Research Paper

Emotional Intelligence, Perceived Organisation Support and Organisation Citizenship Behaviour: Their Influence on Job Performance among Hotel Employees

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Abstract: The hotel industry in Malaysia is under constant pressure to develop strategies for employee retention. The dearth of qualified managerial and non-managerial human resources poses a threat to the job performance of hotel employees and thereby the industry itself. This study examines how hotel employees in Kuala Lumpur perceive their emotional intelligence, organisation support, organisational citizenship behaviour and job performance and the causal relationship among these variables. A total of 100 employees from various hotel departments participated in this study. The data collected was analysed using the Partial Least Square modelling with Adanco software. Results reveal that there is a significant positive relationship between emotional intelligence, perceived organisation support, organisational citizenship behaviour and job performance. The hotel employee's emotional intelligence and psychological empowerment positively influence their job performance through their organisational citizenship behaviour. The findings of this study proposes a number of theoretical and managerial implementations.

Keywords: Organisational citizenship behaviour (OCP), emotional intelligence, hospitality employees, Malaysia


Introduction

The hospitality industry is ever glamorous and requires talents to be culturally adaptive. Being a part of the hospitality industry, it has always been a big challenge for one to manage work, home and social life. Especially in the service industry, where after one too many encounters with difficult guests, the hotel employee is often left completely

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Considered invaluable assets to hotels when compared to the other industries (Ariffin & Ha, 2014), they often have very limited routine holidays and are expected to work 7 days a week for a minimum of 14 hours a day (Bustamam, Teng, & Abdullah, 2014). Additionally, the hotel labour market suffers from both attracting and retaining talents that result in the loss of human capital investments (Davidson, Timo & Wang, 2010). Studies on the Malaysian hotel industry have proven that employees who are given recognition tend to have higher self-esteem, confidence and willingness to take on new challenges (Pratheepkanth, 2011). In their study among Malaysian working adults, Kuean, Kaur and Wong (2010) claimed that if organisations promote a rewarding strategy to applaud their employee’s efforts, their performance will be enhanced. When employees are aware of their emotional stability and perceive strong organisation support, this generates their organisational citizenship behaviour which in turn enhances their job performance.

**Literature Review**

**Emotional Intelligence**

Emotional intelligence is a type of social intelligence or generated feeling that amplifies the ability to monitor one’s own feelings and another’s emotions, to distinguish them and use that information to promote attitudes that are more positive and behaviours and outcomes that contribute towards intellectual growth (Salovey & Mayer, 1990). Goleman (1998) defined emotional intelligence (EI) as the capacity for recognising our own feelings and those of others, for motivating ourselves and for managing emotions well in ourselves and in our relationships.

The concept of EI is a widely accepted strategy by the business community for hiring, training, leadership development and team building (Joseph, Newman, & O’Boyle, 2015). Goleman’s (1995) book has been flaunted as one of the 25 most influential business management books of all time by Time magazine (Schls, 2011), and Goleman’s (1998) article published in Harvard Business Review has become the most requested reprint for this journal in the last four decades (Sardo, 2004). Goleman (1995) claimed that EI predicts as much as 80% of one’s life successes whereas IQ predicts about 20% only. However, many researchers are sceptical about the concept of EI, given the lack of harmony with regard to its definition, measurement and validity (Landy, 2005; Murphy, 2014). The first sort of EI construct is the ability to carry out accurate reasoning about emotions and the ability to use emotions and emotional knowledge to enhance the thought process (Mayer, Roberts, & Barsade, 2008) which supports EI as an definite ability or an aspect of intelligence (Daus & Ashkansay, 2005; MacCann, Joseph, Newman, & Roberts, 2014). The second definition of EI is the summed combination of personality traits, affect, and self-perceived abilities, rather than definite abilities (On, 1997; Goleman, 1995; Rides & Furnham, 2001).
Emotional intelligence in various fields enables the best leaders, female and male, use their obtained skills rationally and successfully according to their work environment (Abdalla, 2014). Kumar Mishra (2014), in her study on Indian executives in various organisations like call centres, hotels, hospitals and banking sectors, found that the more experienced executives scored higher on EI in comparison to less experienced executives. Shanta and Connolly (2013) confirmed that nurses with longer work experience had greater EI scores that help them develop aptitudes such as stress management, conflict management, problem-solving and leadership skills. This corroborates with the claims by Dusseldrop, Meijel & Derksen (2011) that employees with high EI use their skills to create change and inspire others to follow them. Based on literature review, EI is an important factor that predicts the organisational citizenship behaviour (OCB) of employees in this century. Therefore, the study used a construct to find out the relationship between EI and OCB.

**H1 : There is a significant positive relationship between Emotional Intelligence and Organisational Citizenship Behaviour among hotel employees.**

**Perceived Organisation Support**

Perceived organisation support (POS) refers to the extent employees feel that their employer recognise their contributions and value their well-being (Eisenberger, Huntington, Hutchinson, & Sowa, 1986; Stamper & Johlke, 2003). Stamper and Johlke (2003) found that an organisation would provide enough support for its employees to perform to a desired level. Yoon, Seo, & Yoon (2004) explained that POS also enhances employees’ expectancy that their consistent efforts to achieve organisation goals would be recognised. POS also has a positive effect on in-role performance (Rhoades & Eisenberger, 2002) and a negative effect on turnover intentions amongst employees. Muse and Stamper (2007) postulated that POS also influenced and enhanced task performance. Empirical research linking to the processes that may moderate the influence of POS on performance outcome is really scant (Chen, Li, & Zhou, 2005; Muse & Stamper, 2007), especially in the field of hospitality. Many studies also proved the mediating role of job satisfaction in the relationship between POS and performance outcomes based on data collected from frontline employees in the service sector (Yoon & Suh, 2004; Chen, 2012; Kim, Cable, Kim, & Wang, 2009). According to Yoon & Suh (2004), job satisfaction fully mediated the effect of POS on service performance among South Korean frontline bank employees. Sadly, much of the POS research has been conducted in developed countries (Chen & Zhou, 2005; Tumesigye, 2010). Kuvaas and Dysvik (2010) stated that employees believed that POS reciprocates with OCB such as organisational commitment, loyalty and less turnover. POS has a positive impact on creativeness (Bhatnagar, 2014) as well as encourages effective commitment, mutual expectations and willingness to work (Neves & Caetano, 2009).
Based on literature review, POS has a positive relation with OCB. Therefore, this study investigated the relation between POS and OCB in the context of hospitality.

**H2: There is a significant positive relationship between Perceived Organisational Support and Organisational Citizenship Behaviour among hotel employees.**

**Organisational Citizenship Behaviour (OCB)**

Organisational citizenship behaviour or OCB refers to the extra-role behaviour and unrestricted behaviour which enhance an employee’s performance beyond the basic requirement of their duties (Organ, 1988; Ruiz-Palomin, Ruiz-Amaya, & Knörr, 2011; Yadav & Punia, 2016). Basically, OCB comprises five dimensions such as altruism, conscientiousness, courtesy, sportsmanship and civic-virtue (Costa & MacCrae, 1992; Organ, 1988; Podsakoff, MacKenzie, Moorman, & Fetter, 1990). Altruism refers to all the voluntary deeds of employees with the notion of helping other employees in work-related tasks or problems (Ariani, 2012; Organ, 1997; Smith, Organ, & Near, 1983). Conscientiousness refers to behaviours such as obeying organisational rules and regulations, working extra-long hours beyond the normal working hours to complete unfinished tasks and assist co-workers with task-related issues (Nnedum et al., 2017). Courtesy is the deed of discussing issues before actions are taken such as giving reminders to co-workers (Basu, Pradhan, & Tewari, 2017) while sportsmanship refers to employees who willingly embark on difficult tasks without complaining (Nnedum et al., 2017). Lastly, civic-virtue is the active participation of employees in organisation’s affairs and activities (Basu et al., 2017). OCB has a positive influence on job performance and it is not formally rewarded (Emami, Alizadeh, Nazari & Darvishi, 2012). Despite the fact that OCB is not clearly documented or rewarded, it distinctly enhances organisational performance (Abdullah & Boyle, 2015). Bolino, Turnley, and Bloodgood (2002) contended that OCB promotes loyalty and trust among employees and enhances their participation in the organisation; it creates social capital in the organisation. Previous studies have also shown that OCB enhances employee job satisfaction, reduces turnover and increases productivity (Lapierre & Hackett, 2007); induces loyalty towards organisation at an emotional and cognitive level (Paille & Grima, 2011); and enhances job performance and organisational functioning (Podsakoff, Mackenzie, Paine & Bachrach, 2000; Organ et al., 2006; Ehrhart, Biese & Thomas, 2006). With regard to hospitality settings, OCB elicits job performance (Chiang & Hsieh, 2012; Walz & Niehoff, 1996) whereby the intervention of social exchange is a motivator that enhances OCB among hotel employees (Emily, 2011); the positive mood of the employees elicits OCB (William & Shiaw, 1999) and in turn, OCB aids in achieving the organisation’s goal (Lemmon & Wayne, 2015). However, the mediated influence of OCB on emotional intelligence
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and psychological empowerment still remains to be verified in the hospitality industry (Langhorn, 2004; Jung & Yoon, 2012; Varca, 2004; Korkmaz & Arpaci, 2009; Kim & Agrusa, 2011; Hancer & George, 2003). Based on previous studies, OCB was employed as a mediator in this study and the following hypothesis was formed:

**H3: Organisational Citizenship Behaviour significantly influences hotel employees’ Job Performance.**

### Job Performance

Job Performance (JP) refers to the volitional actions and behaviours on the part of organisational members or employees that contribute to or negatively impact the directions of an organisation (Campbell, Henry, & Wise, 1990; Murphy, 1989; Griffin, Neal, & Parker, 2007). There are three significant types of work behaviours that explain job performance: task performance, OCB & CWB (Rotundo & Sackett, 2002). According to Borman (2004) and Borman and Motowidlo (1993), job performance refers to the proficiency with which employees perform the basic core activities that are officially recognised as part of their job. Job performance vary considerably with individuals (Kane & Lawler, 1979) and can be measured on an occasional or short-term basis or as an overall general evaluation of a person's typical performance (Neal, Weiss, Barros, & MacDermid, 2005; Gooty, Gavin, Ashkansay, & Thomas, 2014). Raub and Liao (2012) claimed that with the existence of environmental constraints, work role reinforcement achieves only a fraction of the scope of behaviours expected of an employee. Griffin et al. (2007) argued that the more uncertain an organisation is, the greater need for role flexibility. Based on the social exchange theory, OCB is an outcome of POS (Ahmed, Rasheed, & Jehanzeb, 2012) and Work Environment (WE) (Schaufeli, Salanova, Gonzalez-Roma & Bakker, 2002).

### The Relationship between Emotional Intelligence, Organisational Citizenship Behaviour, Perceived Organisation Support and Social Exchange Theory

Various studies on emotional intelligence confirmed that it has a positive impact on job performance (Langhorn, 2004; Bar-On & Parker, 2000; Verriss & Goleman, 2001; Coleman, 1995, 1998; Orme, 2001; Ryback, 1998; Stein & Book, 2000; Weisinger, 1998). For example, Jung & Yoon (2012) and Dimitriades (2007) found a positive direct influence of emotional intelligence on counterproductive work behaviours among food & beverage (F&B) employees in deluxe hotels. A meta-analysis conducted by Boyle and Ernst (2011) on the relationship between EI and JP found that EI significantly affects JP with a predictive average change of 14% on the latter.

The Social Exchange Theory (SET) was initially framed to account for the expansion and conservation of interpersonal relationships. Since then, it has been...
employed in relation to workplace relationships or employment relationship as well. (Shore, T etrick, & Barksdale, 1999). According to Liden, Sparrowe, & Wayne (1997), workers can form distinguishable social exchange relationships with their immediate supervisors, co-workers (Flynn, 2003) and their organisations (Moorman, Blakely, & Niehoff, 1998). These relationships have implications for behaviour, precisely because individuals return benefits they receive and they are likely to match goodwill and helpfulness toward the party with whom they have a social exchange relationship (Spanzano & Mitchell, 2012). This creates a feeling of obligation on the employee's part and since its human nature for individuals to return the benefits they receive, employees are likely to reciprocate the organisation's favourable treatment with behaviours that promote its goal attainment efforts.

Other relevant literature corroborate that POS positively influences OCB (Eisenberger et al., 1990; Shore & Wayne, 1993; Wayne, Shore, Bommer, & T etrick, 1997; Wayne, Shore, & Liden, 2002; Chiang & Hsieh, 2012). The employees in an organisation feel good when the organisation values their personal contributions which is reflected in the employees' OCB (Moorman et al., 1998; Piercy et al., 2006; Podsakoff et al., 2000; Settoon, Bennett, & Liden, 1996; Chiang & Hsieh, 2012); this relates back to the social exchange theory.

Chiang and Hsieh's 2012 study proved that Perceived Organisation Support (POS) has no direct influence on Job Performance but that OCB positively influences Job Performance (JP). On the other hand, a study of 407 valid respondents from various hotels in 7 China regions showed a link between Social Exchange Theory and OCB and revealed a significant relationship between employees' OCB and their job performance (Ma & Qu, 2011).

There are a limited number of studies on the relationship between EI, OCB, POS and JP. Hence conducting this study in the context of hotel employees in Kuala Lumpur will help develop a better understanding of the implications of EI and POS in organisational settings. Moreover, this study investigates the significance of POS on JP among hotel employees, which in itself has not been extensively studied. It is much anticipated that understanding the effects of EI on OCB and JP will add to the existing body of knowledge in the hotel industry.

Many studies have explored the relationship between employee organisational citizenship behaviour (independent variable), perceived organisation support (independent variable) and job performance (dependant variable) in various settings (Farooqui, 2012; Salahuddin, 2016; Job & Johanson, 2008; Izatepe, 2012; Guest, Ramos, & Gracia, 2016; Iz, & Niehoff, 2012; William & Shaw, 1999; Lemmon & Wayne, 2015). Similarly, studies linking emotional intelligence (independent variable) and job performance (dependant variable) in various fields have been undertaken (Langhorn, 2004; Jung, & Yoon, 2012; Dimitriades, 2007; Varca, 2004; Kim, Yoo, Lee, & Kim, 2012). However, the role of emotional intelligence and psychological
empowerment as independent variables mediated through organisational citizenship behaviour and moderated through perceived organisation support on job performance as the dependant variable, remains unmapped. The model proposed by this study aims to fill the gap by investigating the moderating influence of perceived organisation support on employee behaviours and stances to explain their job performance. To date, a review of existing literature on Emotional Intelligence and Organisational Citizenship Behaviour have disclosed varied relationships and effects on Job Performance (Farooqui, 2012; Salahuddin, 2016; Cho, & Johanson, 2008; Matepe, 2012; Guest, Ramos, & Gracia, 2016; Liz & Niehoff, 2012; William & Shaw, 1999; Lemmon & Wayne, 2012; Langhorn, 2004; Jung & Yoon, 2012; Dimitriades, 2007; Varca, 2004; Kim, 2012).

In their study, Chiang and Hsieh (2012) found that Perceived Organisation Support (POS) has no direct influence on Job Performance but Psychological Empowerment (PE) and OCB positively influenced Job Performance (JP). The researchers claimed that the hotel employees’ OCB significantly and positively influence job performance; however, the motivation for OCB is related to the employees’ POS and PE. Guchati, Cho, & Meurs (2015) found that there exists a relationship between Psychological Contracts and Organisational Support. Further to this, Chiang, & Hsieh (2012) highlighted that employees’ OCB offers solutions to employers in inspiring employees towards better performance in the hospitality industry, where employee management is extremely complex and employee retention is nearly impossible. Thus building on this model, this study proposes that employees’ OCB and POS influence Job Performance through employees’ behavioural responses. This research aims to add to the extant literature by conceptualising and measuring OCB and POS from the employee’s perspectives.

Research Methodology

The study adapted questionnaires that have been validated in previous studies (Schutte et al., 1998; Spector, Bauer, & Fox, 2010; Rhoades & Eisenberger, 2002; Borman & Motowildo, 1993; Tseng & Huang, 2011) to measure EI with 33 measurement items, OCB with 20 measurement items, POS with 8 measurement items and JP with 15 measurement items. A total of 76 items were measured for the four constructs on a five-point Likert scale ranging from 1 as ‘Strongly Disagree’ to 5 as ‘Strongly Agree’. Demographic variables, such as gender, were included as a categorical variable while age, educational background and experience were counted in as ordinal variables.

Data Sample

A total of 100 hotel employees from Kuala Lumpur took part in this study and were chosen based on their availability and willingness to participate using a
non-probability sampling method. All necessary ethical principles were strictly adhered to during the collection of data. The respondents were first shown the letter of approval from the University of the researcher and prior approval was obtained from each respective hotel employer before data collection work commenced.

**Results**

Table 1 shows the profile of respondents; of which 79% were males and 21% were females.

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Description</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Male</td>
<td>79</td>
</tr>
<tr>
<td></td>
<td>Female</td>
<td>21</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
<tr>
<td>Nationality</td>
<td>Malaysian</td>
<td>90</td>
</tr>
<tr>
<td></td>
<td>Non-Malaysian</td>
<td>10</td>
</tr>
<tr>
<td>Age</td>
<td>18–20 years</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>21–30 years</td>
<td>31</td>
</tr>
<tr>
<td></td>
<td>31–40 years</td>
<td>39</td>
</tr>
<tr>
<td></td>
<td>41–50 years</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>51–60 years</td>
<td>2</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
<tr>
<td>Department</td>
<td>F&amp;B</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Kitchen</td>
<td>11</td>
</tr>
<tr>
<td></td>
<td>Front Office</td>
<td>16</td>
</tr>
<tr>
<td></td>
<td>Housekeeping</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>Administration</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td>Others</td>
<td>19</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Table 2 shows the constructs’ validity and reliability: Dijkstra-Henseler’s rho ($\rho_A$) was more than 0.7, Jreskog’s rho ($\rho_c$) was 0.7 (Henseler, 2015) and Cronbach’s $\alpha$ was more than 0.6 (Fornell & Larcker, 1981). The convergent validity test is necessary in any measurement model to determine if the indicators in a scale load together on a single construct (Vratskik, Al-Lozi, & Maqableh, 2016). The value of convergent validity AVE was found to be more than 0.5 (Sijtsma, 2009; Fornell & Larcker, 1981) which confirmed that the constructs were reliable and valid.
Figure 1. Framework for the study

Table 2. Construct reliability and validity

<table>
<thead>
<tr>
<th>Construct</th>
<th>Indicator</th>
<th>Item</th>
<th>Dijkstra-Henseler’s rho (ρA)</th>
<th>Jreskog’s rho (ρc)</th>
<th>Cronbach’s alpha (α)</th>
<th>AVE</th>
</tr>
</thead>
<tbody>
<tr>
<td>EI</td>
<td>EI2</td>
<td>0.730</td>
<td>0.770</td>
<td>0.852</td>
<td>0.769</td>
<td>0.591</td>
</tr>
<tr>
<td></td>
<td>EI6</td>
<td>0.733</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EI8</td>
<td>0.796</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>EI9</td>
<td>0.813</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCB</td>
<td>OCB2</td>
<td>0.892</td>
<td>0.882</td>
<td>0.912</td>
<td>0.879</td>
<td>0.676</td>
</tr>
<tr>
<td></td>
<td>OCB4</td>
<td>0.836</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>OCB5</td>
<td>0.817</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>OCB6</td>
<td>0.772</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>OCB8</td>
<td>0.787</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>POS</td>
<td>POS1</td>
<td>0.831</td>
<td>0.851</td>
<td>0.891</td>
<td>0.837</td>
<td>0.671</td>
</tr>
<tr>
<td></td>
<td>POS4</td>
<td>0.864</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>POS6</td>
<td>0.752</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>POS8</td>
<td>0.826</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JP</td>
<td>JP1</td>
<td>0.762</td>
<td>0.882</td>
<td>0.898</td>
<td>0.863</td>
<td>0.597</td>
</tr>
<tr>
<td></td>
<td>JP2</td>
<td>0.743</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>JP3</td>
<td>0.832</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>JP4</td>
<td>0.712</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>JP6</td>
<td>0.723</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>JP7</td>
<td>0.849</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Discriminant Validity

The discriminant validity test evaluates if the items used to measure the different constructs are correlated amongst them (Vratsikih, Al-Lozi, & Maqableh, 2016). Discriminant validity is measured by Henseler’s (2015) criterion of Heterotrait-Monotrait Ratio of Correlations (HTMT) and Fornell–Larcker’s (1981) criterion which compares each construct’s average variance extracted (AVE)(based on consistent loadings) with its squared consistent construct correlations. Table 3 presents the value of AVE as more than 0.5 and its score between two variables is more than the squared correlation. Table 4 shows HTMT’s discriminant validity. HTMT estimates factor correlation and to differentiate between two factors, it should be significantly smaller than one. The results shows all the HTMT have values between 0.85 to 0.9 (Srivasta & Jiang, 2008; Gold, Malhotra, & Segar, 2001). The findings confirmed that all the variables show discriminant validity.

Table 3. Discriminant validity of constructs: Fornell –Larcker criterion

<table>
<thead>
<tr>
<th>Construct</th>
<th>EI</th>
<th>OCB</th>
<th>POS</th>
<th>JP</th>
</tr>
</thead>
<tbody>
<tr>
<td>EI</td>
<td>0.5911</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCB</td>
<td>0.5773</td>
<td>0.6757</td>
<td></td>
<td></td>
</tr>
<tr>
<td>POS</td>
<td>0.2961</td>
<td>0.2879</td>
<td>0.6714</td>
<td></td>
</tr>
<tr>
<td>JP</td>
<td>0.4113</td>
<td>0.5185</td>
<td>0.2935</td>
<td>0.5957</td>
</tr>
</tbody>
</table>

Squared correlations; AVE in the diagonal.

Table 4. Discriminant validity : HTMT

<table>
<thead>
<tr>
<th>Construct</th>
<th>EI</th>
<th>OCB</th>
<th>POS</th>
<th>JP</th>
</tr>
</thead>
<tbody>
<tr>
<td>EI</td>
<td></td>
<td>0.902</td>
<td></td>
<td></td>
</tr>
<tr>
<td>OCB</td>
<td></td>
<td>0.665</td>
<td>0.618</td>
<td></td>
</tr>
<tr>
<td>POS</td>
<td></td>
<td>0.764</td>
<td>0.820</td>
<td>0.627</td>
</tr>
<tr>
<td>JP</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Table 5 shows the co-efficient of determination, R², of the endogenous constructs, Organisational Citizenship Behaviour (0.593) and Job Performance (0.518). The R² value shows that 60% of the variance of organisational citizenship behaviour is explained by Emotional Intelligence and Perceived Organisation Support, while Job Performance indicates that only 51% can be predicted. The assessment of the inner model quality is based on its ability to predict the endogenous constructs and it can be established through coefficient of determination (R²) or cross-validated redundancy (Q²) or path coefficients or the effect size (f²) (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). The model of this study was based on the R² value of its endogenous constructs.
Table 5. Coefficient of determination ($R^2$)

<table>
<thead>
<tr>
<th>Construct</th>
<th>Coefficient of determination ($R^2$)</th>
<th>Adjusted $R^2$</th>
</tr>
</thead>
<tbody>
<tr>
<td>OCB</td>
<td>0.5988</td>
<td>0.5905</td>
</tr>
<tr>
<td>JP</td>
<td>0.5185</td>
<td>0.5136</td>
</tr>
</tbody>
</table>

Table 6. Structural relationship and hypothesis testing result

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Path</th>
<th>$\alpha$</th>
<th>Standard Error</th>
<th>t-Value</th>
<th>p-Value (2-tailed)</th>
<th>p-Value (1-tailed)</th>
<th>Decision</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>EI–OCB</td>
<td>0.665</td>
<td>0.060</td>
<td>11.0652**</td>
<td>0.0000</td>
<td>0.0000</td>
<td>Supported</td>
</tr>
<tr>
<td>H2</td>
<td>POS–OCB</td>
<td>0.175</td>
<td>0.049</td>
<td>2.3579*</td>
<td>0.0184</td>
<td>0.0092</td>
<td>Supported</td>
</tr>
<tr>
<td>H3</td>
<td>OCB–JP</td>
<td>0.720</td>
<td>0.074</td>
<td>14.7887**</td>
<td>0.0000</td>
<td>0.0000</td>
<td>Supported</td>
</tr>
</tbody>
</table>

2-tailed *1.96 (5% significant), **2.57 (1% significant)

Table 6 shows that the three hypotheses are supported by the results. The results show that EI does have a direct significant influence on OCB ($\alpha = 0.665$, t-value = 11.065, $p < 0.00$), and POS on OCB ($\alpha = 1.175$, t-value = 2.357, $p < 0.01$), and OCB on JP ($\alpha = 0.720$, t-value = 14.788, $p < 0.00$), thereby supporting H1, H2 & H3.

**Discussion**

The purpose of the study was to investigate the relationship between Emotional Intelligence (EI), Perceived Organisation Support (POS), Organisational Citizenship Behaviour (OCB) and Job Performance (JP) for a sample of hotel employees working in Kuala Lumpur, Malaysia. The study found strong evidence for the three alternative hypotheses that indicates strong potential for the model in explaining JP in terms of EI, OCB and POS. Next, the hypotheses will be discussed with the findings followed by limitations, recommendations for further study and the conclusion.

The current study found that there is a positive relationship between EI and OCB. This finding is similar with past studies in populations other than the hospitality industry which showed a positive relationship between EI and OCB (Korkmaz & Arpaci, 2009; Atika & Tripti, 2008; Jung & Yoon, 2012). These studies showed that employees who are emotionally intelligent tend to have better OCB attributes at work. According to the social exchange theory, people feel obligated to reciprocate when they feel they have benefited from some other person or through the action of some entity (Boyle-Shapiro, Kessler, & Purcell, 2004). Thus, this is a mutual exchange and according to Sharma and Mahajan (2017), emotional intelligence and OCB have a significant relationship, too. Their findings proved that people with higher EI possessed higher ability to regulate emotions and perform under pressure.
The current study found a significant relationship between POS and OCB among hotel employees in Kuala Lumpur. This finding concurs with past results from different sets of population that proved employees with less Perceived Organisation Support (POS) had lesser OCB skills exhibited at work and vice versa (Guchait, Cho, & Meurs, 2015; Giga & Cooper, 2013). The employees in an organisation feel good when the organisation values their personal contributions, which is reflected in the employees OCB (Moorman et al., 1998; Piercy et al., 2006; Podsakoff et al., 2000; Settoon, Bennett, & Liden, 1996; Chiang & Hsieh, 2012); this validates the social exchange theory. This study revealed similar results too that POS positively influences hotel employees' OCB. Basically, it is evident that employees who feel good when their organisation values their personal contributions, it is reflected in their OCB attributes (Moorman et al., 1998; Piercy et al., 2006; Podsakoff et al., 2000; Settoon, Bennett, & Liden, 1996; Chiang & Hsieh, 2012).

The results of this study confirmed the predictive value of OCB on JP among the hotel employees in Kuala Lumpur. OCB emphasises on both the antecedents and consequences for employees towards their job performance in any organisation (Podsakoff et al., 2000). While past studies have claimed that OCB influences Job Performance significantly (Farooqui, 2012), these were conducted in different cultural settings. The Social Exchange Theory emphasises on the relationship between OCB and Job Performance even though past studies were conducted in different cultural settings using samples of hotel employees (Chiang & Hsieh, 2012; Ma & Qu, 2011). The researchers themselves have claimed that their findings cannot be generalised to other cultural contexts. However, our confirmed hypothesis has proven that OCB positively influences hotel employees' Job Performance in the Malaysian context too.

Managerial Implications

In summary, this study is the first attempt to investigate the relationship of different behavioural constructs such as EI, POS, OCB on employees' Job Performance in the Malaysian hotel industry. If hotel managers are aware that their employees feel better when they are treated well in terms of emotional intelligence and appropriate support, their job performance will eventually improve. Turnover intentions, the most prevalent management problem in the industry, could also be significantly reduced.

Limitations and Recommendations for Future Studies

As with other studies, this study has its own limitations too. One of which is the small sample size. Another limitation is location of the study sample which is focused in Kuala Lumpur. Hotel employees in other locations may have different attitudes and behaviours at work. Thus, it is recommended future studies expand the scope of the sampling frame for better generalisability.
Conclusion

The concept of EI adds more value to the existing body of knowledge and in the organisational settings. EI is an ability that can be learnt and put into practice (Mayer et al., 2008) similar to OCB which enhances employees’ cohesiveness at workplace. It is also known to improve HR policies at the workplace towards the attainment of organisational outcomes (Sarwar & Aburge, 2013). Similar to past studies, the present study also found that POS has a significant influence on JP. Therefore, organisational management teams should find effective ways to implement methods to improve EI and POS which will in turn promote OCB and increase JP. In conclusion, the hotel industry can benefit much from understanding the positive influences of EI, POS and exhibiting OCB traits that will enhance employees’ JP.

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