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

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By

MAHMOUD RADWAN HUSSEIN AL-ZGOOL

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


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

CERTIFICATE OF THESIS WORK .......... ii
PERMISSION TO USE .................. iii
ABSTRACT ................................. iv
ABSTRAK .................................... v
AKCKNOWLEDGEMENT ................ vi
TABLE OF CONTENT .................. viii
LIST OF TABLE ......................... xii
LIST OF FIGURES ....................... xv
LIST OF ABBRVIATIONS ............. xvi

CHAPTER ONE
INTRODUCTION
1.2 Problem Statement ................. 1
1.3 Research Questions ............... 14
1.4 Research Objectives ............. 15
1.5 Significance of the study
1.5.1 Theoretical Contribution .... 16
1.5.2 Practical Contribution ....... 17
1.6 Scope of the Study ............... 19
1.7 Definitions of Terms ............ 20
1.8 Organisation of this Study .... 21
1.9 Conclusion ......................... 22

CHAPTER TWO
LITERATURE REVIEW ............. 24
2.2 Turnover Intention ............... 24
2.3 Emotional intelligence
2.3.1 Definitions of Emotional Intelligence 38
2.3.2 The Models of Emotional Intelligence 40
2.3.4 Concept of Leadership .... 49
2.3.5 The Factors Why Leaders Need Emotional Intelligence 50
2.3.6 Emotional Intelligence and Transformational Leadership Style 53
2.3.7 The Relationship between Leaders’ EI and Turnover Intention 54
2.4 Organisational Commitment ... 56
2.4.1 The Definitions of Organisational Commitment 56
2.4.2 Organisational Commitment in Multidimensional Models: 57
2.4.3 Three Dimensions of Organisational Commitment 59
2.4.4 The Relationship between Organisational Commitment and Turnover Intention 61
2.5.2 Underpinning Theory to Job Satisfaction 65
2.6 The Role of Job Satisfaction as the Mediating Variable 75
2.6.1 The Relationship between Leaders’ EI and Job Satisfaction 76
2.6.2 The Relationship between Organisational Commitment and Job Satisfaction 77
2.6.3 The Relationship between Job Satisfaction and Turnover Intention 78
2.7 Underpinning Theory ........... 79

UUM
Universiti Utara Malaysia
4.7.2 The Relationship between EI, Affective Commitment, Normative Continuance Commitment, and Behavioural Loyalty ......................................................... 138
4.7.3 The Relationship between EI, Affective Commitment, Normative Continuance Commitment, and Intrinsic Job Satisfaction .................................................. 138
4.7.4 The Relationship between EI, Affective Commitment, Normative Continuance Commitment, and Organization-based self-esteem Job Satisfaction 139
4.7.5 The Relationship between Intrinsic Job Satisfaction, Thought to Quit and Behavioural Loyalty .................................................. 141
4.7.6 The Relationship between Organization-based self-esteem Job Satisfaction, Thought to Quit, and Behavioural Loyalty .................................................. 141
4.8 Hierarchical Regression Analysis ........................................................................................................ 143
4.8.1 Mediating effects of INTR J.S on EI, Affective Commitment, Normative Continuance Commitment, and TQ ................................................................. 148
4.8.2 Mediating effects of INTR J.S on EI, Affective Commitment, Normative Continuance Commitment, and Behavioural Loyalty .................................................. 151
4.8.3 Mediating effects of Organization-based self-esteem on EI, Affective Commitment, Normative Continuance Commitment, and TQ .................................................. 154
4.8.4 Mediating effects of Organization-based self-esteem on EI, Affective Commitment, Normative Continuance Commitment, and Behavioural Loyalty ............. 158
4.8.5 Hypotheses Summary ........................................................................................................ 162
4.9 Conclusion ......................................................................................................................... 164

CHAPTER FIVE ....................................................................................................................... 166
DISCUSSION, RECOMMENDATION AND CONCLUSION ............................................ 166
5.2 Employees Turnover in Hotel Industry in Jordan .......................................................................... 166
5.3. Discussion of Research Findings .......................................................................................... 169
5.3.1 Influence of Leaders’ Emotional Intelligence (EI) on Employees’ Turnover Intention 169
5.3.1.1 Influence of Leaders’ EI on Employees’ Thought to Quit ........................................ 170
5.3.1.2 Influence of Leaders’ EI on Behavioural Loyalty .................................................. 172
5.3.2 Influence of Organisational Commitment on Employees’ Turnover Intention 174
5.3.2.1 Influence of Normative Continuance Commitment on Employees’ Thought to Quit .................................................. 175
5.3.2.2 Influence of Normative Continuance Commitment on Employees’ Behavioural loyalty .................................................. 176
5.3.2.3 Influence of Affective Commitment on Employees’ Thought to Quit .................. 178
5.3.2.4 Influence of Affective Commitment on Employees’ Behavioural loyalty .......... 180
5.3.3 Influence of Job Satisfaction on Employees’ Turnover Intention ........................................ 181
5.3.3.1 Influence of Intrinsic Job Satisfaction on Employees’ Thought to Quit .............. 183
5.3.3.2 Influence of Intrinsic Job Satisfaction on Employees’ Behavioural Loyalty ...... 184
5.3.3.3 Influence of Organization-based self-esteem Job Satisfaction on Employees’ Thought to Quit .................................................. 186
5.4 Implications of Study ........................................................................................................ 194
5.4.1 Theoretical Implications ................................................................................................. 194
5.4.2 Practical Implications ...................................................................................................... 196
5.5 Limitations of Study ............................................................................................................. 197
5.6 Recommendations ............................................................................................................. 199
5.6.1 Theoretical Recommendations ................................................................. 199
5.6.2 Practical Recommendations ................................................................. 200
5.7 Conclusion ............................................................................................. 202
REFERENCES ............................................................................................... 204
Appendix A: QUESTIONNAIRE SURVEY ......................................................... 263
APPENDIX B: ANALYSIS OUTPUT ................................................................. 283
LIST OF TABLE

Table 2.1: Definitions of Emotional Intelligence 39
Table 2.2: Goleman’s Emotional Competencies Model 45
Table 2.3: Multidimensional Models of Organisational Commitment Adapted from Meyer and Herscovitch (2001) 58
Table 3.1: Variables of the study 91
Table 3.2: Disproportionate Sampling Calculation 96
Table 4.1: Respondents’ Demographical Data 111
Table 4.2: Reliability Statistics 112
Table 4.3: Missing Data 113
Table 4.4: Skewness and Kurtosis 114
Table 4.5: Outliers 284
Table 4.6: Outliers 284
Table 4.7: Outliers 285
Table 4.8: Outliers 285
Table 4.9: Homogeneity 115
Table 4.10: TI KMO and Bartlett's Test 117
Table 4.11: Measures of Sampling Adequacy (MSA)TI 288
Table 4.12: TI total Variance Explained 118
Table 4.13: Rotated Component Matrix 119

xii
Table 4.14: Reliability of Thought to Quit

Table 4.15: Reliability of Behavioural loyalty

Table 4.16: EI KMO and Bartlett's Test

Table 4.17: Measures of Sampling Adequacy (MSA) EI

Table 4.18: EI total Variance Explained

Table 4.19: Rotated Component Matrix

Table 4.20: Reliability Statistics

Table 4.21: OC KMO and Bartlett's Test

Table 4.22: Measures of Sampling Adequacy (MSA) OC

Table 4.23: OC total Variance Explained

Table 4.24: Rotated Component Matrix

Table 4.25: Reliability of C.C

Table 4.26: Reliability of A.C

Table 4.27: JS KMO and Bartlett's Test

Table 4.28: Measures of Sampling Adequacy (MSA) JS

Table 4.29: JS total Variance Explained

Table 4.30: Rotated Component Matrix

Table 4.31: Reliability Statistics

Table 4.32: Reliability Statistics

Table 4.33: Coefficient Correlation

Table 4.34: Summary of Correlations of Variables
<table>
<thead>
<tr>
<th>Table</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.35</td>
<td>Discarded Cases in Case-wise of Regression Analysis</td>
</tr>
<tr>
<td>4.36</td>
<td>Baron and Kenny’s Approach for Testing Mediation</td>
</tr>
<tr>
<td>4.37</td>
<td>INTR. J.S mediating the relationship between EI, Normative Continuance Commitment, Affective Commitment, and TQ</td>
</tr>
<tr>
<td>4.38</td>
<td>INTR. J.S mediating the relationship between EI, Normative Continuance Commitment, Affective Commitment, and Behavioural Loyalty</td>
</tr>
<tr>
<td>4.39</td>
<td>Organization-based self-esteem mediating the relationship between EI, Normative Continuance Commitment, Affective Commitment, and TQ</td>
</tr>
<tr>
<td>4.40</td>
<td>Organization-based self-esteem mediating the relationship between EI, Normative Continuance Commitment, Affective Commitment, and Behavioural loyalty</td>
</tr>
<tr>
<td>4.41</td>
<td>Summary of Results</td>
</tr>
<tr>
<td>5.1</td>
<td>Percentage of Intention to leave</td>
</tr>
<tr>
<td>5.2</td>
<td>Mean_INTR_JS_afterFA * Years of Service Cross tabulation</td>
</tr>
<tr>
<td>5.3</td>
<td>Mean_SelfEsteem_JS_afterFA * Years of Service Cross tabulation</td>
</tr>
</tbody>
</table>
LIST OF FIGURES

Figure 4.1: EI and TI 286
Figure 4.2: OC and TI 287
Figure 4.3: JS and TI 288
Figure 5.1: Frequency of Year of Service with Loyalty 292
# LIST OF ABBREVIATIONS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>EI</td>
<td>Emotional Intelligence</td>
</tr>
<tr>
<td>OC</td>
<td>Organisational Commitment</td>
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<td>AC</td>
<td>Affective Commitment</td>
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<td>CC</td>
<td>Continuance Commitment</td>
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<td>NC</td>
<td>Normative Commitment</td>
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<td>NCC</td>
<td>Normative Continuance Commitment</td>
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<td>JS</td>
<td>Job Satisfaction</td>
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<td>TI</td>
<td>Turnover Intention</td>
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<tr>
<td>TQ</td>
<td>Thought to Quit</td>
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<td>EXTR</td>
<td>Extrinsic</td>
</tr>
<tr>
<td>INTR</td>
<td>Intrinsic</td>
</tr>
<tr>
<td>OBSE</td>
<td>Organization-based self-esteem</td>
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<tr>
<td>HRM</td>
<td>Human resource management</td>
</tr>
<tr>
<td>TRA</td>
<td>Theory of Reasoned Action</td>
</tr>
<tr>
<td>JD</td>
<td>Jordanian Dinar</td>
</tr>
<tr>
<td>KMO</td>
<td>Kaiser-Meyer-Olkin</td>
</tr>
<tr>
<td>MSA</td>
<td>Measure of Sampling Adequacy</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>MSQ</td>
<td>Minnesota Satisfaction Questionnaire</td>
</tr>
<tr>
<td>N</td>
<td>Sample Size</td>
</tr>
<tr>
<td>r</td>
<td>Correlation Coefficient</td>
</tr>
<tr>
<td>R²</td>
<td>Coefficient of Determination</td>
</tr>
<tr>
<td>VIF</td>
<td>Variance Inflation Factor</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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</tbody>
</table>
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
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