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

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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 pekerjanya. 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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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-OIkin
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

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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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