

Research Paper

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

Ruth Sabina Francis, Elangkovan Narayan Alagas and Manimekalai Jambulingam
Taylor's University, Malaysia

© The Author(s) 2018. This article is published with open access by Taylor's Press.

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 posits 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

Suggested citation: Francis, R.S., Alagas, E.N. & Jambulingam, M. (2018). Emotional intelligence, perceived organisation support and organisation citizenship behaviour: Their influence on job performance among hotel employees . *Asia-Pacific Journal of Innovation in Hospitality and Tourism*, 7(2), 1–19.

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

Correspondence: Ruth Sabina Francis, Taylor's University, Malaysia. Email: RuthSabina.Francis@taylors.edu.my

demotivated to carry on with the rest of the day's chores. Although employees are 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 perceives 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 (Sachs, 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 (Ba-On, 1997; Goleman, 1995; Petrides & 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 (Grotepe, 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-Palomino, 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 distinctively 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, Bliese & 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 (Daly, 2011); the positive mood of the employees elicits OCB (William & Shiau, 1999) and in turn, OCB aids in achieving the organisation's goal (Lemmon & Wayne, 2015). However, the mediated influence of OCB on emotional intelligence

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 & WB (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 (Amined, 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; Gerniss & Goleman, 2001; Goleman, 1995, 1998; Orme, 2001; Ryback, 1998; Stein & Book, 2000; Weisinger, 1998). For example, Jung & Yoon (2012) and Dimitriadis (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, Tetrick, & Barksdale, 1999). According to Liden, Sparrowe, & Wayne (1997), workers can form distinguishable social exchange relationships with their immediate supervisors, co-workers (Dunn, 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 (Coppazano & 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, & Tetrick, 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; Cho & Johanson, 2008; Kocatepe, 2012; Guest, Ramos, & Gracia, 2016; Wulz, & Niehoff, 2012; William & Shiaw, 1999; Lemmon & Wayne, 2015). Similarly, studies linking emotional intelligence (independent variable) and job performance (dependant variable) in various fields have been undertaken (Singhorn, 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; Kuatepe, 2012; Guest, Ramos, & Gracia, 2016; Witz & Niehoff, 2012; William & Shiaw, 1999; Lemmon & Wayne, 2005; Langhorn, 2004; Jung & Yoon, 2012; Dimitriades, 2007; Varca, 2004; Kim, Yoo, Lee, & 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

This 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 1. Demographic details of respondents

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

Table 2 shows the constructs' validity and reliability : Dijkstra-Henseler's rho (ρ_A) was more than 0.7, Jreskog's rho (ρ_c) was 0.7 (Henseler, 2015) and Cronbach's α 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.

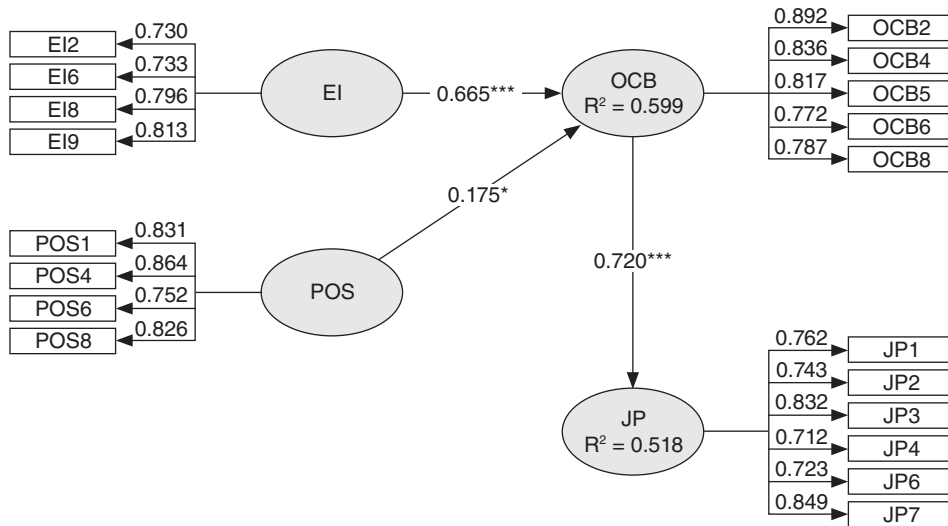


Figure 1. Framework for the study

Table 2. Construct reliability and validity

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

Discriminant Validity

The discriminant validity test evaluates if the items used to measure the different constructs are correlated amongst them (Vratskikh, 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

Construct	EI	OCB	POS	JP
EI	0.5911			
OCB	0.5773	0.6757		
POS	0.2961	0.2879	0.6714	
JP	0.4113	0.5185	0.2935	0.5957

Squared correlations; AVE in the diagonal.

Table 4. Discriminant validity : HTMT

Construct	EI	OCB	POS	JP
EI				
OCB	0.902			
POS	0.665	0.618		
JP	0.764	0.820	0.627	

Table 5 shows the co-efficient of determination, R^2 , of the endogenous constructs, Organisational Citizenship Behaviour (0.593) and Job Performance (0.518). The R^2 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 (R^2) or cross-validated redundancy (Q^2) or path coefficients or the effect size (f^2) (Hair, Sarstedt, Hopkins, & Kuppelwieser, 2014). The model of this study was based on the R^2 value of its endogenous constructs.

Table 5. Coefficient of determination (R²)

Construct	Coefficient of determination (R ²)	Adjusted R ²
OCB	0.5988	0.5905
JP	0.5185	0.5136

Table 6. Structural relationship and hypothesis testing result

Hypothesis	Path	α	Standard error	t-Value	p-Value (2-tailed)	p-Value (1-tailed)	Decision
H1	EI-OCB	0.665	0.060	11.0652**	0.0000	0.0000	Supported
H2	POS-OCB	0.175	0.049	2.3579*	0.0184	0.0092	Supported
H3	OCB-JP	0.720	0.074	14.7887**	0.0000	0.0000	Supported

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; Adka & 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 (Coyne-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 (Saad & 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.

Open Access: This article is distributed under the terms of the Creative Commons Attribution License (CC-BY 4.0) which permits any use, distribution and reproduction in any medium, provided the original author(s) and the source are credited.

References

- Abdalla, L. (2014). The emotional intelligence and gender among sports leaders in Bahrain kingdom—comparative study. *Ovidius University Annals, Series Physical Education and Sport/Science, Movement and Health*, 14(1), 110–116.
- Abdullah, A.B.M. & Boyle, S. (2015). Link between employees' organisational citizenship behaviour and organisational HR practices when mediated by employee psychological contract. *Proceedings of 11th International Business and Social Science Research Conference*, UAE.
- Ariani, D. W. (2012). Leader-member exchanges as a mediator of the effect of job satisfaction on affective organisational commitment: An empirical test. *International Journal of Management*, 29(1), 46–56.
- Ariffin, H. F. & Che Ha, N. (2015). Examining Malaysian hotel employees organisational commitment by gender, education level and salary. *The South East Asian Journal of Management*, 9(1), 1–20.
- Bar-On, R. E. & Parker, J. D. (2000). *The handbook of emotional intelligence: Theory, development, assessment, and application at home, school, and in the workplace*. San Francisco: Jossey-Bass.
- Basu, E., Pradhan, R. K., & Tewari, H. R. (2017). Impact of organisational citizenship behaviour on job performance in Indian healthcare industries: The mediating role of social capital. *International Journal of Productivity and Performance Management*, 66(6), 780–796.
- Baron, D. J., Weiss, H. M., Barros, E., & MacDermid, S. M. (2005). An episodic process model of affective influences on performance. *Journal of Applied Psychology*, 90(6), 1054.

- Bhatnagar, J. (2014). Mediator analysis in the management of innovation in Indian knowledge workers: the role of perceived supervisor support, psychological contract, reward and recognition and turnover intention. *The International Journal of Human Resource Management*, 25(10), 1395–1416.
- Bolino, M. C., Turnley, W. H., & Bloodgood, J. M. (2002). Citizenship behaviour and the creation of social capital in organisations. *Academy of Management Review*, 27(4), 505–522.
- Borman, W. C. (2004). The concept of organisational citizenship. *Current Directions in Psychological Science*, 13(6), 238–241.
- Borman, W. C. & Motowidlo, S. M. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W. C. Borman (Eds.), *Personnel Selection in Organisations*, (pp. 71–98). San Francisco: Jossey-Bass.
- Bustamam, F. L., Teng, S. S., & Abdullah, F. Z. (2014). Reward management and job satisfaction among frontline employees in hotel industry in Malaysia. *Procedia-Social and Behavioral Sciences*, 144, 392–402.
- Campbell, J. P., McHenry, J. J., & Wise, L. L. (1990). Modelling job performance in a population of jobs. *Personnel Psychology*, 43(2), 313–575.
- Chen, Y., Li, H., & Zhou, L. A. (2005). Relative performance evaluation and the turnover of provincial leaders in China. *Economics Letters*, 88(3), 421–425.
- Chiang, C. F. & Hsieh, T. S. (2012). The impacts of perceived organisational support and Psychological empowerment on job performance: The mediating effects of organisational citizenship behaviour. *International Journal of Hospitality Management*, 31(1), 180–190.
- Costa Jr, P. T. & MacCrae, R. R. (1992). *Manual for the revised NEO personality inventory (NEO-PIR) and the NEO Five-Factor Inventory (NEO-FFI)*. Odessa, FL: Psychological Assessment Resources.
- Daus, C. S. & Ashkanasy, N. M. (2005). The case for the ability-based model of emotional intelligence in organisational behaviour. *Journal of Organisational Behaviour*, 26(4), 453–466.
- Davidson, M. C., Timo, N., & Wang, Y. (2010). How much does labour turnover cost? A case study of Australian four-and five-star hotels. *International Journal of Contemporary Hospitality Management*, 22(4), 451–466.
- Dimitriades, Z. S. (2007). The influence of service climate and job involvement on customer-oriented organisational citizenship behaviour in Greek service organisations: A survey. *Employee Relations*, 29(5), 469–491.
- Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organisational support. *Journal of Applied Psychology*, 71(3), 500–507.
- Ehrhart, M. G., Bliese, P. D., & Thomas, J. L. (2006). Unit-level OCB and unit effectiveness: Examining the incremental effect of helping behaviour. *Human Performance*, 19(2), 159–173.
- Emami, M., Alizadeh, Z., Nazari, K., & Darvishi, S. (2012). Antecedents and consequences of organisational citizenship behaviour (OCB). *Interdisciplinary Journal of Contemporary Research in Business*, 3(9), 494–505.

- Farooqui, M. R. (2012). Measuring organisational citizenship behaviour (OCB) as a consequence of organisational climate (OC). *Asian Journal of Business Management*, 4(3), 294–302.
- Fornell, C. & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50.
- Gold, A.H., Malhotra, A. & Segars, A.H. (2001). Knowledge management: an organisational capabilities perspective. *Journal of Management Information Systems*, 18(1), 185–214.
- Goleman, D. (1995). *Emotional intelligence*. New York: Bantam Books.
- Goleman, D. (1998). *Working with emotional intelligence*. New York: Bantam Books.
- Gooty, J., Gavin, M. B., Ashkansay, N. M., & Thomas, J. S. (2014). The wisdom of letting go and performance: The moderating role of emotional intelligence and discrete emotions. *Journal of Occupational and Organisational Psychology*, 87(2), 392–413.
- Griffin, M. A., Neal, A., & Parker, S. K. (2007). A new model of work role performance: Positive behavior in uncertain and interdependent contexts. *Academy of Management Journal*, 50(2), 327–347.
- Guchait, P., Cho, S., & Meurs, J. A. (2015). Psychological contracts, perceived organisational and supervisor support: Investigating the impact on intent to leave among hospitality employees in India. *Journal of Human Resources in Hospitality & Tourism*, 14(3), 290–315.
- F. Hair Jr, J., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research. *European Business Review*, 26(2), 106–121.
- Chen, S. H., Seo, G., Yoon, S. W., & Yoon, D. Y. (2016). Transformational leadership and knowledge sharing: Mediating roles of employee's empowerment, commitment, and citizenship behaviours. *Journal of Workplace Learning*, 28(3), 130–149.
- Hancer, M. & George, R. T. (2003). Psychological empowerment of non-supervisory employees working in full-service restaurants. *International Journal of Hospitality Management*, 22(1), 3–16.
- Yoon, M., Hyun Seo, J., & Seog Yoon, T. (2004). Effects of contact employee supports on critical employee responses and customer service evaluation. *Journal of Services Marketing*, 18(5), 395–412.
- Henseler, J. (2015). Is the whole more than the sum of its parts? On the interplay of marketing and design research. Inaugural lecture held on 30 April 2015, University of Twente, Enschede.
- Lapierre, L. M. & Hackett, R. D. (2007). Trait conscientiousness, leader-member exchange, job satisfaction and organisational citizenship behaviour: A test of an integrative model. *Journal of Occupational and Organisational Psychology*, 80(3), 539–554.
- Johnson, G. A. & Brooks, G. P. (2010). Initial scale development: sample size for pilot studies. *Educational and Psychological Measurement*, 70(3), 394–400.
- Jöreskog, K. G. (1967). A general approach to confirmatory maximum likelihood factor analysis. *ETS Research Bulletin Series*, 183–202.

- skog, K. G. (1978). Structural analysis of covariance and correlation matrices. *Psychometrika*, 43, 443–477.
- Joseph, D. L., Jin, J., Newman, D. A., & O'boyle, E. H. (2015). Why does self-reported emotional intelligence predict job performance? A meta-analytic investigation of mixed EI. *Journal of Applied Psychology*, 100(2), 298.
- Jung, H. S., & Yoon, H. H. (2012). The effects of emotional intelligence on counterproductive work behaviours and organisational citizen behaviours among food and beverage employees in a deluxe hotel. *International Journal of Hospitality Management*, 31(2), 369–378.
- Kane, J. S. & Lawler, E. E. (1979). Performance appraisal effectiveness: Its assessment and determinants. *Research in organisational Behaviour*, 1, 425–478.
- Karatepe, O. M. (2012). The effects of co-worker and perceived organisational support on hotel employee outcomes: The moderating role of job embeddedness. *Journal of Hospitality & Tourism Research*, 36(4), 495–516.
- Karatepe, O.M. (2012). Perceived organisational support, career satisfaction, and performance outcomes: A study of hotel employees in Cameroon. *International Journal of Contemporary Hospitality Management*, 24(5), 735–752.
- Kim, H. J. & Agrusa, J. (2011). Hospitality service employees' coping styles: The role of emotional intelligence, two basic personality traits, and socio-demographic factors. *International Journal of Hospitality Management*, 30(3), 588–598.
- Kim, T. Y., Cable, D. M., Kim, S. P., & Wang, J. (2009). Emotional competence and work performance: The mediating effect of proactivity and the moderating effect of job autonomy. *Journal of Organisational Behaviour*, 30(7), 983–1000.
- ade, O. J. & Ogunnaike, O. O. (2014). Organisational citizenship behaviour, hospital corporate image and performance.
- Korkmaz, T. & Arpacı, E. (2009). Relationship of organisational citizenship behaviour with emotional intelligence. *Procedia-Social and Behavioral Sciences*, 1(1), 2432–2435.
- Kuean, W. L., Kaur, S., & Wong, E. S. K. (2010). Intention to quit: The Malaysian companies perspectives. *Journal of Applied Sciences*, 10(19), 2251–2260.
- Kumar Mishra, S. (2014). Linking perceived organisational support to emotional labor. *Personnel Review*, 43(6), 845–860.
- Kuvaas, B. & Dysvik, A. (2010). Exploring alternative relationships between perceived investment in employee development, perceived supervisor support and employee outcomes. *Human Resource Management Journal*, 20(2), 138–156.
- Landy, F. J. (2005). Some historical and scientific issues related to research on emotional intelligence. *Journal of Organisational Behaviour*, 26(4), 411–424.
- Langhorn, S. (2004). How emotional intelligence can improve management performance. *International Journal of Contemporary Hospitality Management*, 16(4), 220–230.
- orre, F., Guest, D., Ramos, J., & Gracia, F. J. (2016). High commitment HR practices, the employment relationship and job performance: A test of a mediation model. *European Management Journal*, 34(4), 328–337.

- Lemmon, G. & Wayne, S. J. (2015). Underlying motives of organisational citizenship behavior: comparing egoistic and altruistic motivations. *Journal of Leadership & Organisational Studies*, 22(2), 129–148.
- Ma, E. & Qu, H. (2011). Social exchanges as motivators of hotel employees' organisational citizenship behaviour: The proposition and application of a new three-dimensional framework. *International Journal of Hospitality Management*, 30(3), 680–688.
- MacCann, C., Joseph, D. L., Newman, D. A., & Roberts, R. D. (2014). Emotional intelligence is a second-stratum factor of intelligence: Evidence from hierarchical and bifactor models. *Emotion*, 14(2), 358.
- Mayer, J. D., Roberts, R. D., & Barsade, S. G. (2008). Human abilities: Emotional intelligence. *Annual Review of Psychology*, 59, 507–536.
- Murphy, K. R. (1989). Is the relationship between cognitive ability and job performance stable over time? *Human Performance*, 2(3), 183–200.
- Murphy, K. R. (2014). *A critique of emotional intelligence: what are the problems and how can they be fixed?* London, UK: Psychology Press.
- Muse, L. A. & Stamper, C. L. (2007). Perceived organisational support: Evidence for a mediated association with work performance. *Journal of Managerial Issues*, 19(4), 517–535.
- Neves, P. & Caetano, A. (2009). Commitment to change: Contributions to trust in the supervisor and work outcomes. *Group & Organisation Management*, 34(6), 623–644.
- Nnedum, O. A. U., Ezechukwu, E. N., Chine, B. C., Abah, N. C., Chukwura, D. J., Okeke, T., & Emma-Echiegu, B. N. (2017). Exploratory analysis of impact of organisational support, and social capital on organisational citizenship behaviour. *African Psychologist: An International Journal of Psychology and Allied Professions*, 7(1), 1–42.
- Organ, D.W. (1988). *Organisational citizenship behaviour: The good soldier syndrome*. Lexington, MA/Toronto: D.C. Heath and Company.
- Organ, D. W. (1997). Organisational citizenship behaviour: It's construct clean-up time. *Human Performance*, 10(2), 85–97.
- Paillé, P. & Grima, F. (2011). Citizenship and withdrawal in the workplace: Relationship between organisational citizenship behaviour, intention to leave current job and intention to leave the organisation. *The Journal of Social Psychology*, 151(4), 478–493.
- Petrides, K. V., Furnham, A., & Martin, G. N. (2004). Estimates of emotional and psychometric intelligence: Evidence for gender-based stereotypes. *The Journal of Social Psychology*, 144(2), 149–162.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviours and their effects on followers' trust in leader, satisfaction, and organisational citizenship behaviours. *The Leadership Quarterly*, 1(2), 107–142.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organisational citizenship behaviours: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26, 513–563.
- Pratheepkanth, P. (2011). Reward system and its impact on employee motivation in commercial bank of Sri Lanka plc, in Jaffna district. *Global Journal of Management and Business Research*, 11(4), 85–92.

- Raub, S. & Liao, H. (2012). Doing the right thing without being told: Joint effects of initiative climate and general self-efficacy on employee proactive customer service performance. *Journal of Applied Psychology, 97*(3), 651.
- Rhoades, L. & Eisenberger, R. (2002). Perceived organisational support: A review of the literature. *Journal of Applied Psychology, 87*(4), 698–714.
- Rotundo, M. & Sackett, P. R. (2002). The relative importance of task, citizenship, and counterproductive performance to global ratings of job performance: A policy-capturing approach. *Journal of Applied Psychology, 87*(1), 66–80.
- Ruiz-Palomino, P., Ruiz-Amaya, C., & Knörr, H. (2011). Employee organisational citizenship behaviour: The direct and indirect impact of ethical leadership. *Canadian Journal of Administrative Sciences/Revue Canadienne des Sciences de l'Administration, 28*(3), 244–258.
- Salahuddin, T. (2016). The impact of best HR practices on organisational performance. *International Journal of Social Sciences and Management Studies, 3*(3), 51–70.
- Salovey, P. & Mayer, J. D. (1990). Emotional intelligence. *Imagination, Cognition and Personality, 9*(3), 185–211.
- Sardo, S. (2004). Learning to display emotional intelligence. *Business Strategy Review, 15*(1), 14–17.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies, 3*(1), 71–92.
- Shanta, L. L. & Connolly, M. (2013). Using King's interacting systems theory to link emotional intelligence and nursing practice. *Journal of Professional Nursing, 29*(3), 174–180.
- Sharma, K. & Mahajan, P. (2017). Relationship between emotional intelligence and organisational citizenship behaviour among bank employees. *Pacific Business Review International, 11*(9), 20–29.
- Sijtsma, K. (2009). On the use, the misuse, and the very limited usefulness of Cronbach's alpha. *Psychometrika, 74*(1), 107–120.
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organisational citizenship behaviour: Its nature and antecedents. *Journal of Applied Psychology, 68*(4), 653.
- Stamper, C. L. & Johlke, M. C. (2003). The impact of perceived organisational support on the relationship between boundary spanner role stress and work outcomes. *Journal of Management, 29*(4), 569–588.
- Tumwesigye, G. (2010). The relationship between perceived organisational support and turnover intentions in a developing country: The mediating role of organisational commitment. *African Journal of Business Management, 4*(6), 942.
- Van Dusseldorp, L.R., Van Meijel, B.K., & Derksen, J.J. (2011). Emotional intelligence of mental health nurses. *Journal of Clinical Nursing, 20*, 555–562.
- Varca, P. E. (2004). Service skills for service workers: Emotional intelligence and beyond. *Managing Service Quality: An International Journal, 14*(6), 457–467.

- Vratskikh, I., Al-Lozi, M., & Maqableh, M. (2016). The impact of emotional intelligence on job performance via the mediating role of job satisfaction. *International Journal of Business and Management*, 11(2), 69.
- Walz, S. M. & Niehoff, B. P. (1996). Organisational citizenship behaviours and their effect on organisational effectiveness in limited-menu restaurants. *Academy of Management Proceedings*, 1996(1), 307–311.
- Walz, S. M. & Niehoff, B. P. (2000). Organisational citizenship behaviours: Their relationship to organisational effectiveness. *Journal of Hospitality & Tourism Research*, 24(3), 301–319.
- Williams, S. & Shiaw, W. T. (1999). Mood and organisational citizenship behaviour: The effects of positive affect on employee organisational citizenship behaviour intentions. *The Journal of Psychology*, 133(6), 656–668.
- Yadav, P. & Punia, B. K. (2016). Emotionality does but spirituality does not: The effect of emotional and spiritual intelligence on organisational citizenship behaviour. *Asia-Pacific Journal of Management Research and Innovation*, 12(1), 46–55.
- Yoon, M. H. & Suh, J. (2003). Organisational citizenship behaviours and service quality as external effectiveness of contact employees. *Journal of Business Research*, 56(8), 597–611.

