is one of the most important competencies in EI due to its role in developing employees, changing employees, communications, team work and collaborations, leadership and conflict management (Goleman, 2001 a). Somehow, employees do not care about leaders' EI in hotel industry because their leaders are more focused on their tasks and performance rather than their relationships. This means that leaders' EI in Jordanian hotel industry do not explain their employees' turnover intention. In addition to that, employees are more concern with other factors for instance, training, commitment, career growth opportunities and comfortable workplace.

This result is consistent with a study by Hall (2010) who conducted his study at an aerospace company located in the North-eastern United States. In this study, 8 groups were tested with regard to the relationship between the EI of managers and its relation with the followers' turnover intention. The study also obtained non-significant results. On the other hand, the current study is measuring the employees' perception of their leaders EI while most of the studies are measuring the EI of leaders based on the leaders' own perceptions. In addition, the unsupported H1 is consistent with the study by Stephen (2011) in information technology in the USA. The study resulted that there was no significant correlation between IT supervisors' EI and IT employees' turnover intentions. Further, Stephen (2011) justified that leadership style, the correct front line leader, leadership communication, faith and beliefs in the organisation, and business knowledge and employee age and gender, emerged as motivation factors for employee retention, rather than employees' perception of EI in their supervisors. The result obtained by Stephen (2011) can be used as an empirical evidence of the non-significant relationship between leaders' EI

and turnover intention which also could be occurred in any organisation or industry, such as the hotel industry in Jordan as presented in this study. The result by Stephen (2011) is somehow similar with the result of this current study because both studies tested leaders' EI from their followers' perceptions.

5.3.1.2 Influence of Leaders' EI on Behavioural Loyalty

The results of data analysis supported H2, which is Leaders' EI influences employees' behavioural Loyalty. The result shown leaders' EI influences employees' Behavioural Loyalty negatively. Meaning that, more leaders' EI leads to less employees' behavioural Loyalty. This result is inconsistency with the literature of the relations between EI and turnover intention but there is no study discuss on leaders' EI with behavioural loyalty. As mentioned in chapter 4, behavioural loyalty is another construct of turnover intention.

This result is consistent with a study by Hall (2010) who conducted his study at an aerospace company located in United States. In this study, 8 groups were tested with regard to the relationship between the EI of managers and its relation with the followers' turnover intention. The study found that three groups have a significant positive relationship between managers' EI and followers' turnover intention. Meaning that, these groups more managers' EI leads to more turnover intention. Therefore, as mentioned earlier behavioural loyalty is consider as a part of turnover intention so this study is consistency with Hall's (2010) study.

The plausible justifications due to this result, EI theories in Arabic culture are totally different than western culture. Employees in Arabic culture value their leaders based on strong and effective relationship. Therefore, based on Abdalla and Al-Homoud (2001) and Taleghani, Salmani and Taatian (2010) followers are expecting from their leader to show paternalistic qualities. Furthermore, employees in Arab words are considering their leaders as fathers, protectors, caregivers (Abdalla and Al-Homoud, 2001). Based on the previous results it can be notice that employees in Arab world are looking for kind of treatments are not exist in leaders EI. Meaning that it gives a logical justification why Leaders' EI influence negatively employees' behavioural loyalty. The used instrument of Leaders' EI in this study does not measure all the above employees' needs.

Sidani and Thornberry (2009) is another study focusing on Arab employees' culture and treatment with their leaders as follow:

"In a culture where honour is linked to status, employees may feel that management interest in them is part of honouring them. When they feel less respect from their superiors they will shut themselves out. They like a strong manager who would release any potential ambiguities in their environment. In a team environment, a strong formal leader might have the authority needed to elicit cooperation from group members. In addition, employee dependence on the work group can be enhanced by making the group leader the one primarily responsible for providing feedback to group members on their performance."

It seems that employees' behavioural loyalty in Jordanian hotels is influenced by other factors. Moreover, this result evidenced that employees' behavioural loyalty must be studied by another leadership styles or must investigate more in leaders' behaviour to explore in depth the most important factors that can increase and enrich the employees' behavioural loyalty.

5.3.2 Influence of Organisational Commitment on Employees' Turnover Intention

The second research objective is to test the effects of organisational commitment on employees' turnover intention. This study showed mix results regarding the effect of organisational commitment on turnover intention among the employees in Jordanian Hotel Industry. Theorist and practitioners admit that organisational commitment is important due to its improvement of achieving the grade of service quality (Larson & Sasser, 2000). Therefore, organisational commitment is important for the Jordanian Hotel Industry to satisfy their customers by providing highly committed employees. Further, normative continuance commitment can improve employees' productivity and performance; when employees in Jordanian Hotel Industry feel they are highly committed they will try to create a feeling of obligation to stay in their hotels and feel it is not necessary to find another hotel. Meanwhile, affective commitment creates and enriches employees' emotions to be involved in their hotels and understand their hotels' goals, values, and maintain membership in their hotels. Therefore, employees who possess high level of affective commitment will perform their tasks successfully and provide a better service quality for the hotel customers.

The following sections explain how organizational commitment effects turnover intention and provide proper justifications of the affect between them.

5.3.2.1 Influence of Normative Continuance Commitment on Employees' Thought to Quit

Hypothesis H3b, which stipulates that the normative continuance commitment influences employees' thought to quit, was rejected because there is no significant relationship between both of them. This result was consistent with the study by Rageb, Abd-el-salam, El-samadicy and Farid (2013) which was conducted in Egypt as well as the study by Zopiatis *et al.* (2014) which was conducted in the Cyprus's hotel industry. Those studies revealed that there is no significant relationship between organisational commitment and turnover intention.

The plausible explanation regarding the result of this study that found insignificant effect of normative continuance commitment on the intention to quit is that, employees in Jordanian hotel industry have high awareness of the costs associated with leaving the organisation, for example, lack of job opportunities, hard to find better workplace, get lower positions and lower salary, and less job security. Hence, they will still have feeling of obligation to continue their employment in their hotels. This means that employees prefer to continue employment in their hotels, as long as, the management of the hotel can provide them with job security (Al-Khasawneh, 2013).

Employees in Jordanian hotel industry may have some reasons to think of quitting if they have better job opportunity, uncomfortable workplace and stress. On the other hand, employees may have reasons to stay, such as, job development, training, especially for fresh employees, comfortable workplace, lack of job opportunity, and creative and innovative performance. Rumman, Jawabreh, Alhyasat, and Abu Hamour (2013) reported that work environment impacts turnover in Aqaba's Hotels in South of Jordan. Moreover, they found that salary, colleagues' relationship, humanitarian cases, supervisors' treatment, justice at work, shift work system, and career development thorough training give impact to turnover. This means that employees in Jordanian hotel industry are considering more on the work related benefit in terms of identifying their intention to stay, not because of their behavioural loyalty to organisation (normative continuance commitment).

5.3.2.2 Influence of Normative Continuance Commitment on Employees' Behavioural loyalty

To investigate the influence of Normative Continuance Commitment on behavioural loyalty, Hb4, (Normative Continuance Commitment influences employees' Behavioural loyalty) was constructed. This hypothesis was accepted. Normative Continuance Commitment is considered as an awareness of the costs associated with leaving the organisation and a feeling of obligation to continue employment. This study has found that Normative Continuance Commitment influences positively on the behavioural loyalty of employees in Jordanian hotel industry. This means that, the employees' behavioural loyalty can be increased if the Normative Continuance Commitment of the employees is good and effective.

This result is consistent with the finding from Silva (2006) where he pointed out that organisational commitment and behavioural loyalty are considered as strongly related. The conceivable justification regarding the result of this study that found that Normative Continuance Commitment influences positively on the behavioural loyalty of employees in Jordanian hotel industry; it could be that employees are looking to have more experience, to be more developed in their job growth which in turn makes their job more secure.

Furthermore, employees could be loyal to achieve their own goals or due to be well trained and qualified in the hotel industry. In this case, the hotels' top management can use this situation as an opportunity to motivate their employees, which will result in the improvement of the employees' skills in dealing with hotel customers and with their colleagues. Al Khattab and Aldehyyat (2011) suggested that managers in Jordanian hotel industry should improve and develop the human resource management strategies by training their employees to have better and excellent communication skills to meet the need of hotel customers.

In Figure 5.1 in the appendix, it can be noticed that employees who have 1-3 years of services are the highest number of loyal employees, while employees who have 10-12 years of services make up the lowest number of loyal employees. This result indicates that employees who have 1-3 years of services are more loyal to achieve their own goals from their jobs. Moreover, employees who have 1-3 years of service still need more time to stay in their hotels which in the mean time they become more loyal. Therefore, normative continuance commitment affects employees' behavioural loyalty due to their awareness of the cost of leaving their job. Indeed, employees'

behavioural loyalty in Jordanian hotel industry is influenced by normative continuance commitment based on their needs and the desire to be more comfortable in their workplace.

5.3.2.3 Influence of Affective Commitment on Employees' Thought to Quit

This study attempts to investigate the influence of affective commitment on thought to quit in Jordanian hotel industry. Affective commitment of employees in Jordanian hotel industry entails a strong belief in and acceptance of the organisational goals and values, a willingness to exert considerable effort on behalf of the organisation and a strong desire to maintain membership with their hotels. When employees feel that their goals and values are similar with the goals and the values of their current work and position, definitely, they will try to perform well and will not think about quitting. Employees in Jordanian hotel industry could be with a high affective commitment feel limited with some issues in their hotels which create some feelings in themselves to have some actions behaviour as thought to quit. On the other hand, when employees feel that their goals and values are different than the goals and the values of their current work and position or there are no developments in their job, they will think about quitting.

The result of the affect is explored by testing Hypothesis 3a which is Affective Commitment influences employees' Thought to Quit. The result showed that there was a significant positive relationship between affective commitment and thought to

quit. This means that employees in Jordanian hotel industry still think about quitting from their hotel even though they have affective commitment.

This result is consistent with Karatepe and Kilic's (2007) study which was conducted in the Northern Cyprus Hotels. They found a significant relationship between affective organizational commitment and turnover intention. This means that it is possible for employees with high affective commitment to have high turnover intention. Therefore, it indicates that employees are thinking about quitting due to some factors which are more important than affective commitment. Those factors such as salary, work environment, incentives and motivation, can influence employees' attitude to exhibit their behaviour to leave their hotels. Moreover, this result is consistent with Carbery, Garavan, O'Brien and McDonnell's (2003) study which was performed in Turkish hotel industry. They found that affective commitment had a significant positive impact on employees' thought to quit.

The conceivable reasons regarding the result of this study that found Affective Commitment positively influencing the employees' thought to quit in Jordanian hotel industry could be due to some important and necessary factors. Those factors could be salary, work environment, management assistance and relationship with organisation environment. Employees may have strong belief and acceptance of their hotels' goals and values but if the hotel management do not increase their salary or improve their work environment, employees will try to find some alternatives outside of their hotels to feel and change for better which will result in their thinking to quit as an intentional behaviour. Therefore, to reduce employees' thought to quit, the hotels' management need to focus or increase their employees' affective

commitment, but it could not be possible unless they concentrate on the abovementioned reasons as the highest priority and vital for employees to stay at their hotels. This argument is supported by Abu Jadayil (2011) and Ruman *et al.* (2013).

5.3.2.4 Influence of Affective Commitment on Employees' Behavioural loyalty

The relationship between affective commitment and employees' behavioural loyalty is the last part of the second objective of the study which investigates the influence of organisational commitment on employees' turnover intention. This part of the second objective was accomplished by testing Hypothesis 4a; Affective Commitment influences employees' Behavioural loyalty. The result showed that, there was a negative and significant relationship between affective commitment and behavioural loyalty. It means that affective commitment of employees in Jordanian hotel industry will reduce their behavioural loyalty. Indeed, it is hard to find empirical studies to support this result but this result is consistent with Carbery *et al.*'s (2003) study which was in Turkish hotel industry. They found that affective commitment had a significant positive impact on employees' thought to quit. This finding might support this current result indirectly. Thought to quit and behavioural loyalty are considered as part of employees' turnover intention. Hence, affective commitment is one of organisational commitment components and so, it is possible also to be significant and positive with employees' behavioural loyalty.

The plausible justifications regarding the result of this study that found Affective Commitment influences negatively the employees' Behavioural loyalty in Jordanian hotel industry, could be some factors that are effecting employees' behavioural loyalty and their turnover intention as well. Those factors, such as, health insurance system, justice at work, shift work system, pressure of work's hours, financial incentives, vacation and leaves system, and transportation allowance, have an influential role in predicting employees' turnover intention which could impact their behavioural loyalty as part of turnover intention (Abu Ruman *et al.*, 2013).

Moreover, employees could accept the organisational goals and values but they are still not loyal due to the management which do not support their employment needs. As mentioned by Karatepe and Baddar (2006), work conflict has a significant negative impact on employees' life satisfaction among the front line employees in Jordanian five-star hotels. Additionally, when employees feel more committed to their hotels but still have low behavioural loyalty, it might due to job stress they face in their work. In fact, Karatepe and Baddar, (2006) have investigated the influential role of job stress and they found that job stress is a significant predictor of employees' turnover intention. Consequently, even though employees are more committed in achieving the hotel's mission and vision, still, if they are confronted with employment stress, less behavioural loyalty will be shown amongst them.

5.3.3 Influence of Job Satisfaction on Employees' Turnover Intention

Locke (1976) has defined job satisfaction as “*a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experience*”. In the same vein, some researchers like Boles *et al.* (2007) and Cowan *et al.* (2008) defined job satisfaction as “an extent to which one feels positively or negatively about the intrinsic and/or extrinsic aspects of one’s job.”

In Table 5.2 in the appendix, it can be noticed that around 71 percent of employees in Jordanian hotel industry were dissatisfied with their intrinsic job satisfaction while 66 percent of employees were dissatisfied with their organization-based self-esteem as in table 5.3. This result indicated that employees’ dissatisfaction could lead to lack of employees’ contributions to their job as demonstrated by Lok and Crawford (2004). This situation occurred due to some issues impacting employees’ satisfaction such as, limited career growth and advancement, poor management, and lack of interest towards job. This means that Jordanian hotel industry is suffering from employees’ dissatisfaction which resulted in poor service delivery to the hotel guests (Hoque, 2000; Ishitani, 2010). Moreover, Hoque (2000) and Ishitani (2010) also pointed out that job satisfaction ensures that employees demonstrate a high level of respect to users of the service. Therefore, job satisfaction is important in Jordanian hotel industry due to its development and ability to maintain a relationship between employees and hotel’s guest which will increase the behavioural loyalty of hotels’ guests.

The third objective of this study is to investigate the influence of job satisfaction on employees’ turnover intention. The results have shown that job satisfaction influences turnover intention partially due to the significant effects of intrinsic and

organization-based self-esteem on employees' behavioural loyalty while organization-based self-esteem has insignificant effects on employees' thought to quit. This means that job satisfaction does not fully influence turnover intention because part of it which is organization-based self-esteem just influences part of turnover intention which is employees' behavioural loyalty. The following sections will explain in depth, the results and justification about the relationship between job satisfaction and turnover intention.

5. 3.3.1 Influence of Intrinsic Job Satisfaction on Employees' Thought to Quit

Intrinsic job satisfaction is defined as motivating factors which are centred on recognition, achievement, growth, the work itself, responsibility and advancement (Herzberg *et al.*, 1959; Herzberg, 1966). Herzberg *et al.* (1959) and Herzberg (1966) stated that the absence of intrinsic factors is not necessarily dissatisfying but when they exist, they could be a motivational force.

The investigation on the influence of intrinsic job satisfaction on employees' thought to quit in Jordanian hotel industry entails testing Hypothesis 5a; Intrinsic Job satisfaction influences employees' Thought to Quit. The result has shown that, intrinsic job satisfaction influences negatively on the thought to quit of the employees. This means that if the employees have high level of intrinsic job satisfaction they will reduce any behaviour related to their thought to quit on their job. This result is supported by some previous studies such as the study by Yücel (2012) who found that job satisfaction influences negatively on turnover intention in

Turkey. Another study that also investigated the effect of job satisfaction on intention to quit is the study by Limyothin and Trichun (2012) in which they found that job satisfaction affects negatively on the intention to quit of employees among the hotel employees in Thailand. Therefore, intrinsic job satisfaction can be an important predictor to reduce the employees' thought to quit in Jordanian hotel industry. In fact, this result draws the attitude of employees on how they think to quit their job in the case of non-existing intrinsic factors and try to find better opportunities in another organisation.

Employees in Jordanian hotel industry worry and care about their intrinsic job satisfaction because it reduces their thought to quit. Indeed, employees in Jordanian hotel industry are looking to have a comfortable workplace which can enable them to maximise their opportunities to achieve their tasks, to have an opportunity to change and be more developed in position or status in their job, to be well recognized from their supervisors, to obtain a good perception of their workplace, and suitable responsibility fitting their abilities. In addition to that, restructuring work with increased opportunities for advancement, responsibility, recognition and personal development can improve employees' motivation (Ramlall, 2004) and these absolutely reduce employees' thought to quit and instead, employees would have a positive attitude toward their performance in Jordanian hotel industry.

5. 3.3.2 Influence of Intrinsic Job Satisfaction on Employees' Behavioural Loyalty

The confirmation on the influence of intrinsic job satisfaction on employees' behavioural loyalty in Jordanian hotel industry was accomplished by testing Hypothesis 6a; Intrinsic Job satisfaction influences employees' Behavioural loyalty. The hypothesis was supported. It found that intrinsic job satisfaction influences significantly and positively on employees' behavioural loyalty. This means that, the existence of employees' intrinsic job satisfaction will contribute very well to their behavioural loyalty to the organisation. Additionally, Ineson, Benke and Laszlo (2013) emphasized that the link between employees' job satisfaction, employees' behavioural loyalty and productivity are the essential elements of the hotel services. Therefore, intrinsic job satisfaction is beneficial for hotels regarding to its effects on the relationship between employees' and guests which can increase the behavioural loyalty of employees and improve the delivered service to the hotel guests. Intrinsic job satisfaction in hotel industry includes learning new career skills, opportunities in the entry job level, dealing with new people and career development.

Therefore, employees in Jordanian hotel industry are looking for a comfortable workplace which can provide them good conditions for their intrinsic job satisfaction in order to be more loyal to their job. Furthermore, Jordanian employees consider their intrinsic job satisfaction as an important factor to be emotionally connected to their work place. Further, Robbins (2009) demonstrated that intrinsic job satisfaction provides comfortable and meaningful workplace environment, which intrinsically satisfy employees by their accumulated achievements, responsibilities, interaction experience learned, and works outcomes.

The result of this study is parallel with the findings of some studies such as, the study by Inson *et al.* (2013) which revealed that job satisfaction had a great impact on employees' behavioural loyalty in Hungarian hotels. Furthermore, Pandey and Khare, (2012) found that employees' job satisfaction is significantly impacting employees' behavioural loyalty in service industry. Moreover, Yee and Yeung (2011) discovered that job satisfaction significantly influences employees' behavioural loyalty in service sector. All of these studies have scrutinized the influence of job satisfaction on employees' behavioural loyalty and included intrinsic job satisfaction as part of job satisfaction. Hence, the result of the present study can confirm the abovementioned studies since its investigation on job satisfaction had also included intrinsic factor and its effects on employees' behavioural loyalty. Therefore, it can be noticed that intrinsic job satisfaction is important for employees to be more loyal as a manifestation of their reaction for an appreciation to the organisation.

5. 3.3.3 Influence of Organization-based self-esteem Job Satisfaction on Employees' Thought to Quit

Smith and Mackie (2007) defined Organization-based self-esteem as, "The self-concept is what we think about the self; organization-based self-esteem is the positive or negative evaluations of the self, as in how we feel about it." Furthermore, Olsen, Breckler and Wiggins (2008) stated that Organization-based self-esteem is a "disposition that a person has which represents their judgments of their own worthiness." Meanwhile, Payne, (2007) has defined organization-based self-esteem as "the feelings of worth or value employees feel within their workplace." However,

Maslow, (1954) had shown that organization-based self-esteem is one of the most important and basic elements in human motivation. According to Branden (1969) organization-based self-esteem can occur in conjunction with a person's feelings, behaviours, thoughts and action.

The confirmation on the influence of organization-based self-esteem job satisfaction on employees' thought to quit in Jordanian hotel industry was achieved by examining the hypothesis of 5b; Organization-based self-esteem Job satisfaction influences employees' Thought to Quit. The regression result showed that, organization-based self-esteem in job satisfaction has no significant effect with employees' thought to quit in Jordanian hotel industry. This means that, even though organization-based self-esteem of employees exists, they still think about quitting their hotels. Moreover, the intention to behave among the employees in Jordanian hotel industry which is thought to quit, might not be affected by the existence or the absence of their organization-based self-esteem. Thought to quit was not affected by organization-based self-esteem amongst hotel employees in Jordan because whenever employees feel that they are valuable and trustworthy in the organisation, they will feel a sense of belonging with the organisation. Thus, they will have no intention to leave their organisation.

The result of the effect of organization-based self-esteem on thought to quit is supported by Dasgupta, Suar and Singh (2013). They found that organisation-based organization-based self-esteem did not affect absenteeism. Further, the result of Dasgupta *et al.* (2013) can somehow be similar with the result of this study because absenteeism is an indicator of employees' thought to quit. The study was conducted

in India in manufacturing organisation which is a non-western culture and thus, it can support the current study.

5.3.3.4 Influence of Organisation-based self-esteem Job Satisfaction on Employees' Behavioural loyalty

In order to ascertain organization-based self-esteem job satisfaction and its influence on employees' behavioural loyalty, Hypothesis 6b which posits that organization-based self-esteem Job satisfaction influences employees' Behavioural loyalty was tested. This hypothesis was supported. The result showed that organization-based self-esteem job satisfaction influences positively on employees' behavioural loyalty. To be more precise, employees' behavioural loyalty increased if they have high organization-based self-esteem. Indeed, the employees in operational department in Jordanian hotel Industry indicated that they will be more loyal if they feel that they are trustworthy and appreciated. This situation might occur when the organization-based self-esteem of employees in Jordanian hotel industry impacts their perception about their effectiveness, meaningfulness, worthiness, competence and importance of their hotels (Chan *et al.*, 2013). This result elicits the psychological situation of employees with respect to how they express their attitude, their intentional behaviour and their behavioural action as well. This means that, when management of hotels afford to create a high level of employees' organization-based self-esteem or sense of belonging, definitely it will impact positively on employees' attitude and behavioural action; such as employees' behavioural loyalty.

However, studies that support the relationship between organization-based self-esteem and behavioural loyalty is still lacking. Cenkci and Otken (2014) found that employees' organization-based self-esteem has a significant and negative impact on employees' turnover intention in Turkey. Meanwhile, from a practitioner's point of view, 2logical Inc. (2012), which is an expert and a consultancy company, reported that employees with high organization-based self-esteem have low absenteeism, low turnover rate, and high overall performance. The 2logical Inc.'s (2012) report has reflected the relationship between organization-based self-esteem and behavioural loyalty directly and indirectly where they indicated the opposite factor for behavioural loyalty, such as low absenteeism, turnover, commitment and performance. Accordingly, organization-based self-esteem influences employees' behavioural loyalty in Jordanian hotel industry via attitude such as, commitment or via behavioural actions, such as, low absenteeism.

5.3.4.1 Mediating effects of Job Satisfaction on Leaders' EI, Organisational Commitment and Employees' Turnover Intention

In this study, the discussion centres on the last objective, which aims to evaluate the mediating effects of employees' job satisfaction on the influential influence between leaders' EI, organisational commitment and employees' turnover intention in the Jordanian hotel industry. The main contribution of the current study pertains to the results of the multiple regression analyses, which examined the mediating effect of job satisfaction (intrinsic and organization-based self-esteem) on the relationship between leaders' EI, organisational commitment (normative continuance and

affective), and employees' turnover intention (thought to quit and behavioural loyalty).

This study has found only two mediating effects which are the mediating effects of organization-based self-esteem job satisfaction on normative continuance commitment and behavioural loyalty, and the mediating effects of intrinsic job satisfaction on normative continuance commitment and behavioural loyalty. On the other hand, intrinsic job satisfaction and organization-based self-esteem job satisfaction do not have any mediating effects of leaders' EI on thought to quit and behavioural loyalty and also, do not have any mediating effects of affective commitment on thought to quit and behavioural loyalty. As such, leaders' EI and affective commitment were not significantly related to the mediating variables of intrinsic job satisfaction and organization-based self-esteem job satisfaction, which is a precondition for mediation to occur; hence the potential mediating effects of leaders' EI and affective commitment did not occur. It was established that intrinsic job satisfaction and organization-based self-esteem job satisfaction did not mediate the relationship between leaders' EI and affective commitment and thought to quit and behavioural loyalty.

Generally, the results are similar with some previous studies such as the study of Poon (2004) which demonstrated that job satisfaction has a significant mediating influence between work-related outcomes such as turnover. Further, Guzman's (2007) study also resulted that job satisfaction significantly mediates the relationship between work environment and turnover intention (Cheung, Cheung, Chan & Wong, 2009). Therefore the following sections explain and justify the mediating effects of

intrinsic job satisfaction and organization-based self-esteem job satisfaction on normative continuance commitment and behavioural loyalty.

5.3.4.2 Mediating effects of Job Satisfaction (Intrinsic and Organization-based self-esteem) on Normative Continuance Commitment, and Employees' Behavioural loyalty

The mediating effects of job satisfaction on normative continuance commitment and employees' behavioural loyalty were ascertained by testing hypothesis 14a which posits that the relationship between Normative Continuance Commitment and employees' Behavioural loyalty is mediated by Intrinsic Job satisfaction. In addition, hypothesis 14b was also tested to determine if the relationship between Normative Continuance Commitment and employees' Behavioural loyalty is mediated by organization-based self-esteem Job satisfaction.

Hypothesis 14a had shown that intrinsic job satisfaction fully mediated the relationship between normative continuance commitment and employees' behavioural loyalty. This result brings a meaning that intrinsic job satisfaction will strengthen the effect of normative continuance commitment on employees' behavioural loyalty. This is consistent with previous literatures that state that a history of job satisfaction could account for a significant amount of variance in the relationship between normative continuance commitment and employees' behavioural loyalty. For instance, Markovits, (2011) found that job satisfaction mediates the relationship between normative commitment and loyalty boosterism.

Loyalty boosterism is one dimension of organizational citizenship behaviour. Further, Markovits's (2011) study can be empirical evidence to support this current study due to the similar behaviour of employees' behavioural loyalty and loyal boosterism. Johnson (2008) has defined loyal boosterism as "the act of remaining committed and loyal to the organisation by promoting and defending it even when it is difficult to do so." In looking into the meaning of loyal boosterism behaviour, it could somehow be similar to employees' behavioural loyalty behaviour.

Moreover, Kuen and Al-Busaidi (2002) conducted a study in the Sultanate of Oman's private and public sector. They found that job satisfaction and normative commitment have predicted significantly the organisational citizenship behaviour. Organ (1997) defined organisational citizenship behaviour as the "contributions to the maintenance and enhancement of the social and psychological environment in which task performance takes place." Here, Organ's definition shows that organisational citizenship behaviour is a behavioural action which can be exerted by employees when they have feelings or perception originated from their attitude and from their behavioural intention.

The prediction of intrinsic job satisfaction to the relationship between normative continuance commitment and behavioural loyalty brings a meaning that employees will be committed to stay in the organisation and show their behavioural loyalty when the organisation can fulfil the employees' intrinsic need for example, career development. Consequently, employees in Jordanian hotel industry regard job satisfaction as vital and fundamental due to its enhancement ability of their job growth which in turn makes their job more secure and increase their behavioural

loyalty. Moreover, when employees feel more committed to their hotels, they will be more loyal in case they have good perception of their workplace which will improve their satisfaction level and consequently, they will become more productive and loyal.

On the other hand, hypothesis 14b showed that organization-based self-esteem job satisfaction only partially mediates the relationship between normative continuance commitment and employees' behavioural loyalty. This means that, organization-based self-esteem job satisfaction accounts for some, but not all, of the relationship between the normative continuance commitment and employees' behavioural loyalty. This result is consistent with Royle (2010) who found that organization-based self-esteem fully mediates the relationship between trait positive affect (negative effect and positive effect) and organisational citizenship behaviour. In essence, Royle (2010) investigated about employees' attitude, behavioural intention and behavioural action.

This result provides strong evidence for top management of hotel industry that employees' normative continuance commitment and organization-based self-esteem are vital in order to reduce employees' turnover intention. These mediating effects can draw the psychological scenario of employees in Jordanian hotel industry, where in order to sustain the employees; the hotel management must look into employees' needs that can enhance their commitment and organization-based self-esteem. These needs are the only things that are related with monetary items but from the result of this study, employees in hotel industry in Jordan demands benefits in non-monetary form, for instance, career development, recognition and job security.

5.4 Implications of Study

As mentioned earlier in the first chapter, the findings of this current study are able to provide theoretical and practical implications for researchers and management. Particularly, it contributed practically to the Jordanian hotel industry and theoretically to the Arab research literature.

5.4.1 Theoretical Implications

Theoretically, the current study has attempted to contribute to the growth and enrichment of literature on leaders' emotional intelligence, organizational commitment, and turnover intention especially within the context of Arab Middle East, and within hotel industry while it is difficult to find studies conducted in the same industry and focusing on the same phenomena. Particularly, this study offered empirical support for the influence of leaders' EI, organisational commitment, job satisfaction on turnover intention. Precisely, both intrinsic job satisfaction and organization-based self-esteem job satisfaction mediate on normative continuance commitment and behavioural loyalty. Therefore, those studied factors (normative continuance commitment, intrinsic job satisfaction and organization-based self-esteem job satisfaction) are considered as the most crucial predictors in

understanding employees' attitudinal and behavioural especially in hotel industry in Jordan.

But more importantly, the present study has been able to shed some light into the attitudinal and behavioural mechanism of job satisfaction to enhance our understanding of why and how normative continuance commitment can increase and improve employees' behavioural loyalty. Through the application of the theory of Reasoned Action (TRA), turnover intention can be explained as a negative response of employees to the unfulfilled obligation by organizations, as expected in an employee-employer relationship. Additionally, even though results from this study indicated that leaders' EI in Jordanian hotel industry did not relate to employees' thought to quit, organizational leaders and top management in the Jordanian Hotel environment still need to retain skilled and talented employees to increase profitability, behavioural loyalty and to remain competitive.

Indeed, it is important to explain how employees feel and behave within the concept of the TRA. Therefore, this result is matched with this present understudied theory which is the Theory of Reasoned Action (TRA). Employees in Jordanian hotel industry psychologically show their attitude via normative continuance commitment which can be considered as a feeling for their job. Their normative continuance commitment attitude can be obtained when employees recognise the costs which associate with leaving their hotels. Additionally, this attitude can be shown when employees still have feeling of obligation to continue their employment in their organisation which in turn, can enrich their behavioural loyalty.

In addition, employees in Jordanian hotel industry are looking for high organization-based self-esteem to be more loyal due to the role of organization-based self-esteem to enhance employees' motivation. Employees' organization-based self-esteem can be increased if employees can see that their skills can be developed, for instance, communication skills is vital for employees in doing their task since the service delivery tasks to the hotel guests require face to face communications. Additionally, employees' organization-based self-esteem can motivate employees to achieve their own goals, for example, employees' recognition, which can serve their job security. Further, Almakhadmah (2012) reported in his study that employees in Jordanian Hotels are looking for knowledge, skills and development. This study was conducted in Aqaba, Jordan. Therefore, it can draw same situation of employees in this current study. Training, development and knowledge can enhance employees' normative continuance commitment which in turn will satisfy employees' organization-based self-esteem and consequently, they will be more loyal to their hotels. Consequently, when the hotels' human resource management provide their employees with training program they will feel more committed, satisfied, and loyal, and this will improve their performance and reduce employees' turnover intention.

5.4.2 Practical Implications

Understanding and exploring the reasons why employees leave their hotels and why they should stay are important to reduce the cost of employee turnover. Therefore, Momeni (2009) and Rigas (2009) stated that retaining qualified and talented employees is considered as one of the most challenging tasks for organisations, and

having committed employees in their organisations may reduce the cost of turnover. However, the current study's implications which are the results of the mediating effects may offer and help the hotel management to understand the antecedents for employees' behavioural loyalty.

Moreover, this study provides for the hotel's top management and the leaders the psychological situation for their employees to have a friendly workplace environment which will increase the employees' commitment and their behavioural loyalty. Indeed, the results of this study have shown that employees in Jordanian hotel industry are looking for comfortable workplace to motivate and encourage them to have high normative continuance commitment which can increase their behavioural loyalty and their behavioural outcome through the mediating effects of their intrinsic job satisfaction and their organization-based self-esteem job satisfaction.

5.5 Limitations of Study

Based on the discussions of the research findings, some limitations must be highlighted. Firstly, the population in this study encompassed operation departments of four- and five-star hotels in Jordanian hotel industry. Furthermore, the limited population restricts generalizability of the research results to other service sectors and public sectors. Therefore, the generalizability of the results should be used with caution.

Secondly, the respondents in this study were operation departments' employees in Jordanian hotel industry. Hence, the research findings were generalizable to operation departments' employees only, and not the other groups of Jordanian hotel industry, such as the professional staff and the top management. As such, studying those groups may identify different antecedents to turnover intention. Therefore, this study is limited to be used as an empirical evidence exclusively for the operation departments in Hotel Industry.

Thirdly, the understudied independent variables in this study were limited to leaders' EI and job satisfaction. These variables explained 28 percent of behavioural loyalty and 37 percent of thought to quit. On the other hand, there are other variables that may also predict turnover intention in Jordanian hotel industry. Therefore, some factors should be given more attention, such as job security which can be maintained by providing employees a comfortable workplace, encouraging honest communication with employees, and improving employees' benefits. In addition to organisational culture such as innovation culture, aggressive culture, stable culture, and service culture may become potential antecedents to turnover intention.

Lastly, there is also lack of previous studies performed upon Jordanian hotel industry. Thus it is hoped that, the result of this study can support the lack of literatures within the Jordanian employment contexts.

5.6 Recommendations

5.6.1 Theoretical Recommendations

Based on the research findings and discussions, this study wants to highlight several suggestions and directions for future research. Firstly, future researchers should focus on other predictors of turnover intention because turnover intention is a behavioural outcome which is attributed to many factors, and it is not limited to Leaders' EI, organisational commitment, and job satisfaction. Therefore, organisational behavioural factors should be studied in the future which can predict turnover intention in order to reduce the tangible and intangible cost of employees' turnover. The recommended factors should be organisational culture, job stress, organisational reputation, job security, job involvement, transformational and transactional leadership style, job opportunity, organization-based self-esteem, career path, alongside opportunities for career development, and role identity. Future, the Arab world research should focus on the other factors of employees' psychology and its impact on turnover intention in order to get a clear picture of the employees' needs and development within the Arab culture.

Secondly, the theoretical model of this study should be conducted in other areas such manufacturing industry and another service industries, hospital industry, governmental sectors and bank industry. This is because different industry, different job design, different services, and different workplace may come out with different findings in relation to employees' turnover intention.

Thirdly, researchers should use another EI model and measurement which may provide different result that can predict well turnover intention besides this current result, such as the Salovey and Mayer's Ability model and the Bar-on model. In other words, as this study did not get a significant prediction of EI on turnover intention, other studies with different model may result in a significant relationship with employees' turnover intention.

5.6.2 Practical Recommendations

Along with theoretical recommendations, this study also wants to suggest a few practical recommendations based on the results of this study. Firstly, leaders should be aware about the consequences of employees' turnover intention such as the cost of low employees' performance which impact the customer service in hotel industry. Therefore, leaders should provide a comfortable workplace environment for their followers. Apart from that, leaders should focus on some factors which influence the working environment. This can be achieved by affording their followers more consideration on employees' job satisfaction in order to motivate them to attain more stability and more productivity, which will consequently lead to low turnover; in turn, this will improve the quality of service for the hotel guests.

Secondly, the management in the Jordanian hotel industry should be aware of normative continuance commitment, employees' job satisfaction and employees' behavioural loyalty because the most important finding in this study was the mediating effect of job satisfaction on normative continuance commitment and

employees' behavioural loyalty. Also, the management should improve employees' job satisfaction by encouraging employees to learn new skills, developing their skills, offering them recognition and reward, and reducing stress and work conflict. Therefore, it is better for the management to maintain normative continuance commitment, employees' job satisfaction and employees' behavioural loyalty in order to deliver good services for their customers and eventually, improve their hotels' reputations.

Thirdly, the human resource department of the hotels should use the findings of this study in training, recruiting and evaluation of leaders to inspire their followers and increase their commitment, their job satisfaction, and their behavioural loyalty. This means that, leaders should be trained to be qualified to grow and enhance employees' commitment, employees' job satisfaction, and employee's behavioural loyalty. Therefore, the human resource departments in Jordanian Hotel should recruit highly competent leaders to maintain employees' commitment and employees' behavioural loyalty.

Fourthly, the nature of services delivery of the hotel industry to their customers depends on employees' innovation and employees' creativity in order to satisfy their customers' needs. This could be done by focusing more on employees' behavioural loyalty due to its influential role on employees' performance and productivity. Therefore, to have creative and innovative employees, leaders must have an effort to increase employees' behavioural loyalty and destroy all the antecedents that could lead to low behavioural loyalty, and provide all the antecedents that could lead to high level of behavioural loyalty.

Finally, leaders must give more concern for employees' training program. The training of employees may improve their performance, their creativity, and their innovation. Therefore, employees' training may in turn reduce employees' turnover intention and increase employees' opportunity to achieve their organization-based self-esteem. Furthermore, resulting from all the previously mentioned processes, high quality customer service will be provided to the customers, which in turn, will improve the hotels' image.

5.7 Conclusion

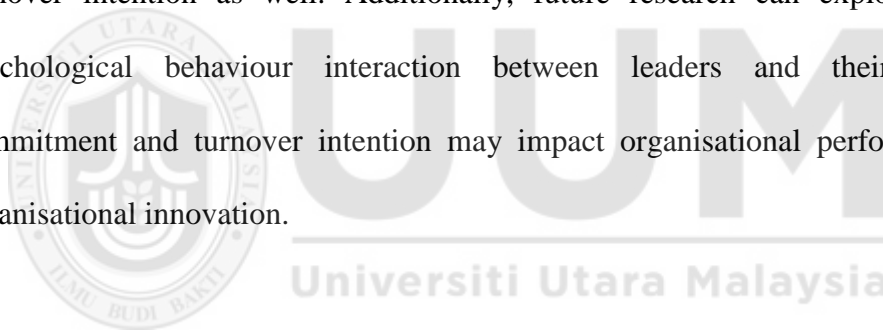
To conclude, this study has provided empirical evidences in investigating the relationships between leaders' EI, organisational commitment, job satisfaction and turnover intention within Jordanian context. Therefore, all the research questions of this study have been answered even with some limitations. Additionally, even though, there are some studies that have investigated the relationship between leaders' EI, organisational commitment, and turnover intention, the results of this study have addressed the gap by including job satisfaction as a significant mediating variable.

The results have yielded that job satisfaction is mediating the relationship between normative continuance commitment and behavioural loyalty. These results have provided a better understanding on the needs of employees to be committed and loyal for their Hotels. On the other hand, the results have also yielded that job satisfaction did not mediate the relationship between normative continuance

commitment and thought to quit. Therefore, the results of this study have successfully provided evidences in the literature of Hotels Industry by evaluating the instruments in this study, which were used in the western context.

Further, leaders should clearly understand their followers' psychological behaviour and their needs to improve their talent skills, and facilitate them with some training programs and encourage them to be creative and innovative. Therefore, in turn, the followers will be committed, satisfied and have low turnover intention.

In the end, the findings suggest that commitment must be controlled in order to enhance employees' behavioural loyalty, improve their performance, and reduce their turnover intention as well. Additionally, future research can explore how the psychological behaviour interaction between leaders and their followers' commitment and turnover intention may impact organisational performance, and organisational innovation.



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Appendix A: QUESTIONNAIRE SURVEY

(English, Arabic, & English)

Permission to Distribute a Survey

Kindly, I am looking for your highly collaboration to accept my request to distribute surveys to some participants form operational departments in your hotel. Thank you in advance for participating in answering this survey. This survey is part of a philosophy of doctorate (PhD) research study I am conducting measuring the Influence of Leaders' Emotional Intelligence and Organisational Commitment on Employees' Turnover Intention: The Role of Job Satisfaction as a Mediating Variable.

Your participation in the survey is voluntary and you may discontinue at any time. My commitment to you is the following:

Firstly, your answers to the survey questions are confidential. Published information from this study will not be considered to any individual.

Secondly, the answers to the survey questions are anonymous and do not contain your hotel's name or the participant's name.

Thirdly, there are no recognizable risks to your participation in this study. There are no specific individual benefits from your participation. I am hopeful that the results will contribute to reducing turnover in hotels sector by studying the Influence of Leaders' Emotional Intelligence and Organisational Commitment on Employees' Turnover Intention and the mediating role of Job Satisfaction.

The following table shows the name of your hotel and the amount of suggested surveys to be distributed. Could you please sign in front of your hotel name after you submit the answers of the survey to the researcher.

Thank you for your time, interest, and commitment to contribute to this research.

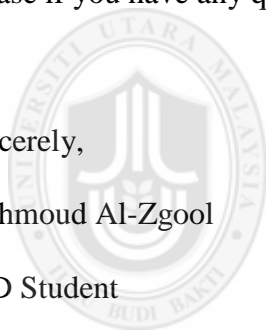
Please if you have any questions contact me at m-r-h-z@hotmail.com.

Sincerely,

Mahmoud Al-Zgool

PhD Student

Universiti Utara Malaysia



Instructions:

The following statements reflect work-related behaviours and relationships. Think about the interactions you've had with your leader. Use the scale below to indicate how frequently your leader shows each behaviour listed below.

It should take you less than 30 minutes to complete this questionnaire.

First PART: DEMOGRAPHIC CHARACTERISTIC

The following are demographics information about you and your hotel. Please answer by tick (✓) in the appropriate bracket below:

Demographics Questionnaire

- 1- Gender: Male_____ Female_____
- 2- Education: H.S._____ Associates._____ B.S./B.A._____ M.S./M.A._____
- Doctorate_____
- 3- Age Group: 18-25_____ 26-30_____ 31-35_____ 36-40_____ 41-50_____
- 51-60_____ 61 and over_____
- 4- Years of Service: 1-3_____ 4-6_____ 7-9_____ 10-12_____ 13-15_____
- 16-19_____ 20 and over_____
- 5- Department\Work Group Affiliation:
- 1-_____ Food & Beverage 2- _____ Food Production 3- _____ Housekeeping
- 4-_____ Front Office

6- Hotel Classification: 5-Stars _____ 4-Stars _____

SECOND PART:

Leaders' Emotional Intelligence

Please note that the word leader(s) applies to the person(s) who provides input to or writes your performance review. Instructions: Indicate the extent to which each item applies to you using the following scale:

[SD-Strongly Disagree=1, D-; Disagree=2; N-Neutral=3; A- Agree=4; SA-Strongly Agree=5]:

Please tick (✓)

Status	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1. My leader is aware of his/her emotions and how it affects me					
2. My leader is our resource expert to whom we can go to for assistance.					
3. My leader is aware of his/her own limitations					
4. My leader's self-confidence supports effectiveness in advocating the success of our department					
5. My leader encourages us to share our views and ideas					
6. Although I sometimes place my leader in situations that make him/her angry he/she is able to control his/her emotions and impulses without outbursts					
7. My leader is someone who instils and demonstrates honesty and integrity.					
8. My leader is adaptable and flexible to my needs even in the face of many challenges					
9. I see the leader as someone who is constantly striving to improve and move us as a team forward towards service excellence					
10. My leader encourages us to participate and share our ideas to improve the service delivered					

11. We know that our leader is an advocate for us no matter how difficult it might be to obtain positive outcomes					
12. My leader communicates with me in a culturally appropriate manner that makes me feel comfortable					
Status	SD 1	D 2	N 3	A 4	SA 5
13. My leader's vision and objectives for our department is clear to me in order for me to understand what is expected of me					
14. My leader establishes clear objectives for me					
15. My leader is able to detect and takes active interest in my problems					
16. My leader makes me aware of developments and changes in the hotel					
17. My leader is aware of our cultural differences and respects and values me as a member of his/her department					
18. My leader is able to identify our department's emotional currents and is aware of our department's politics					
19. My leader supports and promotes me as a patient advocate					
20. My leader involves me in our improvement activities					
21. My leader's approach and body language tells me that he/she has active listening skills					
22. My leader avoids confronting me in front of other department members					
23. My leader has a sense of humour which allows me to feel comfortable					
24. My leader's behaviour makes us feel proud of him/her being a member of our department					
25. My leader uses a respectful manner when there is a disagreement and resolves issues through negotiation					
26. My leader discusses my training and or development and motivates me					
27. My leader encourages me to take on more activities as part of my professional growth and development pathway					
28. My leader has created a culture of safety and a blame free work					

environment					
29. My leader has involved me in the improvement initiatives of our department					
30. My leader supports me to work within my scope of practice and be an independent practitioner					
31. My leader trusts me to provide service without constant supervision and interference					

THIRD PART:

Organisational Commitment

Commitment can affect your desire to stay with your hotel. [SD-Strongly Disagree=1, D-; Disagree=2; N-Neutral=3; A- Agree=4; SA-Strongly Agree=5]:

Please tick (✓)

Status	SD 1	D 2	N 3	A 4	SA 5
1. I would be very happy to spend the rest of my career in my hotel.					
2. I really feel as if my hotel's problems are my own.					
3. I do not feel a strong sense of belonging to the hotel.					
4. I do not feel "emotionally attached" to the hotel.					
5. I do not feel like "part of the family" in the hotel.					
6. The hotel has a great deal of personal meaning for me.					
7. I do not feel any obligation to remain with my current employer.					
8. Even if it was to my advantage, I do not feel it would be right to leave the hotel now.					
9. I would feel guilty if I left the hotel now					
10. The hotel deserves my loyalty.					
11. I would not leave the hotel right now because I have a sense of obligation to people in it.					
12. I owe a great deal to the hotel.					
13. It would be very hard for me to leave the hotel right now, even if I wanted to.					
14. Too much of my life would be disrupted if I decided I wanted to leave the hotel now.					
15. Right now, staying with the hotel is a matter of necessity as much as desire.					
16. I believe that I have too few options to consider leaving the hotel.					
17. One of the few negative consequences of leaving the hotel would be the scarcity of available alternatives.					

18. If I had not already put so much of myself into the hotel, I might consider working elsewhere.					
--	--	--	--	--	--

FOURTH PART:
Job Satisfaction

Ask yourself: How satisfied am I with this aspect of my job?

[Not Sat-Not satisfied =1, Sm Sat somewhat satisfied =2; Sat- satisfied =3; V Sat; very satisfied =4; Ex Sat- extremely satisfied =5]:

Please tick (✓)

Status	Not Sat 1	Sm Sat 2	Sat 3	V Sat 4	Ex Sat 5
1. Being able to keep busy all the time					
2. The chance to work alone on the job					
3. The chance to do different things from time to time					
4. The chance to be somebody in the community					
5. The way my boss handles his/her workers					
6. The competence of my supervisor in making decisions					
7. Being able to do things that do not go against my conscience					
8. The way my job provides steady employment					
9. The chance to do things for other people					
10. The chance to tell people what to do					
11. The chance to do something special that makes use of my abilities					
12. The way hotel policies are put into practice					
13. My pay and the amount of work I do					
14. The chances for advancement on this job					
15. The freedom to use my own judgment					
16. The chance to try my own methods of doing the job					
17. The working conditions					
18. The way my co-workers get along with each other					
19. The praise I get for doing a good job					
20. The feeling of accomplishment I get from the job					

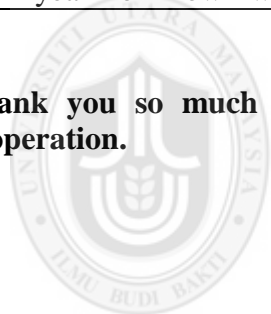
Fifth PART:**Employment Turnover Intentions**

[SD-Strongly Disagree=1, D-; Disagree=2; N-Neutral=3; A- Agree=4; SA-Strongly Agree=5]:

Please tick (✓)

Status	SD	D	N	A	SA
1. I often toy with the idea of leaving my current job.					
2. I often think about quitting my present job.					
3. I frequently feel like leaving my current job.					
4. I seldom give consideration to the idea of quitting this job.					
5. Before long, I will be leaving my present job.					
6. I will quit my job soon.					
7. I will have a new job within the next several months.					
8. A year from now I will still be on this same job.					

Thank you so much for completing the survey. Thank you for your kind cooperation.



UUM
Universiti Utara Malaysia

إذن بتوزيع إستبيان

أود الحصول على تعاونكم الرفيع بالسماح لي بتوزيع إستبيان لبعض الموظفين في أقسام التشغيلية في فندقكم. أشكركم مقدما لمشاركتكم بالمشاركة في الإجابة على هذا الإستبيان. هذا الإستبيان عبارة عن جزء من بحث أطروحة الدكتوراه انا اجري هذا البحث لقياس تأثير الذكاء العاطفي للقادة والالتزام الوظيفي على نية ترك العمل ودور الرضاء الوظيفي كوسيط.

مشاركتكم بالإستبيان إختيارية وبإمكانك التوقف عن الإجابة بأي وقت تشاء. إلتزامي تجاهك هو كما يلي:

أولا, إجابتك على أسئلة الإستبيان سرية للغاية. لن يتم إعتبار نشر المعلومات هذا الإستبيان بصفة فردية.

ثانيا, إجاباتك على أسئلة هذا الإستبيان مجهولة ولا تحتوي على إسم فندقك أو إسم المشترك.

ثالثا, لا يوجد أي خطر على مشاركتك في هذه الدراسة. لا يوجد أي منفعة فردية معينة من مشاركتك في هذه الدراسة. أمل في أن تساهم نتائج الدراسة بتقليل ترك العمل بقطاع العمل بدراسة تأثير الذكاء العاطفي للقادة والالتزام الوظيفي على نية ترك العمل ودور الرضاء الوظيفي كوسيط.

يبين الجدول التالي إسم فندقك و عدد الإستبيانات المقترح توزيعها. ارجو التكرم بالتوقيع مقابل اسم فندقك بعد

تسليم الإستبيانات للباحث.

أشرك لوقتك ولرغبتك ولإلتزامك بالمساهمة في هذا البحث.إذا كان لديك أي سؤال أو إستفسار الرجاء الإتصال على البريد الإلكتروني التالي:

m-r-h-z@hotmail.com

مع خالص التقدير,

محمود الزغول

طالب دكتوراه

تعليمات:

العبارات التالية تعكس السلوكيات المرتبطة بالعمل والعلاقات. فكر في عمليات التفاعل بينك وبين قائدك في العمل. استخدم التقييم أدناه للإشارة إلى عدد المرات التي تظهر سلوكيات قائدك المدرجة أدناه.

مدة الإجابة على الاستبيان أقل من 30 دقيقة.

الجزء الأول الخصائص الديموغرافية:

وفيما يلي المعلومات الديموغرافية عنك وفندقك. الرجاء الإجابة عن طريق وضع علامة (√) في المكان المناسب أدناه:

استبيان الخصائص الديموغرافية:

- 1- الجنس: ذكر _____ أنثى _____
- 2- التحصيل العلمي: توجيهي _____ دبلوم _____ بكالوريوس _____ ماجستير _____ دكتوراه _____
- 3- العمر: 25-18 _____ 30-26 _____ 35-31 _____ 40-36 _____
50-41 _____ 60-51 _____ 61 واكثر _____
- 4- عدد سنوات الخدمة: 3-1 _____ 6-4 _____ 9-7 _____ 12-10 _____
15-13 _____ 16-19 _____ 20 واكثر _____
- 5- القسم:

1- المأكولات و المشروبات _____ 2- إنتاج الطعام _____

3- خدمة الغرف _____ 4- المكاتب الأماميه _____

6- تصنيف الفندق: 5 نجوم _____ 4 نجوم _____

الجزء الثاني:

الذكاء العاطفي للقاده

يرجى ملاحظة أن كلمة قائد تنطبق على مسؤولك المباشر الذي يزودك بالمعلومات ويقيم ادائك.

تعليمات: اشر الى مدى كل بند ينطبق عليك باستخدام المقياس التالي:

1= غير موافق بشده، 2= غير موافق، 3= محايد، 4= موافق، 5= موافق بشده

يرجى وضع علامة (√)

الحاله	غير موافق بشده 1	غير موافق 2	محايد 3	موافق 4	موافق بشده 5
1- قائدي يعي عواطفه وكيفية تأثيري بها					
2- قائدي مصدر الخبرة ونلجأ اليه لمساعدتنا					
3- قائدي يعي قيوده الخاصه به					
4- ثقة قائدي بنفسه تدعم فاعليه الدعوة الى النجاح في قسمنا					
5- قائدي يشجعنا على مشاركته آرائنا وافكارنا					
6- على الرغم من أنني اضع قائدي في موقف يجعله غاضبا لكنه قادر على ضبط مشاعره وانفعالاته بدون ان تنفجر					
7- قائدي هو الشخص الذي يغرس و يتحلى بالصدق والنزاهة					
8- قائدي متكيف ومرن مع احتياجاتي حتى في مواجهة التحديات					
9- ارى ان القائد هو من يسعى باستمرار لتحسيننا ونقلنا كفريق واحد إلى الأمام نحو التميز في الخدمة					
10- قائدي يشجعنا على مشاركة وتبادل الأفكار لتحسين الخدمة المقدمة					
11- نعلم أن قائدنا هو مؤيد لنا مهما كانت الحصول على نتائج إيجابية صعبة					
12- قائدي يتواصل معي بطريقة ملائمة حضاريا مما يجعلني اشعر بالراحة					
13- رؤية وأهداف قائدي لقسمنا واضحة بالنسبة لي من أجل أن أفهم ما هو متوقع مني					
14- قائدي ينشئ لي اهدافا واضحة					
15- قائدي قادر على التحري وأخذ اهتماما نشطا في مشاكلي					
16- قائدي يجعلني واعى لما يحدث من تطوير ومتغيرات في الفندق					
17- قائدي يعي الاختلافات الثقافية ويحترمني ويقدرني كموظف في قسمه					
18- قائدي قادر على تحديد التيارات العاطفية ويعي سياسة					

					قسمنا
					19- قائدي يدعمني ويشجعني كمؤيد صبور
					20- قائدي يشركني في أنشطتنا المحسنة
					21- أسلوب ولغة جسد قائدي تخبرني أن مهاراته السمعية نشيطة
					22- قائدي يتجنب التحدي امام الموظفين في الأقسام الأخرى
					23- قائدي لديه روح الدعابه مما يجعلني اشعر بالراحة
موافق بشده	موافق	محايد	غير موافق	غير موافق بشده	الحاله
5	4	3	2	1	
					24- سلوك قائدي يجعلني اشعر بالفخر كونه موظف في قسمنا
					25- قائدي يستخدم سلوكا مهذبا عندما ينشأ خلافا ويحل المشاكل عن طريق النقاش
					26- قائدي يناقشني تدريبي وتطويري ويشجعني
					27- قائدي يشجعني على تحمل المزيد من الأنشطة كجزء من نمو احترافي وتطوير مسار التنمية
					28- يصنع قائدي ثقافة الأمان والقاء اللوم بحرية في بيئة العمل
					29- قائدي يشركني في مبادرات تحسين قسمنا
					30- قائدي يدعمني للعمل ضمن ممارسة مجالي وكون ممارسا مستقلا
					31- قائدي يثق بي بتوفير خدمه بدون اشراف مستمر وتدخل



UUM
Universiti Utara Malaysia

الجزء الثالث:

الإلتزام التنظيمي

الإلتزام يستطيع أن يؤثر على رغبتك بالبقاء في فندقك

1= غير موافق بشده، 2= غير موافق، 3= محايد، 4= موافق، 5= موافق بشده

يرجى وضع علامة (√)

موافق بشده	موافق	محايد	غير موافق	غير موافق بشده	الحاله
5	4	3	2	1	
					1- سأكون سعيدا جدا لقضاء بقية حياتي المهنية في فندقك.
					2- أنا حقا أشعر أن مشاكل الفندق مشاكلني
					3- أنا لا أشعر شعورا قويا بالانتماء إلى الفندق.
					4- أنا لا أشعر بأنني "متعلق عاطفيا" بالفندق
					5- أنا لا أشعر أنني "جزءا من العائلة" في الفندق.

					6- يحتوي الفندق على قدر كبير من معنى شخصي بالنسبة لي
					7- لا أشعر بأي التزام بالبقاء مع صاحب العمل الحالي
					8- حتى لو كان لمصلحتي أنا لا أشعر أنه سيكون من المناسب لي أن أترك الفندق الآن
					الحالة
موافق بشده	موافق	محايد	غير موافق	غير موافق بشده	
5	4	3	2	1	
					9- سأشعر بالذنب إذا تركت الفندق الآن
					10- الفندق يستحق ولائي
					11- لا أود ترك الفندق في الوقت الحالي لأن لدي شعور بالالتزام إلى الناس الذين في الفندق
					12- أنا مدين بقدر كبير إلى الفندق
					13- سيكون من الصعب للغاية بالنسبة لي لمغادرة الفندق في الوقت الحالي، حتى لو أردت ذلك
					14- أمور كثيرة جدا من حياتي سوف تتعطل إذا قررت أن أترك الفندق الآن
					15- حاليا البقاء مع الفندق هي مسألة ضرورة بقدر ما هي رغبة
					16- أعتقد أنه لدي خيارات قليل جدا للنظر في ترك الفندق
					17- ستكون ندرة البدائل المتاحة واحده من الآثار السلبية القليلة لترك الفندق
					18- لو لم أضع نفسي كثيرا في الفندق، قد انظر في العمل في مكان آخر

الجزء الرابع:

الرضا الوظيفي

اسأل نفسك: كم أنا راضي مع هذا الجانب في وظيفتي؟

1= غير راضي، 2= راضي بعض الشيء، 3= راضي، 4= راضي جدا، 5= راضي وبشده

يرجى وضع علامة (√)

راضي وبشده	راضي جدا	راضي	راضي بعض الشيء	غير راضي	الحالة
5	4	3	2	1	
					1- أن تكون قادرا على البقاء مشغولا طول الوقت
					2- فرصة العمل وحدي على الوظيفة
					3- فرصة القيام بأشياء مختلفة من وقت لآخر

					4- الفرصة بأن تكون شخص ما في جماعه
					5- الطريقة التي يعالج بها مسؤولي موظفيه
					6- كفاءة مشرفي في اتخاذ القرارات
					7- القدرة على فعل الأشياء التي لا تكون مخالفة لضميري
					8- الطريقة التي يوفر فيها عمل فرص عمل ثابتة
راضي وبشده 5	راضي جدا 4	راضي 3	راضي بعض الشيء 2	غير راضي 1	الحاله
					9- فرصة فعل أمور للآخرين
					10- فرصة إخبار الآخرين ما عليهم القيام به
					11- فرصة القيام بشيء خاص يجعلني استخدم قدراتي
					12- الطريقة التي يتم وضع سياسات فندق بشكل عملي
					13- الأجر وكمية العمل الذي أقوم به
					14- فرصة التقدم في هذا العمل
					15- حرية استخدام حكمي
					16- فرصة محاوله القيام بوظيفتي بطريقتي الخاصه
					17- ظروف العمل
					18- طريقة زملائي في العمل ليكونوا جنباً إلى جنب مع بعضهم البعض
					19- الثناء الذي احصل عليه عند القيام بعمل جيد
					20- الشعور بالإنجاز الذي أحصل من الوظيفة

الجزء الخامس:

نية ترك العمل

1= غير موافق بشده، 2= غير موافق، 3= محايد، 4= موافق، 5= موافق بشده
يرجى وضع علامة (√)

موافق بشده 5	موافق 4	محايد 3	غير موافق 2	غير موافق بشده 1	الحاله
					1- في كثير من الأحيان تلعب فكرة ترك وظيفتي الحالية
					2- غالباً ما أفكر في التخلي عن طيفتي الحالية
					3- أشعر باستمرار بأن ترك وظيفتي الحالية
					4- نادراً ما أعطي أي اعتبار لفكرة التخلي عن هذا العمل
					5- منذ مدة، سأغادر وظيفتي الحالية
					6- سأتخلي عن وظيفتي قريباً
					7- سوف يكون لي وظيفة جديدة في غضون الأشهر العديدة القادمة
					8- بعد سنة من الآن سأبقى في نفس الوظيفة

جزاكم الله خيرا على تعبئة الإستماره. ونشكركم لحسن تعاونكم.

Instructions:

The following statements are reflecting work-related behaviours and relationships. Think about the interactions you did it with your leader. Use the scale below to indicate how frequently your leader shows each listed behaviour or manner below.

It should not take more than 30 minutes to complete this questionnaire.

First Part:

DEMOGRAPHIC CHARACTERISTIC

The following are demographics information about you and your hotel. Please answer by tick (✓) in the appropriate bracket below:

Demographics Questionnaire

1- Gender: Male_____ Female_____

2- Education: H.S._____ Associates._____ B.S./B.A._____ M.S./M.A._____
Doctorate_____

3- Age Group: 18-25_____ 26-30_____ 31-35_____ 36-40_____ 41-50_____
51-60_____ 61 and over_____

4- Years of Service: 1-3_____ 4-6_____ 7-9_____ 10-12_____ 13-15_____
16-19_____ 20 and over_____

5- Department:

1-_____ Food and Beverage 2- _____ Food Production 3- _____ Housekeeping
4-_____ Front Office

6- Hotel Classification: 5-Stars _____ 4-Stars _____

Second Part:
Emotional Intelligence of Leaders

Please consider that the word leader means the person who provides evaluates your performance.

Instructions: Indicate the degree to which each item relates to you using the following scale:

Strongly Disagree: 1, Disagree: 2, Neutral: 3, Agree: 4, Strongly Agree: 5.

Please tick (✓)

Status	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1. My leader is aware of his emotions and how it influences me.					
2. My leader is our resource expert to whom we can go to for assistance.					
3. My leader is aware of his limitations.					
4. My leader's self-confidence supports effectiveness in promoting the success of our department.					
5. My leader motivates us to share our point of views and ideas.					
6. Although I sometimes put my leader in situations that make him angry he can control his emotions and impulses without flushing.					
7. My leader is someone who plants and shows honesty and integrity.					
8. My leader is adaptable and flexible to my needs even with facing of many challenges.					
9. I see the leader as someone who is always striving to improve and move us as a team forward towards service excellence.					
10. My leader motivates us to participate and share our ideas to improve the service delivered.					
11. We know that our leader is a supporter for us no matter how difficult it might be to get positive results.					

12. My leader communicates with me in a culturally suitable manner that makes me feel comfortable.					
13. The vision and objectives of my leader for our department is clear to me to understand what is expected of me.					
Status	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
14. My leader makes clear objectives for me.					
15. My leader is concern and shows active interest in my problems.					
16. My leader let me aware of developments and changes in the hotel.					
17. My leader is aware of our cultural differences and respects and values me as a member of his department.					
18. My leader is able to recognise the emotional trends our department and is aware of our department's politics.					
19. My leader supports and promotes me as a patient promoter.					
20. My leader includes me in our development activities					
21. My leader's way and body language shows me that he has active listening skills.					
22. My leader avoids challenging me in presence of other department members					
23. My leader has a sense of humour which makes me feel more comfortable.					
24. My leader's behaviour let us feel proud of him being a member of our department.					
25. My leader behaves in a respectful way when there is an argument and resolves problems through discussions.					
26. My leader motivates me and discusses my training and or development.					
27. My leader motivates me to join more activities as part of my professional growth and development					

pathway.					
28. My leader made a culture of safety and a blame free workplace.					
29. My leader has included me in any development initiatives of our department.					
30. My leader encourages me to work within my area of practice and be an independent practitioner.					
31. My leader trusts me to deliver service without stable supervision and any interference.					

Third Part:

Organisational Commitment

Commitment can impact your desire to stay with your hotel.

Strongly Disagree: 1, Disagree: 2, Neutral: 3, Agree: 4, Strongly Agree: 5.

Please tick (√)

Status	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
1. I would be very happy to spend the rest of my career in my hotel.					
2. I really feel as if my hotel's problems are my problems.					
3. I do strongly feel of belonging to the hotel.					
4. I do not feel that my emotions attached to the hotel.					
5. I do not feel like member of the family in the hotel.					
6. The hotel has a big deal of personal meaning for me.					
7. I do not feel any commitment to stay with my current employer.					
8. Even if it was beneficial, I do not feel it would be suitable to leave the hotel now.					
9. I would feel guilty if I left the hotel now.					
10. The hotel deserves my loyalty.					
11. I would not leave the hotel now because I have a feeling of obligation to people in it.					
12. I owe a great deal to the hotel.					
13. It would be very tough for me to leave the hotel now, even I wanted that.					

14. My life would be disturbed too much if I decided to leave the hotel now.					
15. Currently, staying with the hotel is a matter of need as much as desire.					
16. I believe that I really have very few alternatives to consider leaving the hotel.					
17. One of the few negative consequences of leaving the hotel would be the lack of available alternatives.					
18. If I did not put so much of myself into the hotel, I might consider working in another place.					

Fourth Part:

Job Satisfaction

Ask yourself: How satisfied am I with this aspect of my job?

Not satisfied =1, somewhat satisfied: 2, satisfied: 3, very satisfied: 4, extremely satisfied: 5:

Please tick (√)

Status	Not Satisfied 1	Somewhat Satisfied 2	Satisfied 3	Very Satisfied 4	Extremely Satisfied 5
1. Being able to be busy all the time.					
2. The opportunity to work alone on the job.					
3. The opportunity to do different things from time to time.					
4. The opportunity to be somebody in the community.					
5. The way my supervisor handles his workers.					
6. The proficiency of my supervisor in making decisions.					
7. Being able to do things that are not against my conscience.					
8. The way my job offers stable employment.					
9. The opportunity to do things for other people.					
10. The opportunity to instruct people what to do.					

11. The opportunity to do something special that let me use my abilities.					
12. The way hotel policies are practiced.					
13. My salary and the amount of work I do.					
Status	Not Satisfied 1	Somewhat Satisfied 2	Satisfied 3	Very Satisfied 4	Extremely Satisfied 5
14. The opportunity for development on this job.					
15. The freedom to use my own judgment.					
16. The opportunity to try my own way of doing the job.					
17. The working environments.					
18. The way my colleagues get along with each other					
19. The compliment I get for doing a good job.					
20. The feeling of achievement I get from the job.					

Fifth Part:

Employment Turnover Intentions

Strongly Disagree: 1, Disagree: 2, Neutral: 3, Agree: 4, Strongly Agree: 5.

Please tick (√)

Status	Strongly Disagree 1	Disagree 2	Neutra 1 3	Agree 4	Strongly Agree 5
1. I often toy with the idea of leaving my current job.					
2. I often think about quitting my current job.					
3. I frequently feel like leaving my current job.					
4. I seldom give consideration to the idea of quitting this job.					
5. Before long, I will be leaving my present job.					

6. I will quit my job soon.					
7. I will have a new job within the next several months.					
8. A year from now I will still be on my job.					

Thank you so much for answering the survey and for kind collaborations.

APPENDIX B: ANALYSIS OUTPUT

Table 4.5
Outliers

			Case Number	Value
Mahalanobis Distance	Highest	1	51	27.16845
		2	55	26.87950
		3	56	26.87950
		4	57	26.60981
		5	52	24.82808
	Lowest	1	219	1.15121
		2	216	1.48014
		3	194	1.48014
		4	190	1.50256
		5	179	1.57465

Table 4.6
Outliers

			Case Number	Value
Mahalanobis Distance	Highest	1	51	21.59639
		2	52	21.11449
		3	119	17.07679
		4	103	14.36118
		5	176	14.02758
	Lowest	1	214	1.15121
		2	211	1.48014
		3	189	1.48014
		4	185	1.50256

		5	174	1.57465
--	--	---	-----	---------

Table 4.7
Outliers

			Case Number	Value
Mahalanobis Distance	Highest	1	167	13.83121
		2	166	12.35676
		3	133	12.28589
		4	130	11.87387
		5	102	11.74966
	Lowest	1	209	1.15121
		2	206	1.48014
		3	184	1.48014
		4	180	1.50256
		5	170	1.57465

Table 4.8
Outliers

			Case Number	Value
Mahalanobis Distance	Highest	1	166	12.35676
		2	133	12.28589
		3	130	11.87387
		4	102	11.74966
		5	163	11.67301
	Lowest	1	208	1.15121

		2	205	1.48014
		3	183	1.48014
		4	179	1.50256
		5	169	1.57465

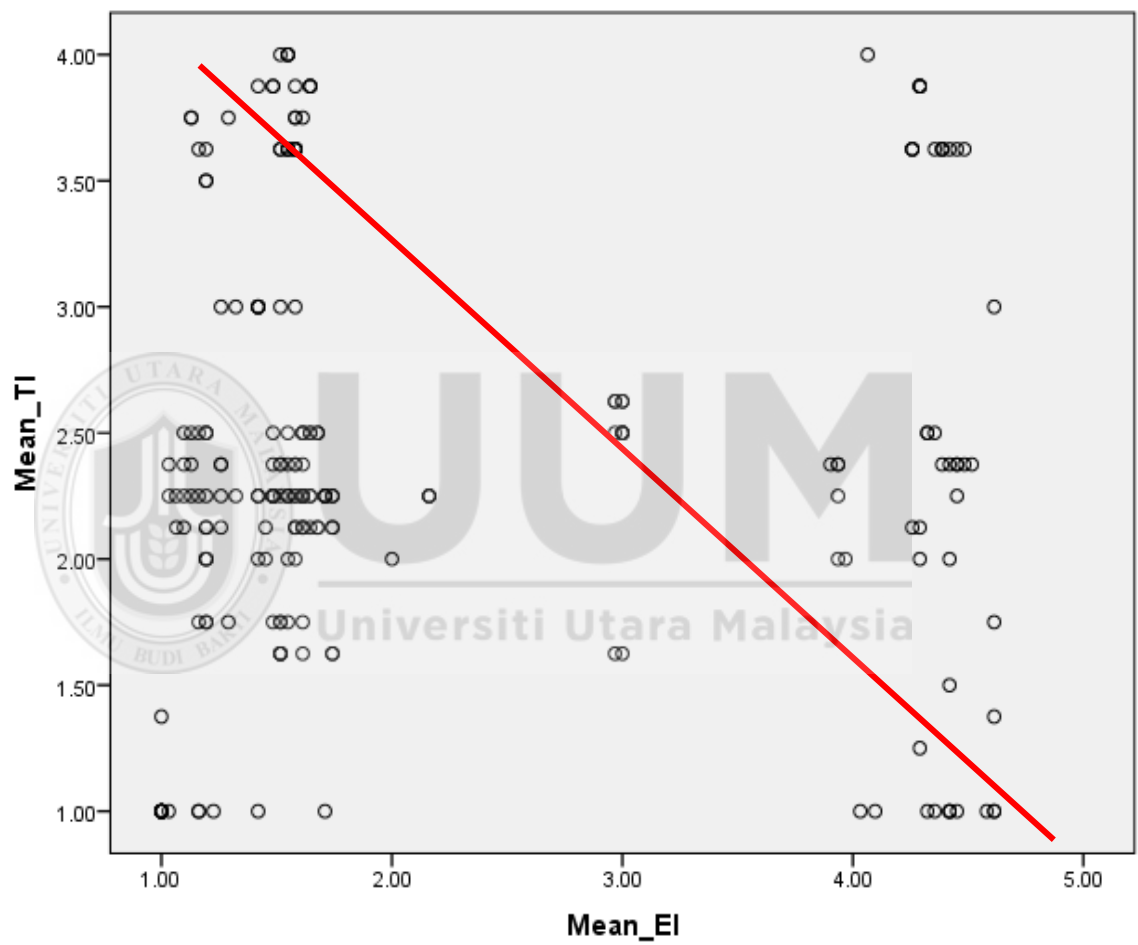


Figure 4.1
EI and TI

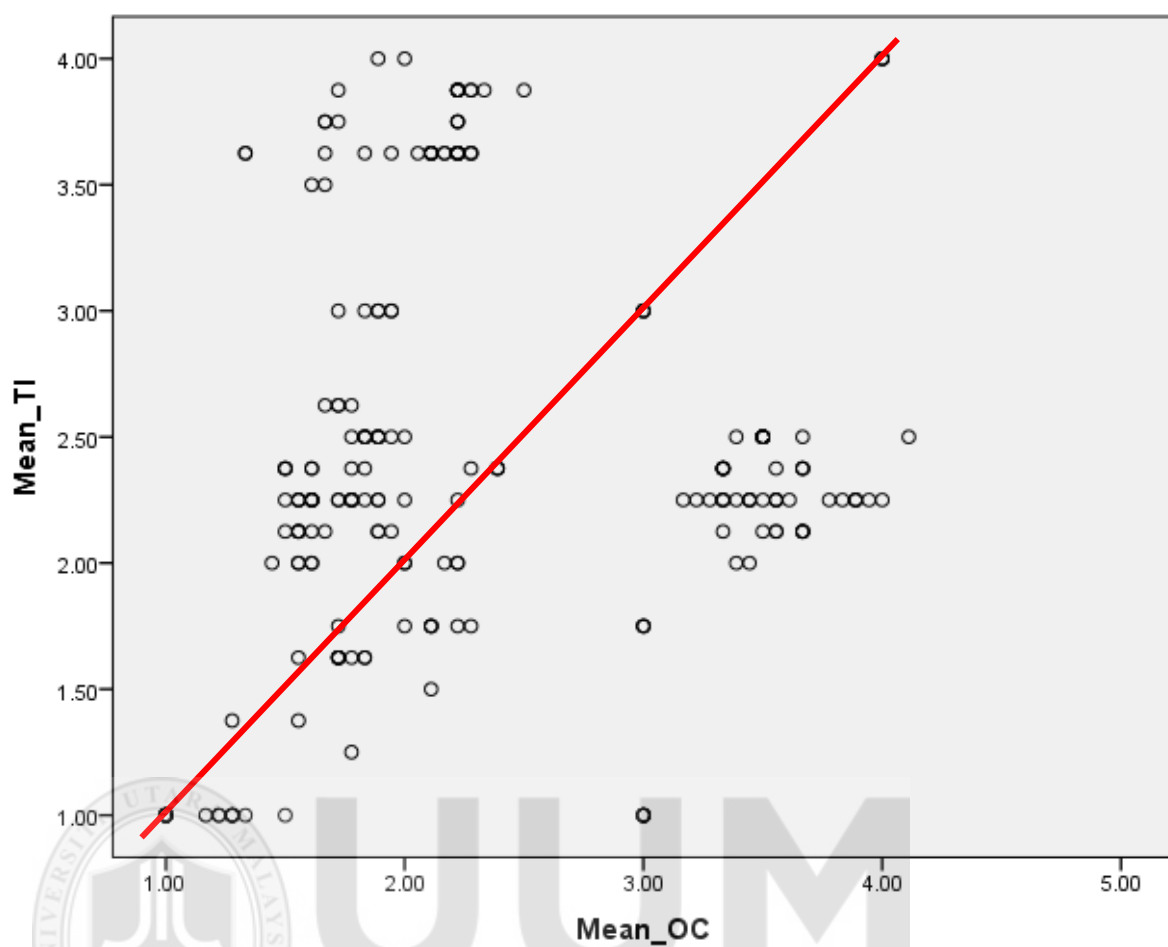


Figure 4.2
OC and TI

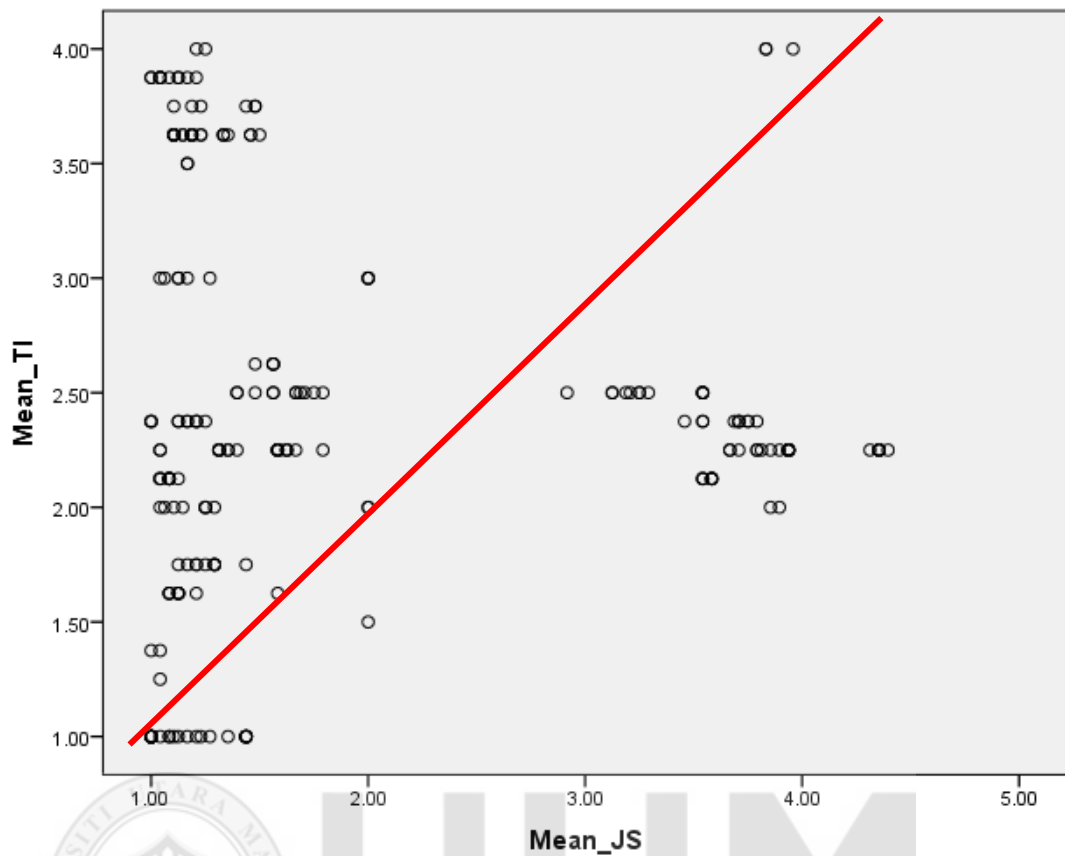


Figure 4.3
JS and TI

Table 4.11
Measures of Sampling Adequacy (MSA)

		TI.1	TI.2	TI.3	TI.4	TI.5	TI.6	TI.7	TI.8
Anti-image Correlation	TI.1	.898^a	-.393	-.069	-.076	-.396	-.391	.041	.209
	TI.2	-.393	.934^a	-.324	-.093	-.095	-.089	-.074	.167
	TI.3	-.069	-.324	.919^a	.044	-.263	.152	-.374	-.142
	TI.4	-.076	-.093	.044	.692^a	.212	.067	-.148	-.835
	TI.5	-.396	-.095	-.263	.212	.927^a	-.094	-.177	-.175
	TI.6	-.391	-.089	.152	.067	-.094	.924^a	-.323	-.171
	TI.7	.041	-.074	-.374	-.148	-.177	-.323	.927^a	.144
	TI.8	.209	.167	-.142	-.835	-.175	-.171	.144	.699^a

Table 4.17																															
Measures of Sampling Adequacy (MSA)																															
El.1	.977a	-0.048	0.092	-0.315	-0.257	-0.293	-0.029	0.057	0.004	0.15	-0.186	0.159	-0.089	0.012	2.75E-05	0.16	-0.086	-0.241	0.128	-0.002	-0.09	-0.035	-0.014	0.103	-0.048	0.041	0.106	-0.1	0.1	-0.036	-0.086
El.2	-0.048	.976a	0.031	-0.011	0.17	-3.84E-05	-0.194	-0.253	-0.045	-0.112	-0.139	-0.282	0.198	-0.064	0.13	0.078	-0.062	0.212	0.056	-0.047	-0.177	-0.095	-0.08	-0.044	0.217	0.017	-0.185	0.142	-0.176	-0.049	0.048
El.3	0.092	0.031	.985a	0	-0.157	-0.059	-0.364	0.088	0.038	-0.064	-0.052	0.095	-0.132	-0.073	-0.105	0.038	-0.133	0.031	0.202	-0.022	0.109	0.041	-0.017	0.006	-0.045	-0.046	0.018	-0.026	-0.157	0.023	-0.081
El.4	-0.315	-0.011	0	.964a	-0.038	0.414	-0.214	-0.084	-0.367	-0.124	0.05	0.013	0.039	-0.093	0.103	-0.238	-0.124	0.199	-0.058	0.157	-0.049	0.069	-0.079	0.067	-0.139	-0.167	-0.185	-0.072	-0.051	0.068	0.269
El.5	-0.257	0.17	-0.157	-0.038	.968a	-0.182	0.291	-0.261	-0.037	-0.124	0.055	-0.354	0.3	-0.065	0.102	-0.03	0.14	-0.008	-0.027	0.017	-0.18	0.071	0.134	-0.193	0.088	0.049	-0.13	-0.002	-0.188	-0.013	-0.12
El.6	-0.293	-3.84E-05	-0.059	0.414	-0.182	.956a	-0.428	-0.133	0.008	0.022	-0.017	0.256	-0.109	-0.006	-0.114	-0.183	-0.112	0.085	0.012	0.022	-0.037	-0.072	-0.268	0.221	-0.264	-0.134	-0.23	0.118	0.159	0.05	0.303
El.7	-0.029	-0.194	-0.364	-0.214	0.291	-0.428	.939a	-0.226	0.103	-0.339	-0.027	-0.318	0.189	0.006	0.119	0.257	0.164	-0.207	-0.088	0.061	0.003	0.26	0.243	-0.176	0.015	0.158	0.293	-0.38	-0.022	-0.05	-0.195
El.8	0.057	-0.253	0.088	-0.084	-0.261	-0.133	-0.226	.962a	-0.252	0.267	0.233	0.188	-0.21	-0.142	-0.252	-0.16	0.02	0.063	-0.145	-0.052	0.28	-0.107	0.158	-0.211	0.048	-0.224	-0.001	0.096	0.025	0.108	-0.159
El.9	0.004	-0.045	0.038	-0.367	-0.037	0.008	0.103	-0.252	.967a	-0.319	-0.052	0.154	0.048	0.11	-0.007	0.106	0.084	-0.343	0.293	-0.133	-0.001	-0.085	0.073	0.048	-0.096	0.24	0.087	-0.088	-0.131	-0.085	-0.077
El.10	0.15	-0.112	-0.064	-0.124	-0.124	0.022	-0.339	0.267	-0.319	.947a	-0.03	0.322	-0.308	-0.016	-0.196	-0.025	-0.272	0.175	-0.222	0.125	-0.105	-0.328	-0.188	0.096	-0.044	-0.31	-0.076	0.313	0.367	-0.033	0.029
El.11	-0.186	-0.139	-0.052	0.05	0.055	-0.017	-0.027	0.233	-0.052	-0.03	.973a	-0.331	0.195	-0.153	0.027	-0.122	0.026	-0.121	0.126	-0.271	0.016	-0.139	-0.002	-0.172	0.075	-0.023	0.021	0.231	-0.278	0.078	0.043
El.12	0.159	-0.282	0.095	0.013	-0.354	0.256	-0.318	0.188	0.154	0.322	-0.331	.931a	-0.616	0.071	-0.257	-0.123	0.006	-0.035	-0.078	0.047	-0.113	-0.018	-0.075	0.088	-0.199	-0.161	-0.056	-0.046	0.48	0.066	-0.051
El.13	-0.089	0.198	-0.132	0.039	0.3	-0.109	0.189	-0.21	0.048	-0.308	0.195	-0.616	.939a	-0.093	0.132	0.148	-0.021	-0.007	0.271	-0.09	-0.069	0.102	0.15	-0.181	-0.04	0.164	-0.018	-0.121	-0.444	0.137	-0.099
El.14	0.012	-0.064	-0.073	-0.093	-0.065	-0.006	0.006	-0.142	0.11	-0.016	-0.153	0.071	-0.093	.970a	-0.163	-0.202	0.219	0.029	-0.074	0.087	-0.254	0.294	-0.312	0.08	0.066	-0.065	-0.036	-0.029	0.189	-0.356	0.109
El.15	2.75E-05	0.13	-0.105	0.103	0.102	-0.114	0.119	-0.252	-0.007	-0.196	0.027	-0.257	0.132	-0.163	.964a	-0.316	-0.152	-0.024	-0.192	-0.071	0.107	-0.116	-0.051	0.129	0.07	0.085	-0.266	-0.22	-0.016	0.353	0.233
El.16	0.16	0.078	0.038	-0.238	-0.03	-0.183	0.257	-0.16	0.106	-0.025	-0.122	-0.123	0.148	-0.202	-0.316	.959a	-0.314	-0.021	0.106	0.126	-0.076	-0.105	0.336	-0.234	0.024	0.125	0.169	0.089	-0.153	-0.124	-0.246
El.17	-0.086	-0.062	-0.133	-0.124	0.14	-0.112	0.164	0.02	0.084	-0.272	0.026	0.006	-0.021	0.219	-0.152	-0.314	.971a	-0.373	0.052	-0.052	-0.042	0.217	0.159	-0.187	-0.184	0.082	0.091	-0.039	-0.155	0.059	-0.085
El.18	-0.241	0.212	0.031	0.199	-0.008	0.085	-0.207	0.063	-0.343	0.175	-0.121	-0.035	-0.007	0.029	-0.024	-0.021	-0.373	.959a	-0.369	-0.17	0.037	-0.14	-0.026	0.079	0.237	-0.205	-0.125	-0.027	-0.038	-0.122	0.313
El.19	0.128	0.056	0.202	-0.058	-0.027	0.012	-0.088	-0.145	0.293	-0.222	0.126	-0.078	0.271	-0.074	-0.192	0.106	0.052	-0.369	.953a	-0.304	-0.122	0.275	-0.146	0.112	-0.009	0.205	0.065	-0.149	-0.125	0.081	-0.426
El.20	-0.002	-0.047	-0.022	0.157	0.017	0.022	0.061	-0.052	-0.133	0.125	-0.271	0.047	-0.09	0.087	-0.071	0.126	-0.052	-0.17	-0.304	.974a	-0.168	0.01	-0.18	0.033	0.053	-0.208	0.001	0.093	0.141	-0.375	0.064
El.21	-0.09	-0.177	0.109	-0.049	-0.18	-0.037	0.003	0.28	-0.001	-0.105	0.016	-0.113	-0.069	-0.254	0.107	-0.076	-0.042	0.037	-0.122	-0.168	.978a	-0.205	0.254	0.037	-0.001	-0.058	0.106	-0.018	-0.18	0.046	-0.201
El.22	-0.035	-0.095	0.041	0.069	0.071	-0.072	0.26	-0.107	-0.085	-0.328	-0.139	-0.018	0.102	0.294	-0.116	-0.105	0.217	-0.14	0.275	0.01	-0.205	.958a	-0.199	0.08	-0.19	0.094	-0.137	-0.39	0.237	0.115	-0.271
El.23	-0.014	-0.08	-0.017	-0.079	0.134	-0.268	0.243	0.158	0.073	-0.188	-0.002	-0.075	0.15	-0.312	-0.051	0.336	0.159	-0.026	-0.146	-0.18	0.254	-0.199	.927a	-0.743	-0.18	0.21	0.007	0.146	-0.419	0.112	-0.195
El.24	0.103	-0.044	0.006	0.067	-0.193	0.221	-0.176	-0.211	0.048	0.096	-0.172	0.088	-0.181	0.08	0.129	-0.234	-0.187	0.079	0.112	0.033	0.037	0.08	-0.743	.944a	0.004	-0.115	0.065	-0.253	0.23	-0.03	0.244
El.25	-0.048	0.217	-0.045	-0.139	0.088	-0.264	0.015	0.048	-0.096	-0.044	0.075	-0.199	-0.04	0.066	0.07	0.024	-0.184	0.237	-0.009	0.053	-0.001	-0.19	-0.18	0.004	.975a	-0.264	0.093	0.101	0.003	-0.278	-0.201
El.26	0.041	0.017	-0.046	-0.167	0.049	-0.134	0.158	-0.224	0.24	-0.31	-0.023	-0.161	0.164	-0.065	0.085	0.125	0.082	-0.205	0.205	-0.208	-0.058	0.094	0.21	-0.115	-0.264	.971a	-0.108	-0.215	-0.105	0.006	0.043
El.27	0.106	-0.185	0.018	-0.185	-0.13	-0.23	0.293	-0.001	0.087	-0.076	0.021	-0.056	-0.018	-0.036	-0.266	0.169	0.091	-0.125	0.065	0.001	0.106	-0.137	0.007	0.065	0.093	-0.108	.976a	-0.047	-0.173	-0.326	-0.093
El.28	-0.1	0.142	-0.026	-0.072	-0.002	0.118	-0.38	0.096	-0.088	0.313	0.231	-0.046	-0.121	-0.029	-0.22	0.089	-0.039	-0.027	-0.149	0.093	-0.018	-0.39	0.146	-0.253	0.101	-0.215	-0.047	.960a	-0.279	-0.264	0.184
El.29	0.1	-0.176	-0.157	-0.051	-0.188	0.159	-0.022	0.025	-0.131	0.367	-0.278	0.48	-0.444	0.189	-0.016	-0.153	-0.155	-0.038	-0.125	0.141	-0.18	0.237	-0.419	0.23	0.003	-0.105	-0.173	-0.279	.939a	0.149	-0.193
El.30	-0.036	-0.049	0.023	0.068	-0.013	0.05	-0.05	0.108	-0.085	-0.033	0.078	0.066	0.137	-0.356	0.353	-0.124	0.059	-0.122	0.081	-0.375	0.046	0.115	0.112	-0.03	-0.278	0.006	-0.326	-0.264	0.149	.961a	-0.167
El.31	-0.086	0.048	-0.081	0.269	-0.12	0.303	-0.195	-0.159	-0.077	0.029	0.043	-0.051	-0.099	0.109	0.233	-0.246	-0.085	0.313	-0.426	0.064	-0.201	-0.271	-0.195	0.244	-0.201	0.043	-0.093	0.184	-0.193	-0.167	.950a

Table 4.22																		
<i>Measures of Sampling Adequacy (MSA)</i>																		
OC.AC.1	.952a	-0.29	0.168	0.1	-0.087	0.033	-0.123	0.043	-0.019	-0.16	-0.208	0.059	-0.318	0.23	0.032	-0.048	-0.199	0.1
OC.AC.2	-0.29	.935a	-0.319	0.035	0.078	-0.193	-0.021	-0.019	-0.053	0.069	0.188	-0.108	-0.1	0.195	-0.246	-0.343	0.102	-0.173
OC.AC.3	0.168	-0.319	.723a	-0.369	0.043	0.116	-0.54	-0.027	-0.226	0.077	0.065	-0.113	0.209	-0.028	-0.223	0.197	0.07	0.021
OC.AC.4	0.1	0.035	-0.369	.713a	-0.788	0.276	0.202	0.104	-0.024	-0.058	-0.13	0.195	-0.149	-0.033	-0.037	-0.071	0.099	0.018
OC.AC.5	-0.087	0.078	0.043	-0.788	.612a	-0.418	-0.25	-0.188	0.115	0.016	0.207	-0.277	-0.055	-0.002	0.102	-0.033	-0.029	0.173
OC.AC.6	0.033	-0.193	0.116	0.276	-0.418	.903a	-0.082	0.07	-0.154	0.014	-0.137	0.206	0.205	-0.163	-0.154	0.177	-0.217	-0.186
OC.NC.1	-0.123	-0.021	-0.54	0.202	-0.25	-0.082	.788a	0.097	0.117	-0.058	-0.105	0.256	0.074	-0.079	0.186	-0.114	0.104	-0.212
OC.NC.2	0.043	-0.019	-0.027	0.104	-0.188	0.07	0.097	.975a	-0.086	-0.097	-0.125	-0.026	0.052	0.146	-0.015	-0.114	-0.224	-0.095
OC.NC.3	-0.019	-0.053	-0.226	-0.024	0.115	-0.154	0.117	-0.086	.968a	-0.214	-0.137	0.049	-0.004	-0.062	0.085	-0.032	-0.276	-0.022
OC.NC.4	-0.16	0.069	0.077	-0.058	0.016	0.014	-0.058	-0.097	-0.214	.969a	-0.075	-0.224	-0.108	-0.166	-0.186	-0.051	0.021	0.192
OC.NC.5	-0.208	0.188	0.065	-0.13	0.207	-0.137	-0.105	-0.125	-0.137	-0.075	.956a	-0.155	-0.084	-0.004	-0.317	0.103	-0.058	0.146
OC.NC.6	0.059	-0.108	-0.113	0.195	-0.277	0.206	0.256	-0.026	0.049	-0.224	-0.155	.943a	-0.099	-0.181	-0.062	0.16	-0.119	-0.29
OC.CC.1	-0.318	-0.1	0.209	-0.149	-0.055	0.205	0.074	0.052	-0.004	-0.108	-0.084	-0.099	.954a	-0.091	-0.009	-0.112	-0.035	-0.387
OC.CC.2	0.23	0.195	-0.028	-0.033	-0.002	-0.163	-0.079	0.146	-0.062	-0.166	-0.004	-0.181	-0.091	.958a	-0.203	-0.064	-0.12	-0.079
OC.CC.3	0.032	-0.246	-0.223	-0.037	0.102	-0.154	0.186	-0.015	0.085	-0.186	-0.317	-0.062	-0.009	-0.203	.933a	-0.496	0.108	-0.078
OC.CC.4	-0.048	-0.343	0.197	-0.071	-0.033	0.177	-0.114	-0.114	-0.032	-0.051	0.103	0.16	-0.112	-0.064	-0.496	.931a	-0.207	0.21
OC.CC.5	-0.199	0.102	0.07	0.099	-0.029	-0.217	0.104	-0.224	-0.276	0.021	-0.058	-0.119	-0.035	-0.12	0.108	-0.207	.955a	-0.312
OC.CC.6	0.1	-0.173	0.021	0.018	0.173	-0.186	-0.212	-0.095	-0.022	0.192	0.146	-0.29	-0.387	-0.079	-0.078	0.21	-0.312	.931a

Table 4.28																				
Measures of Sampling Adequacy (MSA)																				
JS.E XTR.1	.940a	-0.04	-0.1	-0.03	-0.1	-0.22	0.11	-0.16	-0.3	-0.08	0.01	-0.09	0.13	-0.15	0.046	0.04	0.244	-0.479	0.21	-0.411
JS.EXTR.2	-0.04	.930a	-0.4	-0.3	-0.2	-0.19	-0.3	-0.08	0.08	0.191	0.03	0.361	0.2	-0.07	-0.05	-0.14	0.061	0.392	0.09	-0.135
JS.EXTR.3	-0.07	-0.37	.946a	-0.19	-0.3	-0.11	0.08	0.06	-0.04	0.205	0.11	0.071	-0.3	-0.25	0.016	-0.03	0.108	-0.185	-0.2	0.316
JS.EXTR.4	-0.03	-0.3	-0.2	.923a	0.26	-0.29	-0	-0.43	-0.19	-0.13	-0.06	-0.35	-0.29	0.069	0.15	-0.1	0.076	-0.196	0.28	0.291
JS.EXTR.5	-0.14	-0.23	-0.3	0.257	.947a	0.155	-0.1	0.13	-0.31	-0.32	-0.24	-0.37	-0.04	-0.01	-0.12	-0.13	-0.171	0.014	-0.1	0.081
JS.EXTR.6	-0.22	-0.19	-0.1	-0.29	0.16	.966a	-0.2	-0.03	0.19	-0.09	-0.27	0.022	-0.01	0.167	-0.04	-0.02	-0.058	-0.082	-0	-0.203
JS.EXTR.7	0.106	-0.32	0.08	-0.04	-0.1	-0.15	.977a	0.09	-0.12	-0.06	0.07	0.016	0.06	0.069	0.016	0.07	-0.193	-0.079	-0.1	-0.17
JS.EXTR.8	-0.16	-0.08	0.06	-0.43	0.13	-0.03	0.09	.942a	0	-0.11	0.05	0.015	0.28	0.11	-0.19	0.14	-0.308	0.186	-0.4	-0.119
JS.INTR.1	-0.3	0.076	-0	-0.19	-0.3	0.194	-0.1	0	.964a	0.2	-0.09	0.039	0.02	-0.1	0.19	-0.08	-0.003	0.129	-0.1	0.072
JS.INTR.2	-0.08	0.191	0.21	-0.13	-0.3	-0.09	-0.1	-0.11	0.2	.959a	-0.09	0.043	-0.14	-0.27	0.02	-0.26	0.053	0.175	-0.2	0.137
JS.INTR.3	0.007	0.034	0.11	-0.06	-0.2	-0.27	0.07	0.05	-0.09	-0.09	.979a	-0.04	-0.01	0.036	-0.2	-0.08	-0.002	0.196	-0.1	0.068
JS.INTR.4	-0.09	0.361	0.07	-0.35	-0.4	0.022	0.02	0.02	0.04	0.043	-0.04	.963a	-0.15	-0.1	-0.11	-0.06	0.059	0.077	-0	-0.13
JS.INTR.5	0.13	0.198	-0.3	-0.29	-0	-0.01	0.06	0.28	0.02	-0.14	-0.01	-0.15	.963a	-0.02	-0.11	0.08	-0.086	0.044	-0	-0.268
JS.INTR.6	-0.15	-0.07	-0.2	0.069	-0	0.167	0.07	0.11	-0.1	-0.27	0.04	-0.1	-0.02	.969a	-0.09	0.13	-0.2	0.093	0	0.125
JS.INTR.7	0.046	-0.05	0.02	0.15	-0.1	-0.04	0.02	-0.19	0.19	0.02	-0.2	-0.11	-0.11	-0.09	.965a	-0.04	-0.143	0.101	-0	-0.414
JS.INTR.8	0.044	-0.14	-0	-0.1	-0.1	-0.02	0.07	0.14	-0.08	-0.26	-0.08	-0.06	0.08	0.131	-0.04	.981a	-0.189	0.028	0.1	-0.123
JS.INTR.9	0.244	0.061	0.11	0.076	-0.2	-0.06	-0.2	-0.31	-0	0.053	-0	0.059	-0.09	-0.2	-0.14	-0.19	.958a	-0.302	-0.3	0.045
JS.INTR.10	-0.48	0.392	-0.2	-0.2	0.01	-0.08	-0.1	0.19	0.13	0.175	0.2	0.077	0.04	0.093	0.101	0.03	-0.302	.854a	-0.3	-0.008
JS.INTR.11	0.213	0.092	-0.2	0.276	-0.1	-0.01	-0.1	-0.35	-0.12	-0.16	-0.06	-0.04	-0.04	0.002	-0.03	0.1	-0.251	-0.275	.957a	-0.07
JS.I TR.12	-0.41	-0.14	0.32	0.291	0.08	-0.2	-0.2	-0.12	0.07	0.137	0.07	-0.13	-0.27	0.125	-0.41	-0.12	0.045	-0.008	-0.1	.893a

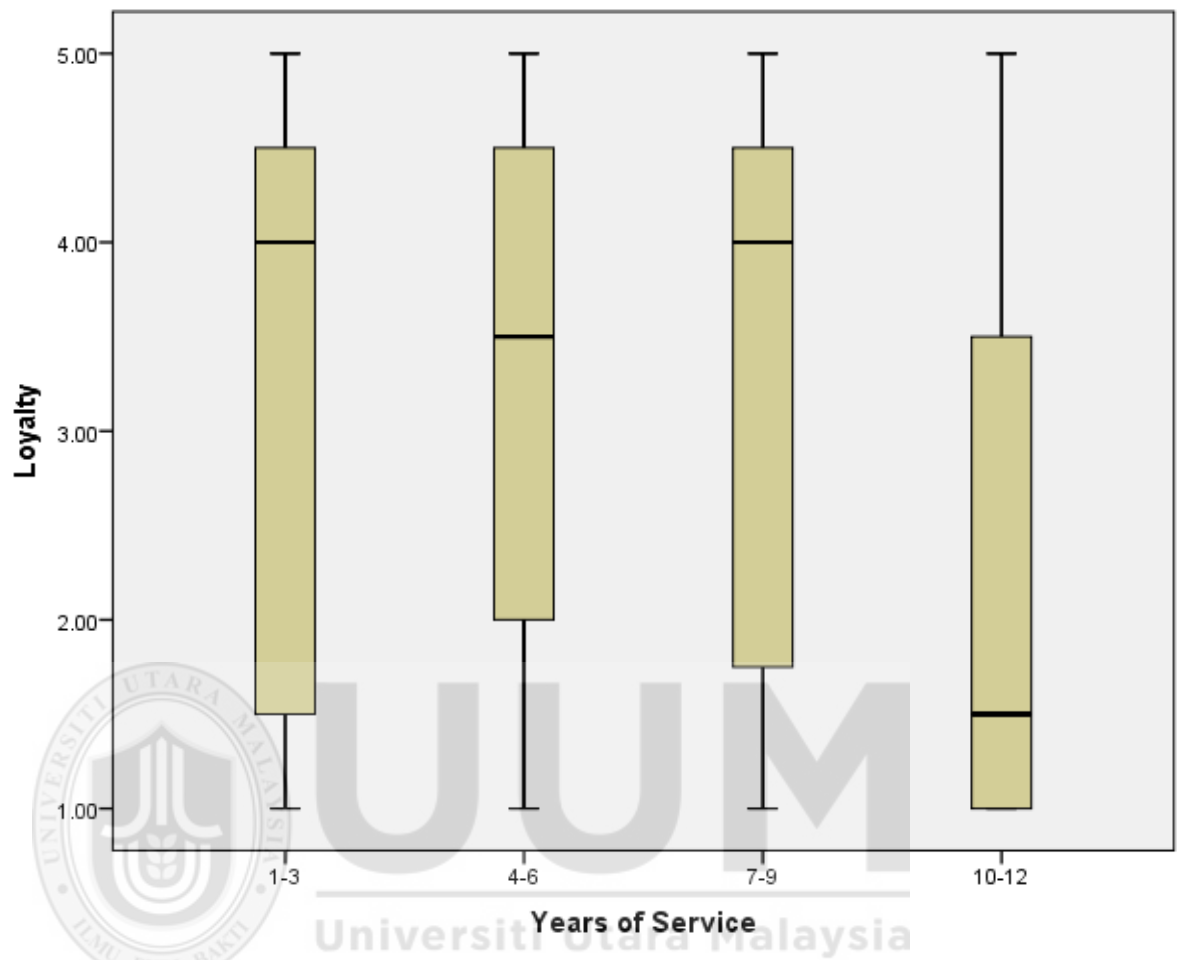


Figure 5.1
Frequency of Year of Service with Loyalty

Table 5.1
Percentage of Intention to leave

	Scale 1-5	Frequency	Percent
TL.4	1	51	22.7
	1.5	7	3.1
TL.8	2	16	7.1
	2.5	4	1.8
	Total	78	34.7

Table 5.2

*Mean_INTR_JS_afterFA * Years of Service Cross tabulation*

		Years of Service				Total	Total
		1-3 35 %	4-6 25 %	7-9 7 %	10-12 1.3 %		Percentage 100%
Mean_INTR_JS_afterFA	1.00	11	11	3	0	25	
	1.07	9	8	0	0	17	
	1.13	8	9	3	2	22	
	1.20	13	12	2	1	28	
	1.27	11	4	3	0	18	
	1.33	9	4	0	0	13	
	1.40	3	1	0	0	4	
	1.47	10	5	3	0	18	
	1.53	3	1	1	0	5	
	1.60	2	0	1	0	3	
	1.73	1	0	0	0	1	
	1.80	2	1	0	0	3	
	1.87	1	0	0	0	1	
	1.93	1	1	0	0	2	71 %
	2.00	3	3	0	0	6	2.6 %
	3.13	1	0	0	0	1	
	3.60	2	0	0	0	2	
	3.67	1	1	0	0	2	
	3.73	5	1	1	0	7	
	3.80	3	2	0	0	5	
	3.87	1	1	0	0	2	
	3.93	7	7	2	0	16	
	4.00	3	3	0	0	6	
	4.07	4	4	0	0	8	
	4.13	0	2	0	0	2	
	4.20	0	2	0	0	2	
	4.27	2	1	0	1	4	
	4.33	1	1	0	0	2	26.4 %
Total		117	85	19	4	225	

Table 5.3

*Mean_SelfEsteem_JS_afterFA * Years of Service Cross tabulation*

		Years of Service				Total	Total
		1-3 34 %	4-6 25 %	7-9 6 %	10-12 1.3 %		Percentage 100%
Mean_SelfEsteem_JS _afterFA	1.00	45	31	6	1	83	
	1.25	22	14	3	0	39	
	1.50	6	3	3	2	14	
	1.75	3	8	2	0	13	66 %
	2.00	17	6	2	0	25	
	2.25	2	4	0	0	6	
	2.50	0	4	1	0	5	
	2.75	2	5	1	0	8	19.5 %
	3.00	5	2	1	0	8	
	4.00	5	0	0	0	5	
	4.25	6	4	0	0	10	
	4.50	4	4	0	1	9	14.5 %
	Total	117	85	19	4	225	