

**An investigation of how job satisfaction mediates the impact  
of emotional intelligence on organisational citizenship  
behaviour in the New Zealand hospitality industry**

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## ATTESTATION OF AUTHORSHIP

I hereby declare that this submission is my own work and that, to the best of my knowledge and belief, it contains no material previously published or written by another person (except where explicitly defined in the acknowledgements), nor material which to a substantial extent has been submitted for the award of any other degree or diploma of a university or other institution of higher learning.

Signed \_\_\_\_\_ *Yan Ruzi* \_\_\_\_\_

Date 04/09/2017 \_\_\_\_\_

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## ABSTRACT

The two main purposes of this study were to explore whether employee emotional intelligence can influence the behaviours that motivate employees to help others and whether emotional intelligence can influence such behaviours as well as heighten job satisfaction. The theoretical framework for this study drew from empathy-altruism theory and affective events theory, first, to predict the relationship between emotional intelligence and organisational citizenship behaviour (OCB); and second, to determine how these elements and their relationship to each other are influenced by job satisfaction. This study adopted a quantitative research approach; data were collected from 116 participants working within different types of hospitality businesses in New Zealand using an online questionnaire. Bivariate correlation and mediation analyses were conducted to test this study's hypotheses.

This study focussed on two key issues for the hospitality industry: the emotional competencies of employees and how employees demonstrate OCB. Tourism is an economic driver for New Zealand, bringing increasing numbers of customers, development potential, and serious service quality challenges to the hospitality industry. Faced with challenges and global competition, New Zealand's hospitality industry needs to emphasise high performance and quality service. Since the service that the employees provide is a real but intangible product in the hospitality industry, it would be helpful to understand how to improve employee job performance and create an emotional connection with customers, thereby contributing to customer loyalty and organisational efficiency.

Findings did not show that job satisfaction played a mediator role in the relationship between emotional intelligence and organisational citizenship behaviour. However, the emotional intelligence of employees successfully predicted their OCB behaviours. All



of the dimensions of emotional intelligence were found to be important for increasing helpful behaviours in the workplace. In particular, self-emotion appraisal was considered the main factor that induced helpful behaviours.

This study's findings are important for understanding the roles of emotional intelligence and helping behaviour in the New Zealand hospitality industry. While the concepts of emotional intelligence and OCB have been applied to hospitality settings in recent years, these concepts still need to be well-researched from different perspectives. Further studies are needed to develop a theoretical model that can systematically investigate emotions and behaviours within the hospitality industry.

Findings link emotional competency to organisational behaviour in general management, thereby enabling a better understanding of organisational behaviour. Importantly, they also give insight into the effects of applying concepts of emotional intelligence to OCB. Findings provide practitioners with understandings of how emotional abilities contribute to job performance and inform appropriate strategies to improve employee job performance and customer experience. Findings also help employees better understand their emotions and behaviours in the workplace enabling them to achieve career success.

## Chapter 1: Introduction

### 1.1 Background to the study

The hospitality and tourism industries are viewed as the fastest growing areas of New Zealand's economy. The unspoilt natural beauty and cultural heritage of New Zealand attracts many visitors. According to a report on the state of the tourism industry, international arrivals to New Zealand grew 33.6% between 2007 and 2016, rising from 2,435,668 arrivals to 3,253,600 arrivals (Tourism Industry Aotearoa, 2016). It is expected that international arrivals to New Zealand will increase in the future. A prosperous tourism sector in New Zealand can bring many customers to the hospitality industry, particularly to hotels. Since service is viewed as inseparable from the service provider, recruiting, retaining and managing human resources to increase organisations' competitiveness are important factors for the success of the hospitality industry (Nadiri & Tanova, 2010). In the face of increasing numbers of customers and fierce international competition, there is a need for hospitality practitioners to understand the importance of high performance and service improvements in maintaining a competitive advantage.

One way to improve the work performance and service quality of employees is to increase the range of extra-role behaviour, also called organisational citizenship behaviour (OCB). Academics and practitioners have identified OCB as an essential criterion when measuring employee job performance. It also plays an important role in the hospitality industry when the employee, as a service provider, has frequent face-to-face interactions with customers (Jung & Yoon, 2012). It is accepted that employee behaviours can exert a direct influence on service quality, customer satisfaction and customer loyalty (Liang, 2012; Tang & Tang, 2012; Wang & Wong, 2011). OCB goes beyond job requirements and non-monetary reward behaviour (Tsaur, Wang, Yen, & Liu, 2014). Thus, an employee that demonstrates OCB indicates positive work attitudes

(such as organisational commitment, work engagement and job satisfaction) which further improve organisational efficiency, cost reduction and profitability (Bilgin, Kuzey, Torlak, & Uyar, 2015; Jung & Yoon, 2012).

OCB and how it is applied in the hospitality industry has received much attention in recent years (Wang, Kim, & Milne, 2017). Previous research has explored various determinants of OCB, such as social exchange (Ma & Qu, 2011), leader-member exchange (Kim O'Neill, & Cho, 2010; Kim, Ok, & Lee, 2009) and organisational commitment (Cho & Johanson, 2008). Previous studies have also researched emotional intelligence as an antecedent to OCB (Jung & Yoon, 2012; G. Lee, Magnini, & Kim, 2011), but the explanations of the relationship between emotional intelligence and OCB provided in these studies fail to offer rigorous theoretical support. Research on the antecedents of OCB still needs to be well established in the hospitality industry so that practitioners can adopt appropriate strategies to improve employees' job performance and offer exceptional customer service.

Tourism is recognised as a key economic driver in New Zealand, and growing tourist numbers bring great development potential to the hospitality industry. However, New Zealand should not only deliver the goods; it must also provide excellent service. Considering that people are easily influenced by emotional factors, the ability to deal with emotional issues, which is a reflection on emotional intelligence, can directly influence service quality and customer satisfaction in the service encounter. Furthermore, previous studies have identified emotional intelligence as one of the main factors that induces people to voluntarily take positive actions to improve customer experience and organisational effectiveness in the hospitality industry (Kim, Jung-Eun Yoo, Lee, & Kim, 2012; Othman, Abdullah, & Ahmad, 2008; Wolfe et al., 2014). Thus, understanding the role of emotional intelligence and its effect on employee behaviour is essential in the hospitality industry. As a relatively new concept, emotional intelligence has become an interesting subject for research, and many studies have examined how emotional intelligence can influence organisational effectiveness,

customer satisfaction, and task-related behaviours. Nevertheless, emotional intelligence has only recently been applied to management in the hospitality industry. The hospitality industry context is still an underexplored area in the emotional intelligence literature. More empirical research is needed to understand the role of emotional intelligence in the hospitality industry so that practitioners can employ relevant strategies to improve employees' soft skills and enhance customer experience.

The concept of job satisfaction is well established in the field of general management, and in OCB studies it has been given considerable attention, including numerous research projects conducted in the hospitality industry. Findings from these studies indicate that job satisfaction can be a predictor of organisational factors (Yang, 2010; Zopiatis, Constanti, & Theocharous, 2014) and the outcome of work-related variables (Schyns & Croon, 2006; Zhao, Qu, & Ghiselli, 2011). However, few studies have explored the perspective of job satisfaction affecting the relationship between emotional intelligence and OCB. Weiss and Cropanzano (1996) proposed the affective events theory, a theory that explains how emotions and moods influence job performance and job satisfaction. The theory indicates that job satisfaction can be also analysed as a mediator between emotional and behavioural variables. Greenidge, Devonish, and Alleyne (2014) discovered that job satisfaction partially affects the relationship between emotional intelligence, contextual performance and counterproductive work behaviour. In order to provide a better understanding of the relationship between emotional intelligence and OCB, this study uses job satisfaction as a mediator to explain how employee emotional intelligence influences positive behaviour.

## 1.2 Research objectives

The purpose of this study is to explore how the emotional intelligence of employees affects their behaviour and what degree of impact the enhancement of job satisfaction has on emotional intelligence. Specifically, this study seeks to establish the relationship

between emotional intelligence and OCB using job satisfaction to explain this relationship. Accordingly, the following objectives have been set:

- 1) To identify whether emotional intelligence positively influences OCB.
- 2) To explore whether employees with high emotional intelligence have high job satisfaction and therefore perform more OCBs.

### 1.3 Significance of the study

It is critically important for hospitality practitioners to understand the role of employee emotional intelligence and how emotional intelligence can influence employee work behaviour. This study has been developed to make practical and theoretical contributions in the following ways:

1. The hospitality industry in New Zealand has not been well-researched. The findings from this study can potentially contribute to the body of emotional intelligence and OCB literature by providing a New Zealand hospitality perspective.
2. This study may provide a new perspective to explain the relationship between emotional intelligence and OCB using job satisfaction as a mediator. This study has developed hypotheses for job satisfaction's mediation of the relationship between emotional intelligence and OCB through analysing affective events theory.
3. Job performance and the work attitudes of employees determine the success or failure of the service process and have been selected as the focus of this project. The findings from this study indicate how affective events theory could be applied in management roles to help with staff management and organisational effectiveness in the hospitality industry.
4. The findings provide further evidence of the influence of emotional intelligence on OCB in the hospitality industry. Hospitality practitioners may gain a better understanding of how emotional competencies affect job performance, which exerts a great influence on the level of service quality. It may also help employees understand the importance and influence of their

emotions on behaviours in the workplace so that they can achieve career success and improved well-being.

5. With increasing globalisation and a competitive international environment, human resources has become an important factor in the hospitality industry, as it is closely associated with service. In this context, encouraging employees to perform more extra-role behaviours will not only support job performance and promote better future performance, it will also positively influence customer loyalty and word-of-mouth. Having a loyal base of customers is beneficial for business in the hospitality industry, as is improving organisational efficiency, increasing market shares, and reducing fierce competition costs. The findings offer an insight into how job satisfaction mediates the influence of emotional intelligence on OCB, which may help human resources practitioners gain a better understanding of employee work attitude and performance in order to promote better future performance.

#### 1.4 Structure of the dissertation

This dissertation consists of six chapters. This first chapter introduced the study's background and identified the research questions and objectives.

Chapter 2 presents the literature review and research framework. It provides some background on the hospitality industry with reference to its characteristics and problems. Empathy-altruism theory is presented as a means of backgrounding the effect of emotional intelligence on OCB. Affective events theory is presented as a means of backgrounding job satisfaction as a mediator. Current literature about emotional intelligence, job satisfaction, and OCB is reviewed and then discussed in-depth as a theoretical background. The chapter concludes by presenting the two research hypotheses and the research framework, a model which turns on the idea that emotional intelligence influences job satisfaction, which in turn affects employees' OCBs.

Chapter 3 starts with an explanation of the research paradigm and the quantitative research methodology. The method design and data collection processes are discussed, followed by a brief introduction of the statistical methods adopted for data analysis. Ethical considerations are also included at the end of this chapter.

Chapter 4 presents the results of this study. It briefly discusses the process of ensuring reliability and validity of measures before presenting the data analysis results and respondents' profile. It presents the principal component factor analysis, reliability test, and descriptive statistics. Bivariate correlation and a mediation test are also presented using multiple regression analysis is presented to examine the proposed hypotheses.

Chapter 5 discusses the key research findings and their implications for researchers as well as practitioners in the hospitality industry.

Chapter 6 provides an overview of the entire study by revisiting the research objectives, research methodology, and research findings. It concludes with the limitations of this study and offers recommendations and future research directions are also discussed.

## Chapter 2: Literature Review

The hospitality industry is labour intensive, and hospitality employees have frequent contact with customers. Customer satisfaction can be influenced by employees' emotions and behaviours; it is therefore essential to know how employees can offer satisfactory service to customers. Emotional intelligence will affect the way employees behave in the workplace, and emotional intelligence can positively impact job satisfaction. Job satisfaction, in turn, strongly influences employee behaviour. Moreover, OCB is strongly related to employee behaviour. Given that OCB, emotional intelligence, and job satisfaction are interrelated variables, it is essential to understand the connections between them in the hospitality industry. The goal of this chapter is to recognise the impact of emotional intelligence on OCB in the hospitality industry and discuss how job satisfaction explains the relationship between these two variables. This chapter begins by providing background on the hospitality industry in New Zealand and its characteristics. It then describes the characteristics of the hospitality industry in general and addresses the problems arising from these characteristics. Next, one of the key theories informing this research, empathy-altruism theory, is introduced and explained. Two key constructs of this study, emotional intelligence and OCB, are then defined. How emotional intelligence can influence OCB is explained in light of empathy-altruism theory, leading ultimately to the formation of this study's first hypothesis. The second key theory, affective events theory, is then presented followed by the construct of job satisfaction. The mediation relationships amongst the variables of job satisfaction, emotional intelligence, and OCB are then discussed, leading to the formation of this study's second hypothesis and proposed research framework.

### 2.1 Background of the hospitality industry in New Zealand

The hospitality industry in New Zealand encompasses a wide variety of service sectors, including bars and restaurants, event planning, lodging, transportation, theme parks, cruise lines, and others. It employs approximately 200,000 people, with the bar and restaurant sector employing around 50% of the industry's employees (New



Zealand Now, 2017). Furthermore, customer demand and employment opportunities are essential variables for the hospitality industry.

The New Zealand hospitality industry's biggest economic contributors are domestic travellers. This is followed by international visitors, with a large proportion of international visitors being from China. The cultural heritage and unspoilt natural beauty of New Zealand, combined with being the site of the well-known *Lord of the Rings* films, has generated more and more tourist interest in New Zealand, which has stimulated the economic development of New Zealand's hospitality industry. In fact, in 2015 the hospitality industry contributed \$3.5 billion to New Zealand's economy, according to Tourism, Hospitality, and Recreation (2017). Thus, the success of New Zealand's hospitality industry is important to and linked to the well-being of New Zealand's economy.

## 2.2 Characteristics of the hospitality industry and arising problems

In order to know what helps maintain the sustainable and prosperous development of the hospitality industry, it is essential to first gain a better understanding of the meaning and characteristics of hospitality. Hospitality has been defined as "a contemporaneous human exchange, which is voluntarily entered into, and designed to enhance the mutual wellbeing of the parties concerned through the provision of accommodation, and/or food, and/or drink" (Brotherton, 1999, p. 168). The hospitality industry is a broad industry with many settings and segments that can range from informal lodgings to social and business settings to, for example, bistros, eateries, and hotel chains (Brotherton & Wood, 2000). Hotels and eateries are the two principal segments in hospitality, yet this review intends to comprehend the general status of the industry. Along these lines, this study incorporates different sectors of hospitality business (e.g., bars, lodging, eateries, and bistros).

One of the main characteristics of hospitality is that the key product offered to customers is service (Brotherton, 1999). Given that employees frequently have face-to-

face interactions with customers and these interactions directly determine customers' impressions of service quality, the hospitality industry is highly dependent on its employees to provide customers with satisfactory service (Nadiri & Tanova, 2010). Moreover, because service is intangible, service quality depends on the customer's perception and experience of employee performance. Previous research has shown that service quality contributes to customer satisfaction, customer loyalty, positive word-of-mouth, employee satisfaction and commitment, improved organisation image, and enhanced business performance (Berry, Bennett, & Brown, 1989).

With the increasing demand for high-quality service, employee work performance has become a strong focus in hospitality research (Bilgin et al., 2015; Nadiri & Tanova, 2010; Raub, 2008). Although previous research in the hospitality industry context has investigated how to improve employee work performance in terms of what factors improve work performance, there is still room for exploring additional factors that could positively affect work performance. In addition, not enough research has been conducted in the New Zealand context. There is a need to apply existing models from the field of general management to the hospitality industry to support human resources staff in improving employee work performance. More recent research has focussed on OCB as a major criterion for measuring employee work performance (Podsakoff, MacKenzie, Paine, & Bachrach, 2000), because OCB can enhance organisational performance as well as consumer loyalty (Fisher, McPhail, & Menghetti, 2010). It is therefore important to understand OCB in the workplace.

Another major characteristic of the hospitality industry is that it involves human interaction. It is an industry that profits by the interactions between individuals (Brotherton & Wood, 2008). Hospitality employees have to interact with customers frequently, and this necessitates an exchange of emotions between customers and employees and between employees and managers (Kruml & Geddes, 2000). To create a good emotional connection with customers, employees are required to show an ability to deal with emotional issues (Karatepe, 2010). This ability is referred to as emotional

intelligence. As emotional abilities are closely related to job performance (Chu, Baker, & Murrmann, 2012), and job performance largely determines the failure and success of service interactions, emotional intelligence has received much attention from hospitality researchers (Langhorn, 2004; Tsai, 2009). In recent years, this concept has been applied to general management situations in the hospitality industry, such as recruitment and selection processes. Thus, there is an increasing justification for researchers to establish emotional intelligence in hospitality research and to investigate the influence of emotional intelligence on employee work performance in the hospitality setting.

In addition, as described by Podsakoff et al. (2000), the hospitality industry is a high-pressure industry where employees are faced with heavy workloads, low pay rates, and inflexible work hours (AlBattat & Som, 2013). Working in such a high-pressure industry results in employees frequently experiencing work stress. O'Neill and Davis (2011) have suggested that work stress reduces feelings of well-being and leads to negative physical health symptoms. Furthermore, the pressure from interpersonal tensions is linked to lower job satisfaction, which is in turn related to poor job performance and greater turnover (Kim & Jogaratnam, 2010; Podsakoff et al., 2000). According to Cha, Cichy, and Kim (2008), well-attuned emotional abilities can help employees to better manage their work stress and improve their well-being in terms of work life. It is therefore important for researchers in the hospitality industry to analyse the above issues and their practical implications.

### 2.3 Empathy-altruism theory

Empathy-altruism theory was first proposed by Batson (1990) in the late 1980s. In the broadest sense, empathy refers to “the reactions of one individual to the observed experiences of another” (Davis, 1983, p. 113). In the narrow sense, empathy is the intrinsic emotional response that allows one individual to feel the psychological experiences of another (Duan & Hill, 1996). Goleman (1995) has suggested that emotionally intelligent people have empathy and are more sensitive to others' needs.

As empathy is about emotional ability, it is a construct of emotional intelligence. Altruism describes behaviour that is not ostensibly self-serving and about getting a reward. It is a type of helping behaviour and is one of the measurement dimensions of OCB (Organ, 1988). There is some disagreement amongst social psychologists regarding the true motivation for altruistic behaviour. Where Batson (1990) holds that people help others out of the goodness of their hearts (Batson, 1990) other researchers argue that helping is essentially a selfish behaviour (Aronson, Wilson, & Akert, 2013). This disagreement is understood as a contrast between empathy-altruism theory and social exchange theory.

Empathy-altruism theory offers an explanation of why helping behaviour occurs. The theory demonstrates that as individuals gain the ability to put themselves in the situations of others, this empathy leads to a feeling of being willing or wanting to help others (Mignonac & Herrbach, 2004). Furthermore, this feeling of willingness or a desire to help is considered an emotional state. According to this theory, the reason that empathy causes helping behaviours is that the individual experiences another's emotional state, feels sympathy for them and would like to eliminate their emotional suffering. If an individual has empathy or understanding for another person and that person's situation, the individual will help without taking a cost-benefit analysis of their assistance into account.

The empathy-altruism theory can be applied to interactions between employees and customers as well as to interactions between employees in the hospitality industry. Employees possessing empathy have the ability to share others' emotions so they can gain a better understanding of how others feel, thereby causing them to help others even if it affects them negatively. For instance, employees with high empathy comprehend the substantial workloads in hospitality, so they will intentionally help co-workers by sharing their workloads.

As empathy is a type of emotional intelligence and altruism is an aspect of OCB, the empathy-altruism theory could be applied to explain the relationship between emotional intelligence and OCB. Alfonso, Zenasni, Hodzic, and Ripoll (2016) noted that empathy-altruism theory can give clues that clarify the relationship between emotional intelligence and OCB. However, empathy-altruism theory has rarely been applied to explain this relationship in hospitality research. Kruger (2003) conducted one study applying empathy-altruism theory in the field of hospitality research, but it was to explain the relationship between empathic concern and intentions to help. To the best of my knowledge, no theory has ever been used to inform previous research on the relationship between emotional intelligence and OCB in any field. To fill these gaps, this study uses empathy-altruism theory as a foundation, predicts a relationship between emotional intelligence and OCB, and examines the effect of employee emotional intelligence on OCB.

## 2.4 The concept of emotional intelligence

The concept of emotional intelligence did not receive much consideration from scholars until the late 1980s and mid-1990s (Cichy, Cha, & Kim, 2007). The concept of emotional intelligence was first presented by Salovey and Mayer (1990), who defined it as "the ability to monitor one's own particular and others' emotions and feelings, to separate them and to utilise this information to guide one's thinking and actions" (Salovey & Mayer, 1990, p. 189). Later, Salovey & Mayer developed and further refined the concept, defining it as the capacity of a person to see, comprehend, use, and control feelings (Salovey & Mayer, 1997, cited in Law, Chi-Sum, & Song, 2004). Based on Salovey and Mayer's (1990) definition, numerous scholars created different theoretical frameworks and measurements to consider emotional intelligence. For instance, Goleman (1995) conceptualised emotional intelligence as the capacity to comprehend and manage feelings, and creating an emotional intelligence model for work environment settings that incorporated four capacities: self-awareness, self-management, social awareness, and relationship management. Goleman also showed that emotional intelligence might be conducive to effective performance at work and

accomplishment in private life (Cha, et al., 2008). The work of Goleman is attractive to practitioners and researchers in the fields of human resources, management, and organisational behaviour because it helps them to comprehend emotional intelligence as an essential part of clarifying employee job performance.

#### 2.4.1 Consequences of emotional intelligence

In the hospitality industry, considerable face-to-face and voice-to-voice interactions occur between employees and customers, making it important for employees to effectively manage, regulate, and control emotions (Karatepe, 2011). Considering that the hospitality industry has a specific end goal of high-quality service, hospitality employees possessing high emotional intelligence can easily change negative emotions to positive emotions, and this can help them to maintain professional respect at work (Tsai, 2009). As hospitality work content is undeniably complex, it is increasingly critical for hospitality managers to understand the influences of emotional intelligence on work outcomes.

Emotional intelligence is a relatively new concept amongst hospitality researchers. Recent studies have examined emotional intelligence in the context of hospitality businesses. For example, Chu et al. (2012) found that employees who possess high levels of emotional intelligence show better performance in service encounters. Prentice and King (2011) surveyed a large Australasian-based casino and confirmed that emotional intelligence is a significant predictor of the service performance of frontline employees for the high-roller market. Langhorn (2004) conducted research relating the emotional abilities of general managers to the key performance outputs under their control. Using OCB as a measurement of job performance, they found that emotional intelligence can enhance employee job performance and result in higher levels of customer satisfaction. To clarify the relationship between an employee's emotional management and service behaviour, Tsar (2009) surveyed employees from 20 five-star international tourist hotels in Taiwan. This study found that an employee's ability to engage in self-emotion appraisal and other-emotion appraisal is an important

factor for in-role and extra-role behaviour, indicating that hotel practitioners should consider emotional management in their recruitment and selection processes if they are to hire staff that will provide good service performance.

## 2.5 The concept of organisational citizenship behaviour

OCB is defined as the extra-role behaviour that is above and beyond the call of the responsibility and duty of people in an organisation (Organ, 1988). Furthermore, OCB has shown tremendous growth in the areas of leadership management, strategic management, and human resources management. OCB has a positive impact on maximising the performance of the organisation (Chiang & Hsieh, 2012). In addition, OCB increases the social attractiveness of organisations. Furthermore, Bienstock, DeMoranville, and Smith (2003) underlined the significance of OCB and demonstrated that employees' OCBs increased customers' positive assessments of service quality. This is because employees have eye-to-eye collaboration with customers. As high-quality service and satisfactory customer experience is central to hospitality business success, hospitality organisations need employees to willingly go above and beyond their usual role expectation to enhance organisational effectiveness and ensure progress. In addition, taking into consideration the intentional nature of OCB, OCB cannot be driven or rebuffed by monetary rewards. As Chiang and Birtch (2008) have expressed, OCB can be influenced essentially by non-monetary prizes. Subsequently, encouraging employees to perform OCB and knowing what influences OCB are vital points in the field of hospitality.

There are various methods for measuring OCB; the two most commonly used measurements were proposed by Organ (1988) and Williams and Anderson (1991). Organ (1988) classified OCB into the following five dimensions according to the nature of the behaviour:

- altruism—taking the initiative to help co-workers with job-related problems,
- conscientiousness—going well beyond minimum requirements through hard

work,

- sportsmanship—tolerating inconveniences at work without complaint,
- courtesy—treating others with respect, and
- civic virtue—proactive involvement in organisational activities.

Williams and Anderson (1991) further categorised these dimensions of OCB into OCB-I and OCB-O. OCB-I encompasses OCB towards individuals, and OCB-O encompasses OCB towards organisations. OCB-I includes the behavioural dimensions of altruism and courtesy towards other individuals or workers, while OCB-O includes the dimensions of conscientiousness, sportsmanship, and civic virtue directed towards and advantageous to organisations.

Ma, Qu, Wilson, and Eastman (2013) took the work of Williams and Anderson (1991) a step further. They proposed a three-dimensional system of OCB by including a third dimension encompassing OCB towards customers, or OCB-C. Given that attracting and retaining customers is important from the very beginning of an organisation's business operations, including OCB-C can help "guarantee that the service interactions, inside and remotely, are improved" (Ma et al., 2013, p. 315). Including OCB-C empowers the organisation to be fitted for service, both hypothetically and operationally.

### 2.5.1 Hospitality research on organisational citizenship behaviour

Previous studies conducted on the concept of OCB have progressively been applied to the hospitality business by scholars (Dagenais-Cooper & Paillé, 2012), and researchers have identified many organisational factors that predict OCB. Raub (2008) analysed the relationship between centralisation and OCB and discovered that employees' perceptions of a centralised organisation structure are negatively related to exhibiting OCB behaviours. Cho and Johanson (2008) analysed how work status, particularly how part-time or full-time, mediates the relationship between organisational and supervisory support, organisational commitment, OCB, and employee performance. They conducted a survey of 300 restaurant employees and found the effects on employees' organisational commitment to OCB were stronger



for part-time employees than for full-time employees. Kim et al. (2010) surveyed frontline employees from four hotels in the north-eastern United States and found that high-quality leader-member exchange relationships had a positive impact on employee OCB. Yoon, Jang, and Lee (2016) examined the effects of an environmental management strategy on OCB in the United States hotel industry, providing a new perspective on OCB. They tested the mediating roles of organisational trust and commitment when explaining those effects and found that an environmental management strategy positively affected organisational trust and commitment, which ultimately influenced OCB.

### 2.5.2 Relationship between emotional intelligence and organisational citizenship behaviour

Some researchers have investigated the relationship between emotional intelligence and OCB in general. Carmeli (2003) examined the relationship between emotional intelligence and work attitudes, altruistic behaviour, and work outcomes in senior managers. Findings showed that emotional intelligence increases positive work attitudes, altruistic behaviour, and work outcomes. Joseph and Newman (2010) found there were positive effects regarding emotional perception, emotional understanding, and emotional regulation facets on job performance. Their findings indicated that emotional intelligence can positively predict extra-role behaviour.

Other researchers have shed light on the relationship between emotional intelligence and OCB specially in the hospitality context. Lee et al. (2011) took a sample from nine different hotel businesses in South Korea and measured emotional intelligence and OCB as part of a study investigating employee satisfaction with schedule flexibility. Findings indicated that emotional intelligence led to enhanced OCB, and because determining the relationship between emotional intelligence and OCB was not the main objective of the study, the findings regarding the effect of emotional intelligence on OCB were robust. Jung and Yoon (2012) examined the effect of emotional intelligence on OCB and counterproductive work behaviours in an effort to understand how

emotional intelligence influences OCB. They collected data from 319 food and beverage employees working at a five-star hotel in Korea. The study used the four-dimensional scale developed by Wong and Law (2002), which included response categories ranging from 1 (*strongly disagree*) to 7 (*strongly agree*), to measure emotional intelligence. OCB was measured using five items on a 7-point scale. Confirmatory factor analysis was employed, and results showed that self-emotion appraisal and the use of emotion amongst employees had a significant positive effect on OCBs. This study's findings indicated that the emotional intelligence of hotel employees should be managed to guarantee enhanced business performance. From such results, it is evident that emotional intelligence leads to increased assistive behaviours in the workplace, thereby improving organisational efficiency.

It has been proposed that high emotional intelligence empowers employees to react properly to co-workers and customers, and in addition, enables employees to put themselves in the position of others, which can arouse sympathy and elicit positive, voluntary behaviours (Fisher et al., 2010). Lee and Ok (2012) established that employees with high emotional intelligence can effectively change negative emotional states into positive emotional states. Cuadrado, Tabernero, and Steinel (2015) pointed out that positive emotions are the indicator of pro-social behaviour, given that positive emotions induce people to see the positive side of things and develop sensibility, which ultimately elicits helping behaviours (Chiang & Birtch, 2011).

It can be surmised that high emotional intelligence promotes OCBs amongst employees as it assists employees in comprehending the feelings of others. Employees with a high level of emotional intelligence have a more intricate understanding of the organisation's rules and regulations, and this allows them to have a greater level of sensitivity to informal expectations of behaviour in the workplace. For example, a rule to "be nice to customers" would be understood by a high emotional intelligence employee in terms of what "being nice" means or looks like in action: remembering customers' names, smiling, etc. With the support of

empathy-altruism theory and previous literature, this first hypothesis for this study is proposed as follows:

**Hypothesis 1:** There is a positive relationship between emotional intelligence and OCB.

## 2.6 Affective events theory

In the field of hospitality industry, researchers focus on testing the relationship between emotional intelligence and OCB rather than give the evidence to explain their relationship. Thus, there is still a need to give an insight into this relationship. One theory that can be applied to inspecting the mediation effect of job satisfaction when considering it as a potential mediator for this relationship is affective events theory. Organisational psychologists Weiss and Cropanzano (1996) developed a psychological model called affective events theory to explain links between emotions and job performance and job satisfaction. The theory posits that emotions are critically important to how employees handle workplace situations and that the work environment influences employees emotionally, not taking outside influences into account. In particular, affective events theory indicates that affective or attitudinal reactions, such as job satisfaction, can be the mediator of the relationship between dispositional influences, such as emotional intelligence, and behaviours or performance. Affective events theory also demonstrates that employees' internal influences, such as emotions, relate to their reactions to workplace incidents, and this can exert an impact on their job performance, long-term job satisfaction and job commitment. Both positive and negative emotional events at work impact on employees' emotions, influencing the feeling state, for example, of job satisfaction, which in turn influences job performance.

According to affective events theory (Weiss & Cropanzano, 1996), the relationship between emotional intelligence and OCB can be explained as follows: Employees with high emotional intelligence strive to maintain control amidst emotionally

unsettling influences in order to avoid panicking when confronted with workplace strife (Karatepe, 2013; Tsai, 2009), helping them to reduce pressure and foster warm relationships. In turn, they have better attitudes towards their jobs, thereby engaging in more helping behaviours (Carmeli, 2003; Scott-Halsell, Blum, & Huffman, 2008).

### 2.6.1 The role of job satisfaction

Job satisfaction can be influenced by emotional intelligence, and job satisfaction is characterised as “a pleasurable or positive emotional state coming about because of the examination of one's occupation or employment encounters” (Locke, 1976, p. 1300). It is one of the most widely investigated variables within the organisational context. It is also especially pertinent to the hospitality industry.

Because jobs in the hospitality industry often involve low pay rates, work-life strife, heavy workloads, long hours, and few opportunities for job advancement, employees become dissatisfied with their jobs (González & Garazo, 2006). Thus, the hospitality industry experiences high employee turnover (Blomme, Van Rheede, & Tromp, 2010; Poulston, 2009, 2015) which leads to increased recruitment and training costs and reduces organisational effectiveness (Robinson, Kralj, Solnet, Goh, & Callan, 2014; Yang, Wan, & Fu, 2012). In the hospitality industry, and specifically within the hotel business, work-life conflict is a common reason for job dissatisfaction because of the lack of flexible work hours (Zhao et al., 2011). As job satisfaction also means a feeling of well-being towards work life, enhancing employee job satisfaction is a key consideration for the hospitality industry.

### 2.6.2 The mediating role of job satisfaction

The relationship between emotional intelligence and job satisfaction has been researched within the fields of social and industrial psychology; however, this relationship has not been well-researched within the field of hospitality (Kusluvan, Kusluvan, Ilhan, & Buyruk, 2010), as there are only a few studies examining it within the hospitality setting. In their study involving hotel employees, Lee and Ok (2012) found emotional intelligence, work performance and job satisfaction to be correlated

with each other, further postulating that individual achievement could be an intervention through which emotional intelligence impacts job satisfaction. Jung and Yoon (2016) examined the effects of emotional intelligence on stress-coping styles and job satisfaction by measuring four elements of emotional intelligence in a sample of 366 food and beverage employees in the Korean hospitality industry. Findings from this study indicate that the use and regulation of emotion has a significant and positive effect on employee job satisfaction. Findings from a study by Ouyang, Sang, Li, and Peng (2015) indicate that people with high emotional intelligence have fewer employment worries than those with low emotional intelligence because those with high emotional intelligence have a better emotional direction, leading to positive reactions to occupational stress (Ouyang et al., 2015) and in turn, to a disposition of high job satisfaction. Wolfe and Kim (2013) investigated the relationship between emotional intelligence, job satisfaction, and job tenure. They measured emotional intelligence and job satisfaction in a sample of hotel managers, employing the 133-item EQ-i scale to measure emotional intelligence and nine components to measure job satisfaction. Their results indicate that employee emotional intelligence is a predictor of some job satisfaction categories, such as satisfaction with nature of work, communication, contingent rewards, and co-workers. Also bolstering the relationship between emotional intelligence and job satisfaction, Lee et al. (2011) contended that emotionally intelligent employees are least likely to leave a place of employment; emotionally intelligent employees have high levels of satisfaction and will stay longer in the industry.

Job satisfaction is one of the most frequently studied antecedents of OCB (LePine, Erez, & Johnson, 2002; Podsakoff, et al., 2000). It is viewed as a central antecedent of pro-social behaviour in terms of the impact it has on an employee's performance and on inspiring pro-social practices such as helping colleagues (Fisher et al., 2010). According to social exchange theory, employees who are happy with their jobs demonstrate OCB that also benefits them (Ma & Qu, 2011). Employees with higher job satisfaction will be likely to devote themselves to their jobs (Kandampully, Zhang, &

Bilgihan, 2015), which may lead to positive behaviours such as working more hours (Karatepe, 2013). Additionally, employees who are happy with their work have higher organisational commitments which prompt them to perform in a corporate way (González & Garazo, 2006). Given that job satisfaction impacts job performance and induces helping behaviour such as helping colleagues, job satisfaction can be seen as an important predictor of OCB.

Job satisfaction as an antecedent to OCB has also been researched in the hospitality context. Nadiri and Tanova (2010) examined the role of justice in turnover intentions, job satisfaction, and OCB in a sample of 208 North Cyprus five-star hotel employees. Results from their study showed that job satisfaction has a significant influence on OCB. Yen and Teng (2013) suggested that if employees are disappointed with their work, they may find it impossible to demonstrate enthusiasm and deliver the quality service that an organisation requires. Liang (2012) proposed that employees who have higher job satisfaction in terms of satisfaction with work conditions, employer stability, and collaborator connections tend to show more positive behaviours (Bilgin et al., 2015).

While previous research has conducted direct tests of the relationship between emotional intelligence and OCB as well as direct tests of the relationship between emotional intelligence and job satisfaction, few studies have conducted indirect tests of the relationship between emotional intelligence and OCB through investigating the mediating role of job satisfaction. Two studies have examined the mediation relationship of job satisfaction through indirect tests. Sy, Tram, and O'Hara (2006) examined the relationships amongst employee and manager emotional intelligence, employee job satisfaction, and job performance in a sample of 187 food service employees from different restaurants of the same restaurant chain. Their findings showed a positive relationship between emotional intelligence, job satisfaction, and OCB (as measured by job performance), indicating that a high level of employee job satisfaction promotes job performance. Greenidge et al. (2014) collected data from a sample of 222 employees from five organisations, including manufacturing and

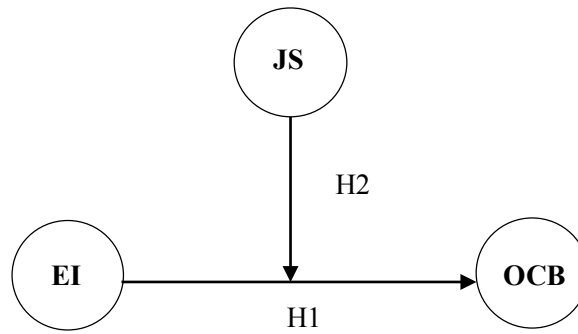
financial services organisations in the public and the private sector. After investigating the role job satisfaction played in mediating emotional intelligence and contextual performance and counterproductive work behaviour, results showed that job satisfaction had a partial-mediation role. Employees with high emotional intelligence were inclined to have higher job satisfaction and exhibit fewer counterproductive behaviours (Greenidge, et al., 2014). The former study was conducted within the context of the same restaurant chain, while the latter was conducted within the context of a range of industries. The current research conducts an indirect test that will be more generalisable to the hospitality industry by targeting a range of hospitality sectors, such as restaurants, coffee shops, and hotels, in a more generalisable way. In addition, it focusses on emotional intelligence, job satisfaction, and OCB in the context of the New Zealand hospitality industry; this specific topic and context combination is not well-researched.

To address the aforementioned gaps in the literature, the current research attempts to test whether job satisfaction plays a mediating role between emotional intelligence and OCB in the New Zealand hospitality industry. Therefore, the second hypothesis is proposed as follows:

**Hypothesis 2:** Job satisfaction mediates the relationship between emotional intelligence and OCB.

Given previous research findings, it is conceivable that job satisfaction may mediate the connection between emotional intelligence and OCB. Previous findings also indicate solid support for using affective events theory to inform the theoretical framework for this study, as findings suggest that emotional factors, such as job satisfaction, can be a mediator that affects dispositional qualities and work performance. Therefore, the proposed research framework for this study is as shown in Figure 1, where EI represents emotional intelligence, JS represents job satisfaction, OCB

represents organisational citizenship behaviour, H1 represents hypothesis 1, and H2 represents hypothesis 2.



**Figure 1: Proposed research framework**



## Chapter 3: Methodology

This chapter outlines the methodology applied in this study. The first section presents the research paradigm and research methodology. The second section explains and justifies the target population and data collection methods. The third section explains the research instrument used in the research. The fourth section explains the data collection and sampling procedures. The fifth section outlines the data analysis procedures. The chapter closes with a discussion of relevant ethical considerations.

### 3.1 Research paradigm

Paradigms are a basic set of beliefs including theories, research methods, or assumptions (Guba & Lincoln, 1994). A paradigm is a philosophical stance which depicts a worldview about values or knowledge and the appropriate ways to analyse that knowledge (Grant & Giddings, 2002). According to Guba and Lincoln (1994), paradigm frameworks can fall into different categories such as positivism, critical theory, constructivism, and post-positivism. Each paradigm framework has its own corresponding ontology and epistemology. Ontology refers to beliefs about the existence and nature of existing reality in the world, while epistemology refers to the theory of knowledge and attempts to understand what knowledge is (Gray, 2014). This study was grounded in ontological realism and objectivist epistemology, and it applied a positivist paradigm with quantitative methods.

Ontology is the philosophical study of the nature of being, the nature of existence, and what makes up reality (Gray, 2014). Guba and Lincoln (1994) separated ontology into four categories: relative realism, critical realism, historical realism, and realism. It is essential to understand the differences between these inquiry approaches before researching because this can help the researcher choose the suitable ontology for the research and plan the research in a logical manner. Relative realists, or relativists, contend that truth or reality is changeable and influenced by individual perception or experience, and relative realism is a relational concept (Drummond, 2005). Relativists

believe that there are multiple realities and multiple ways to assess those realities which evolve from culture and experience (Gray, 2014). Relativist researchers do not conduct experiments, but instead talk to people to understand their contexts in-depth. In contrast, critical realists contend that it is impossible to know reality or truth perfectly; one can only “probably” know it (Guba & Lincoln, 1994). Historical realism holds that reality is shaped by values that arise from factors such as society, culture, politics, economy, and experiences (Killam, 2013). Finally, realists believe that reality is what we see and there is an objective reality “out there” that is separate from human behaviour (Clark, 1998; Crossan, 2003). Realism holds that knowledgeable reality exists, is bound by natural laws, and can be measured by research methods or instruments and then generalised (Killam, 2013). It is the foundation for science where facts are discovered under a set of scientific laws through experimentation (Crossan, 2003). Realism further holds that reality is enduring and cannot be changed once it is discovered (Killam, 2013). In line with the ontological beliefs of realists, the researcher of this study believes that reality is objective, cannot be influenced by personal perception, values, or experience, and can be measured with a set of scientific methods. Hence, this study adopted ontological realism.

Epistemology examines the relationship between knowledge and the inquirer during discovery (Grant & Giddings, 2002). Put simply, it is about how knowledge is acquired and how we know what we know. According to Gray (2013), there are three categories of epistemology: objectivism, constructivism, and subjectivism. Objectivism holds that reality exists independently and has nothing to do with the awareness of individuals (Crotty, 1998). This means that researchers should discover objective truth by excluding their feelings and values during the research process. In contrast, constructivism posits that truth and meaning are not independent, but are interactively linked to the subject’s interaction in the world (Gray, 2014). Meaning is constructed rather than discovered, just as subjects construct realities (Crotty, 1998). Subjectivism posits that meaning does not emerge through the subject’s interactions with the external world; rather, the subject imposes the object on meaning. Subjectivists consider that

“subjects do construct meaning, but from within the collective unconscious, from dreams, from religious beliefs, etc.” (Gray, 2014, p. 37). When compared with objectivist epistemology, it is clear that a researcher adopting constructivist epistemology or subjectivist epistemology cannot subjective truth separate from the research process. The researcher of this study believes that reality can be measured, and this requires being objective and removed from the research subjects. In addition, Crotty (1988) indicates the interconnections between the ontology, epistemology, paradigm, methodology, and methods that researchers employ in their research. As epistemology and methodology (which will be discussed later) are driven by ontological beliefs (Killam, 2013), the adoption of ontological realism in this study dictated the adoption of objectivist epistemology. Hence, objectivist epistemology was applied in this study.

The objectivist epistemology is closely linked to the positivist paradigm, which holds that truth or reality exists as external to the researcher and must be discovered through a set of rigorously executed scientific inquiries (Gray, 2014). Positivism argues that reality is made up of what is available to the senses, and inquiry should be based on scientific observation where the natural and social worlds deal with a strict set of rules (Gray, 2014). Positivism implies that through empirical inquiry, research findings are prone to be explained as objective facts and established truths (Crotty, 1998). To produce generalisable scientific rules, positivists view natural science as progressing through patiently accumulated facts about the world. For positivists, knowledge is to be found, and there are causal relationships between variables that people can identify, explain, predict, and control (Hesse-Biber & Leavy, 2006). Positivist researchers aim to develop and employ natural science methods to test a hypothesis, which is a proposition of cause and effect about a certain phenomenon (Grant & Giddings, 2002). Before the process of data collection, positivists choose their methods carefully and design the entire research process with a detailed protocol for all of the steps involved (Grant & Giddings, 2002). Within a positivist paradigm, the positivist researcher maintains an objective stance in connection with the researched (Grant & Giddings,

2002). This means that the researcher is value-free and expected to be unbiased and emotionless during knowledge construction (Hesse-Biber & Leavy, 2006). As Phillimore and Goodson (2004) point out, the positivist approach assumes that there is a unidirectional relationship between the researcher and the subject of the research. This means that the process by which a positivist researcher seeks information often exerts a negligible effect on the individual researched. In line with the positivist paradigm, the researcher of this study maintained an objective stance and remained detached during the research process, and the knowable reality was deemed to exist independently of the research process.

However, the positivist paradigm has been challenged (Denzin & Lincoln, 2011) through the assumption that a knowable reality “is not out there waiting to be found and proven but rather is relationally produced during the research process” (Hesse-Biber & Leavy, 2006, p. 15). Interpretivism is a major anti-positivist stance. Interpretivism posits that natural reality, as well as the laws of science and social reality, are different, so there is a need to use different types of methods accordingly. Interpretivists pursue “culturally derived and historically situated interpretations of the social life-word” (Crotty, 1998, p.67). Post-positivists have presented another challenge to the positivist paradigm by pointing out that while reality exists independently and is to be studied, all observation is inherently fallible (Gray, 2014). Within the positivist paradigm, scientific knowledge is valid, accurate, and certain (Mertens, 2015). Post-positivists, however, believe that truth will never be explained perfectly or completely; it can only be approximately explained.

Methodology is a philosophical approach to discovering knowledge. It is driven by the researcher’s ontological and epistemological beliefs. Killam (2013) suggested that the best approach to research also depends on the research question. As discussed in Chapter 1, the research questions for this study predict relationships between emotional intelligence, OCB, and job satisfaction, and as previously explained the researcher’s ontological and epistemological beliefs are realist and objectivist. The main purpose of

this study was therefore to verify the objective truth derived from existing theories and use testing methods of natural science to assess the extent to which these theories can assist us to discover this relationship.

The positivist paradigm often uses quantitative research methods. Quantitative research is an inquiry into a certain phenomenon based on testing a theory composed of variables. It enables positivists to follow a mathematical analysis and typically uses number-based data measurement to determine whether the proposed theory verifies truths (Hesse-Biber & Leavy, 2006). As Guba and Lincoln (1994) point out, it helps positivist researchers find the truth by using statistical approaches for verifying hypotheses. A quantitative approach is suitable for answering framed research questions which present the cause and effect of a problem (Grant & Giddings, 2002). Quantitative research employs various statistical techniques for data analysis and is helpful in that it produces reliable and accurate results through reliability and validity. Measurements in quantitative research should be selected from the relevant literature or developed with high reliability and validity. Reliability means the results of the research are acceptable and validity judges the results (Bryman & Bell, 2011). High reliability and validity scores enable the researcher to obtain statistically more significant results (Anderson, 2013). Many researchers value the generalisability of results for their power to make a difference. The generalisability of the results determines the usefulness of a theory (Lee & Baskerville, 2003).

The positivist paradigm, with its quantitative methods, was suitable for the purpose of this study to statistically test hypotheses to generate reliable and generalisable results. Additionally, previous studies in the field of emotional intelligence and OCB have mainly employed a quantitative approach to investigate their causal relationships. It is therefore logical to use the same methodology as previous studies to generate higher validity, to achieve objectivity, and to achieve generalisability. Following this logic, the researcher adopted a quantitative method and used a questionnaire survey to gather data. The results of the survey were then analysed using statistical techniques. All of

the measurements used were replicated from previous studies so that high reliability and validity were guaranteed.

### 3.2 Target population and sample size

The target population of this study was hospitality employees in New Zealand. Given that Auckland is the largest and most popular tourist destination in New Zealand, and it has the largest concentration of hospitality businesses, Auckland was selected for the survey location. This study sampled Auckland hospitality employees who were from different types of hospitality businesses such as hotels, catering firms, coffee shops, bars, and restaurants.

Sample size refers to the appropriate number of participants required to achieve research objectives (Bryman & Bell, 2011). Deciding a suitable sample size is essential to achieving a relatively appropriate result, but it was difficult to decide what the appropriate size was. There has been much controversy about this issue amongst scholars. Veal (2006) suggests that “a larger sample is better, but only up to a point” (p. 220), while Hoyle (1995) points out that the sufficient and optimal sample size should be between 100 and 200 cases. Hair, Anderson, Tatham, and Black (1995) argue that larger does not always mean better with sample size because over 400 cases would make the probability testing complex and generating significant results difficult; as such, they suggest that 200 cases is enough to achieve the necessary accuracy. Bryman and Bell (2011) claim that keeping a good balance between the cost and the time of the study should be considered when sampling. A sample size between 100 and 200 would be better for student researchers. Considering the limited resources and time constraints of this study, the target sample size was set at between 100 and 200 cases, and once sufficient participants or cases had been recruited, data collection ended.

### 3.3 Research instrument

The research instrument is a channel to collect answers or data from participants that enables the researcher to test proposed hypotheses and meet the research objectives

(Liu, 2014). It provides a connection between research hypotheses and findings. This study used a questionnaire survey as the research instrument. All questions in the questionnaire had been previously established and used in published empirical research, thereby guaranteeing the validity of scale and ensuring that the instrument was suited to the current research.

### **Organisational citizenship behaviour**

There are various measurements of organisational citizenship behaviour that can be used to fit different contexts, but there is no fixed measurement specifically designed for the hospitality industry (Ravichandran, Gilmore, & Strohbehn, 2007). Ma and Qu (2011) proposed a scale to measure employees' OCBs using three dimensions: OCB-I, OCB-O, and OCB-C. As explained in section 2.5, OCB-I represents OCB directed towards individuals, or more specifically towards co-workers, OCB-O represents OCB that benefits the organisation, and OCB-C represents OCB directed primarily towards customers. Ma et al. (2013) further optimised the measurement of OCB by adding two items to the OCB-O dimension after getting feedback from research participants about how to improve their questionnaire. This study selected the 22-item scale developed by Ma et al. (2013) because the new scale could measure OCB more comprehensively. Furthermore, the three-dimensional measurement scale incorporated three targets of citizenship behaviour (co-workers, organisations, and customers) making it intuitively appropriate for the service-intensive hospitality setting. Examples of measurement items in this scale include the following:

*I help others who have been absent. (OCB-I)*

*I will give advance notice if I cannot come to work. (OCB-O)*

*I am always exceptionally courteous and respectful to customers. (OCB-C)*

### **Emotional intelligence**

This study used the Wong and Law Emotional Intelligence Scale (WLEIS) to measure emotional intelligence (Wong & Law, 2002). It is a commonly used instrument with 16 items. The scale comprises four dimensions, each including four items. Self-emotion

appraisal (SEA) refers to the ability to understand and express one's own emotions. Other-emotion appraisal (OEA) refers to the ability to perceive and understand others' emotions. Regulation of emotion (ROE) refers to the ability to regulate or control one's own emotions. Use of emotion (UOE) refers to the ability to utilise one's own emotions by directing them towards constructive activities to facilitate performance. The reason for selecting the WLEIS was that it had been used by a number of researchers in the hospitality industry (Kim & Agrusa, 2011; Kim et al., 2012). Furthermore, Law et al. (2004) supported the scale's structure, internal consistency, convergence, and discriminate validity. They also indicated that this scale could measure distinct variables from the Big Five personality traits model and show convergent validity with other relevant measures of emotional intelligence. Examples of measurement items from this scale include the following:

*I have a good sense of why I have certain feelings most of the time. (SEA)*

*I always know my friends' emotions by their behaviour. (OEA)*

*I always set goals for myself and then try my best to achieve them. (UOE)*

*I am able to control my temper and handle difficulties rationally. (ROE)*

### **Job satisfaction**

Overall job satisfaction was measured using the five-item scale developed by Brayfield and Rothe (1951) and adopted in the work of Lee et al. (2011). This measure was found by Lee et al. (2011) to be a good measurement in the hospitality setting, making it valid and reliable for the context of this study. Example statements from this scale include the following:

*I am often full of passion for my work.*

*I feel fairly satisfied with my present job.*

### **Demographic information**

Demographic information was also investigated in this study. Participants were asked to indicate gender, age, educational background, tenure, position, and hospitality industry job category. These questions were used to understand participants'



occupational backgrounds and explore whether these had any potential influences on emotional intelligence, job satisfaction, and OCB.

### 3.4 Data collection procedure

Before distributing the questionnaires, a pilot survey was conducted to make sure that the questionnaire was readable and easy to understand. Gray (2014) pointed out that conducting a pilot survey is helpful in correcting formatting errors and checking the flow of questions. Zikmund (2010) suggested that pretesting could effectively avoid misunderstandings caused by vague wording or potential bias in the questions. The proposed questionnaires were first distributed to research professionals working in the School of Hospitality and Tourism at AUT University. Then, a small-scale pre-test was run, which involved a group of the researcher's friends working in coffee shops, restaurants, and medium sized hotels. Because of this pilot survey, the habits of locals were taken into account and the wording was changed slightly to make the online questionnaire easier for them to complete. The final online questionnaire is presented in Appendix D.

This study used the snowball sampling method due to economic and convenience considerations. Snowball sampling is a non-probability technique whereby existing participants help recruit future participants from amongst their acquaintances through their contacts or social networks. As the target population of this study was hospitality employees, people who could be directly approached, or acquaintances working in the hospitality industry, were viewed as potential participants; this made the snowball sampling method beneficial in approaching more potential participants in the targeted population via personal networks (Atkinson & Flint, 2001).

Data collection took place between late March 2017 and late April 2017. The survey was administered as an online survey. Invitation letters and a link to the survey website on Qualtric.com were sent to potential participants via email. The invitation letter included the researcher's background, a brief research introduction, and an indication

of the time needed to complete the survey. It also explained that participation was voluntary and participants would remain anonymous and unidentified. The researcher's and research supervisor's contact details were also provided in case participants had any questions. The invitation letter and questionnaire link was also posted online for members of online social groups on social network websites and apps, such as Sina Weibo.com, Instagram.com, Facebook.com, the WeChat app and the QQ app. There were two weeks for participants to consider the invitation. If participants were interested in this study, they could click the questionnaire link and complete the online questionnaire. In keeping with the snowball sampling technique, participants were also asked to forward the link and letter to their hospitality acquaintances via email or by posting to home pages. Once sufficient participants had been recruited, the data collection ended.

### 3.5 Data analysis

Data were analysed using the Statistical Package for Social Science (SPSS) 24. Raw data regarding the variable items was entered into SPSS before statistical techniques were used to interpret the data and analyse the results (Liu, 2014) with the purpose of generating logical conclusions to systematically test the hypotheses. Before starting to analyse the data, data screening procedures were completed to ensure the data set was clean and error-free.

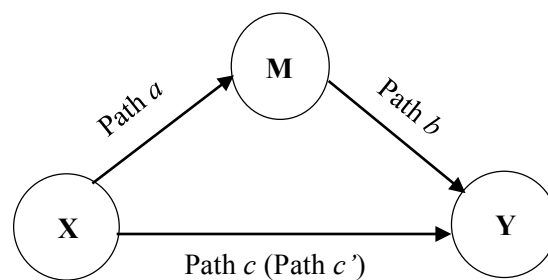
According to Pallant (2013), there are three steps in the data screening process. The first step is to check for errors. This step is essential and involves inspecting descriptive statistics, including the minimum and maximum values, means, and standard deviations of each of the variables for input accuracy (Tabachnick & Fidell, 2013). Furthermore, it is also essential to evaluate valid data as well as missing data and identify outliers, which are cases of extreme variable values or strange combinations of scores on two or more variables that would distort the statistics. If errors occur in the data set, the second step is to find those errors in the data file. The third step is to correct the errors in the data file.

After screening and cleaning the data, principal component analysis (PCA) with varimax rotation (the interpretation of the components) was run to examine the validity of the variables. Principal factor analysis is a statistical procedure that uses dimension reduction to simplify the data by decreasing the number of variables that need to be considered (Mark & Landau, 2004). There are three steps involved in PCA. The first step is to assess the suitability of the data for principal factor analysis. The second step is factor extraction, which involves determining how many factors can be used to represent the interrelations amongst the variables. PCA is the method commonly used to identify the underlying factors or dimensions. Eigenvalue, which represents the variance, is commonly used to assist in the decision concerning the number of factors to retain. SPSS calculates the potential factors, and assigns each, in descending order, an eigenvalue (Miller, Acton, Fullerton, & Maltby, 2002). According to Mark and Landau (2004), an eigenvalue above 1 represents a significant factor and SPSS will extract that number of factors. Given that using eigenvalue as the only criterion could slightly influence the accuracy of decisions concerning the number of factors to retain to determine the number of significant factors, a scree plot was also employed (Miller et al., 2002). A scree plot involves plotting the eigenvalues of the factors and inspecting the plot to find a point at which the shape of the curve changes direction and becomes horizontal (Pallant, 2013). In this study, all factors above the elbow or break in the plot were retained because these factors contribute the most to the explanation of the variance in the data set (Pallant, 2013). Both eigenvalues and scree plots were used in this study to determine the principal components. The third step of PCA is factor rotation and interpretation. Factor rotation is necessary when two or more factors are extracted. It is designed to show how the factors initially extracted differ from each other and to provide a clear picture of which items load on which factor (Miller et al., 2002). The varimax method to rotation, which attempts to minimise the number of variables that have high loadings on each factor, was employed in this process.

In this study, the reliability of the measurements of OCB, emotional intelligence, and job satisfaction were tested using Cronbach's alpha. Cronbach's alpha is the most commonly used test for measuring internal consistency, which is the degree to which different scale items measure the same construct reliably. Cronbach's alpha is most commonly used to check the reliability of multiple Likert scale statements included in a survey or questionnaire to ensure the scale is reliable (Gaur & Gaur, 2006). The resulting alpha coefficient of reliability ranges from 0 to 1 when providing an assessment of the measurements. If the alpha coefficient is higher and approaches one, it indicates a good reliability. According to Miller et al. (2002), a Cronbach's alpha coefficient of above 0.70 is acceptable. In this study, the alpha coefficients of the measurements of emotional intelligence, job satisfaction, and OCB were all above 0.70, which indicates high scale reliability (Gaur & Gaur, 2006). After ensuring the variables were valid and the measurements were reliable, demographic statistics were analysed. Descriptive statistics were run to profile respondents' demographic backgrounds by frequency and percentage.

Before conducting the bivariate correlation for testing Hypothesis 1, the means of emotional intelligence, job satisfaction, and OCB were computed. Bivariate correlation analysis is one of the simplest forms of statistical analysis used to find out if there is a relationship between two variables (Székely, Rizzo, & Bakirov, 2007). The correlation between emotional intelligence and OCB was determined by the Pearson correlation coefficient (*r*-value) (Gaur & Gaur, 2006). In this study, a positive Pearson correlation coefficient indicate that if the level of emotional intelligence was higher, the level of OCB was stronger (Pallant, 2013). Conversely, a negative Pearson correlation coefficient indicated that if the level of emotional intelligence was higher, the level of OCB was weaker. The Pearson correlation coefficient also determines the strength of the relationship between two variables (Miller et al., 2002). In this study, therefore, the *r*-value, the stronger the relationship between emotional intelligence and OCB. Hence, the question of whether emotional intelligence positively influences OCB was solved by testing the relationship between these two variables.

To examine the mediating effect of job satisfaction between emotional intelligence and OCB, Baron and Kenny's mediation test (1986) was adopted. The mediation test is the process of determining whether a variable functioning as an in-between step, called a mediator, is present when exploring the relationship between an independent variable  $x$  (predictor) and a dependent variable  $y$  (outcome). In this study, the mediation test examined whether emotional intelligence influenced OCB through job satisfaction. Figure 2 shows the fundamental causal chain within the mediation relationship. First, Path  $a$  is the direct link between the predictor and the mediator. Second, Path  $b$  is the direct link between the mediator and the outcome. Third, Path  $c$  is the direct effect of the predictor on the outcome. Fourth, Path  $c'$  is the indirect relationship between the predictor and the outcome that is mediated by the mediator (Baron & Kenny, 1986).



**Figure 2: The mediation test**  
(Adapted from Baron & Kenny, 1986)

Regression analysis was employed to help to conduct the mediation test. Regression analysis is a statistical technique which is used for predicting and finding the cause-effect relationship between a dependent variable and one or more independent variables (Pallant, 2013). It helps to understand how the dependent variable changes when one independent variable is varied while the other independent variables are held fixed. According to Baron and Kenny (1986), the mediation test using multiple regression in SPSS follows the following four steps:

**Step 1:** The regression of the mediator on the independent variable is significant.

**Step 2:** The regression of the outcome variable on the mediator is significant.

**Step 3:** The regression of the outcome variable on the independent variable is significant.

**Step 4:** The regression of the outcome variable on the mediator controlling for the independent variable is significant, but the regression of the outcome variable on the independent variable, controlling for the mediator is insignificant (nearly zero).

To apply this four-step process to the variables in this study (see Figure 2) emotional intelligence (*X*) is an independent variable in Path *a* and Path *c*, and job satisfaction (*M*) is a dependent variable in Path *a* but an independent variable in Path *b*. There are four criteria for assessing whether there is a mediation effect: Path *a* is significant; Path *b* is significant; Path *c* is significant; and Path *c*' is not significant. If these four criteria are satisfied, a mediation effect can be concluded.

### 3.6 Ethical considerations

This study involved collecting data from human respondents through an online questionnaire. Therefore, ethical approval was obtained from the AUT Ethics Committee on 23 February 2017 (see Appendix A). The researcher was in charge of questionnaire distribution and collection. To achieve objectivity in this study, the researcher had minimal interaction with the respondents.

The invitation emails (see Appendix C) that were sent to potential participants included a participant information sheet (see Appendix B) which briefly explained the research protocol and contained information about the purpose of this study in addition to the questionnaire link. The contact details of the researcher, the primary supervisor and AUTECH were also included in the participant information sheet in case participants had any questions or concerns. Participants were informed that participation was voluntary and participation or non-participation would neither advantage nor disadvantage them in any way. Clicking the questionnaire link and proceeding to fill out the online questionnaire was taken as the participant giving consent to participate.

The research did not involve any risks. Participants were required only to complete a self-report questionnaire online. The online questionnaire preserved anonymity; participants were not identified as they were not asked for their contact details or any other information that would reveal their identities. The researcher only needed the contact details of friends to start recruitment, and she already had those. No identifiable information about the participants was given to a third party, and only the primary researcher and the researcher's supervisor had access to the data. Therefore, this study excluded any potential risks and the participants were not likely to experience any discomfort, embarrassment, incapacity or psychological disturbance.

## Chapter 4: Results

The aim of this chapter is to present the statistical analysis and explain the results. First, the outcomes of the principal component factor analysis, reliability tests, and validity tests are presented to examine the validity and reliability of the scales used in the study. Second, the respondents' profiles, such as gender, age, hospitality business, job position, work experience, educational background and work status are presented. Third, the correlation test is presented to examine the relationships amongst emotional intelligence, OCB, and job satisfaction. Next, the results of the bivariate correlation and regression analysis are presented to test the hypotheses. The chapter concludes with a summary of findings.

### 4.1 Reliability and validity of measures

Before performing PCA to test scale items, data were assessed to ensure suitability for analysis. The Kaiser-Meyer-Olkin value was .93, exceeding the recommended value of .6 (Kaiser, 1970; 1974) and the Bartlett's test of sphericity (Bartlett, 1954) reached statistical significance, thus indicating that the data were suitable for principal factor analysis. PCA with an eigenvalue greater than 1 for extraction was conducted on emotional intelligence, OCB, and job satisfaction. The results are shown in Table 1 on the following page.



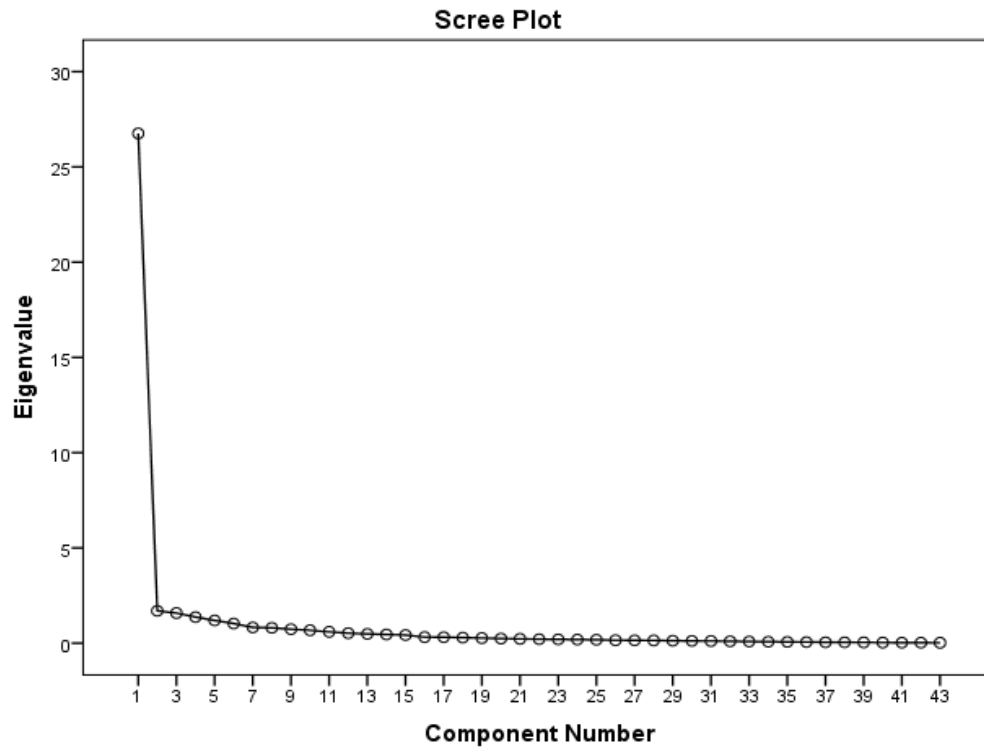
**Table 1. Eigenvalue and total variance**

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<b>Component</b>	<b>Total</b>	<b>Initial Eigenvalues</b>	
		<b>% of Variance</b>	<b>Cumulative %</b>
<b>1</b>	<b>26.753</b>	62.217	26.753
<b>2</b>	1.695	3.942	66.159
<b>3</b>	1.581	3.676	69.835
<b>4</b>	1.370	3.186	73.021
<b>5</b>	1.192	2.772	75.793
<b>6</b>	1.029	2.393	78.186
<b>7</b>	.825	1.919	80.105
<b>8</b>	.802	1.866	81.971
<b>9</b>	.733	1.705	83.676
<b>10</b>	.676	1.572	85.248
<b>11</b>	.596	1.386	86.633
<b>12</b>	.524	1.218	87.851
<b>13</b>	.486	1.130	88.981
<b>14</b>	.458	1.064	90.045
<b>15</b>	.424	.987	91.032
<b>16</b>	.318	.740	91.772
<b>17</b>	.314	.730	92.502
<b>18</b>	.292	.679	93.181
<b>19</b>	.265	.616	93.797
<b>20</b>	.243	.566	94.363
<b>21</b>	.226	.527	94.890
<b>22</b>	.209	.487	95.376
<b>23</b>	.199	.463	95.840
<b>24</b>	.188	.438	96.278
<b>25</b>	.179	.416	96.694
<b>26</b>	.153	.357	97.051
<b>27</b>	.147	.341	97.392
<b>28</b>	.142	.331	97.723
<b>29</b>	.126	.293	98.016
<b>30</b>	.119	.276	98.293
<b>31</b>	.111	.259	98.552
<b>32</b>	.099	.229	98.781
<b>33</b>	.089	.207	98.988
<b>34</b>	.074	.172	99.160
<b>35</b>	.069	.162	99.322
<b>36</b>	.060	.139	99.460
<b>37</b>	.047	.108	99.569
<b>38</b>	.044	.102	99.670
<b>39</b>	.040	.094	99.764
<b>40</b>	.031	.073	99.837
<b>41</b>	.027	.063	99.900
<b>42</b>	.023	.055	99.955
<b>43</b>	.019	.045	100.000

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As shown in Table 1, PCA revealed the presence of one component with an eigenvalue exceeding 1, explaining 62% of the variance. Figure 3 shows the scree plot for principal factor analysis of emotional intelligence, OCB, and job satisfaction.



**Figure 3. Scree plot for emotional intelligence, OCB, and job satisfaction**

Figure 3 shows that only one factor was above the elbow in the plot. This indicated that there was only one significant factor. As only one factor was extracted, there was a need for further analysis.

Given that emotional intelligence was a dimensional variable, the 16 items in Wong and Law's Emotional Intelligence Scale (WEISS) were subjected to principal components analysis using SPSS. PCA with an eigenvalue greater than 1 for extraction was conducted on emotional intelligence. The results are presented in Table 2.

**Table 2. Eigenvalue and total variance**

<b>Component</b>	<b>Total</b>	<b>Initial Eigenvalues</b>	
		<b>% of Variance</b>	<b>Cumulative %</b>
<b>1</b>	<b>12.012</b>	75.073	75.073
<b>2</b>	.842	5.260	80.334
<b>3</b>	.630	3.939	84.273
<b>4</b>	.508	3.178	87.450
<b>5</b>	.370	2.315	89.765
<b>6</b>	.266	1.663	91.428
<b>7</b>	.240	1.501	92.929
<b>8</b>	.218	1.359	94.289
<b>9</b>	.189	1.181	95.469
<b>10</b>	.165	1.034	96.504
<b>11</b>	.136	.848	97.352
<b>12</b>	.114	.714	98.066
<b>13</b>	.100	.624	98.690
<b>14</b>	.082	.512	99.202
<b>15</b>	.074	.461	99.663
<b>16</b>	.054	.337	100.000

As shown in Table 2, PCA for emotional intelligence revealed the presence of one component with an eigenvalue exceeding 1, explaining 75% of the variance. This indicated that there was only one significant factor.

According to Wong and Law (2002), emotional intelligence can be measured by four factors. To inspect the validity of the scale in this study, factor rotation was conducted. Table 3 presents the results of the rotated component matrix of the measure along with the factor loadings for each factor variable.

**Table 3. Rotated component matrix**

	Component			
	1	2	3	4
Self-appraisal 1	.407	.405	.310	<b>.662</b>
Self-appraisal 2	.391	.369	.280	<b>.753</b>
Self-appraisal 3	.354	.274	.443	<b>.735</b>
Self-appraisal 4	.558	.302	.220	<b>.622</b>
EI other 1	<b>.792</b>	.285	.302	.311
EI other 2	<b>.696</b>	.336	.384	.389
EI other 3	<b>.792</b>	.279	.305	.328
EI other 4	<b>.723</b>	.352	.331	.336
EI use 1	.363	.441	<b>.555</b>	.372
EI use 2	.205	.365	<b>.790</b>	.284
EI use 3	.428	.333	<b>.693</b>	.243
EI use 4	.428	.267	<b>.726</b>	.282
EI regulate 1	.413	<b>.638</b>	.385	.373
EI regulate 2	.398	<b>.694</b>	.366	.273
EI regulate 3	.259	<b>.844</b>	.256	.220
EI regulate 4	.257	<b>.734</b>	.356	.405

Note: Self-appraisal = Self-emotion appraisal; EI other = Other-emotion appraisal; EI use= Use of emotion; EI regulate = Regulation of emotion.

As shown in Table 3, all of the factor loadings exceeded 0.5, indicating that all of the items were important in determining factors. Factor loading refers to the strength of each variable in defining the factor (Miller et al., 2002). The higher the loading, the more vital the variable is in determining the factor. Loadings above 0.5 can be seen as salient. The results also indicate that the 16 scale items loaded on four different components. Self-appraisal items loaded strongly on Component 4. Other-emotion appraisal (EI other) items loaded strongly on Component 1. Use of emotion (EI use) items loaded strongly on Component 3. Regulation of emotion (EI regulate) items loaded strongly on Component 2. These results are consistent with the work of Wong and Law (2002), where emotional intelligence was classified into four dimensions (Self-emotion Appraisal, Other-motional Appraisal, Use of Emotion, and Regulation of Emotion). Hence, the data were of high validity although only one factor was extracted in principal factor analysis (see Table 1) which could have been caused by the small sample size.

A reliability test is an effective way to assess whether the employed items are reliable and stable. To assess the reliability of the measurements used in this study, the reliability analysis was examined through the scale function of SPSS. Then Cronbach's alpha was selected to measure the reliability. The reliabilities of the scales for OCB, emotional intelligence, and job satisfaction were tested individually. Table 4 shows the results.

**Table 4. Reliability scores**

<b>Scale</b>	<b>Cronbach alpha</b>
OCB	.98
EI	.99
JS	.88

Note: OCB = organisational citizenship behaviour, EI = emotional intelligence, JS = job satisfaction

As shown in Table 4, the alpha coefficients of all measures were well above .70, which Pallant (2013) indicated as acceptable. In fact, the alpha coefficients were all close to 1, indicating high reliability of the measures employed in this study and reflecting high consistent reliability with previous studies (e.g. Jung & Yoon, 2013; Lee et al., 2011; Ma et al., 2013). Therefore, the results confirmed that the sample and measurements were reliable and the responses were up to standard.

## 4.2 Respondents' profile

The study was conducted on a sample of New Zealand hospitality industry employees. The online questionnaire included 43 items about emotional intelligence, OCB, and job satisfaction. To collect as many responses as possible, links to the online questionnaire were distributed to social media websites such as Facebook, Instagram, and Sina Weibo, and they were also sent to the researcher's acquaintances via email. Data collection yielded a total of 116 online questionnaire submissions. The raw data were exported to an SPSS file from the Qualtrics website, and all 55 items were entered into SPSS, after which variable names, variable labels, and value labels were defined. Data screening results showed no out-of-range values, no missing data, and plausible means and

standard deviations. After inspecting outliers, there were 36 responses with strange scores. As these data were incomplete and repetitive, they were viewed as invalid and deleted. A total of 80 valid responses were collected and retained for data analysis from various hospitality businesses, such as hotels, catering organisations, restaurants, and cafés. Table 5 on the following page presents the demographic profile of the participants.

**Table 5. Respondents' profile**

	Frequency (N)	Percentage (%)
<b>Gender</b>		
Males	26	32.5
Females	54	67.5
Total	80	100
<b>Age</b>		
	Mean 2.49	SD .96
<20	4	5.0
20-29	48	60.0
30-39	20	25.0
40-49	1	1.3
>=50	7	8.8
Total	80	100
<b>Hospitality business (N=80)</b>		
Hotel	29	36.3
Restaurant	29	36.3
Café	11	13.8
Catering	2	2.5
Other	9	11.3
Total	80	100
<b>Job position</b>		
Manager	18	22.5
Supervisor	10	12.5
Employee	52	65.0
Total	80	100
<b>Work experience (N=80)</b>		
Less than 1 year	27	33.8
1-3 years	29	36.3
3-5 years	10	12.5
5 years or more	14	17.5
Total	80	100
<b>Education level (N=80)</b>		
High school	9	11.3
Tertiary diploma	7	8.8
Bachelor's degree	22	27.5
Postgraduate qualification	34	42.5
Others	2	2.5
Total	80	100
<b>Work status (N=80)</b>		
Full-time	38	47.5
Part-time	34	42.5
Temporary	8	10.0
Total	80	100

As shown in Table 5, the number of female participants (N=54) was more than twice the number of male participants (N=26). This result is consistent with statistical reports

that female employees are predominant in the New Zealand hospitality industry (Statistics New Zealand, 2013). More than 60% of participants were under 30 years old, representing the largest age group in this study. This is also consistent with reports that the New Zealand hospitality industry has a larger number of young employees (Hospitality Standards Institute, 2007). Hotels and restaurants were the two main hospitality businesses in this study, and most participants were general employees, as there were two times more general employees than managerial employees. Half the participants had no more than three years' work experience in the hospitality industry, but only a quarter had more than three years' work experience in the hospitality industry. This may be because the mean age of participants was young (mean of 2.49, SD of .96). Of all participants, 70% had a bachelor's degree or a postgraduate degree, while only 20% had a high school qualification or tertiary diploma.

### 4.3 Correlation analysis

Before conducting a regression analysis, a correlation analysis was conducted to prove that hypotheses test results would be statistically significant using the sample selected. Correlations between emotional intelligence, job satisfaction, and OCB are presented in Table 6.

**Table 6. Correlation analysis**

	<b>Mean</b>	<b>SD</b>	<b>EI</b>	<b>OCB</b>	<b>JS</b>
<b>EI</b>	3.33	1.008	1		
<b>OCB</b>	3.43	1.106	.91**	1	
<b>JS</b>	2.97	.932	.77**	.77**	1

Note: Significance at \*\* $p < 0.01$  (2-tailed);  $N = 80$ ; EI = emotional intelligence, JS = job satisfaction, OCB = organisational citizenship behaviour.

The two-tailed test was adopted for bivariate correlation analysis regarding the directional relationships amongst emotional intelligence, job satisfaction, and OCB with the assumption that there were no predictions (Gaur & Gaur, 2009). Table 6 shows that statistically significant ( $p < 0.01$ ) correlations existed between each variable. The relationship between emotional intelligence and OCB was positive and highly significant ( $r = .91$ ,  $p = .00$ ). This indicates that there were positive and strong



relationships between four dimensions of emotional intelligence and job satisfaction (Cronbach's alpha was between .60 and .79). The strength of the relationship between OCB and emotional intelligence was stronger than the strength of the relationship between job satisfaction and emotional intelligence. Job satisfaction was also found to be strongly correlated with OCB. The Pearson correlation coefficients were the same between job satisfaction and OCB and between job satisfaction and emotional intelligence ( $r=.77, p=.00$ ). In general, the results of correlation analysis indicated strong correlations amongst job satisfaction, emotional intelligence, and OCB.

#### 4.4 Hypotheses tests

***Hypothesis 1: Emotional intelligence is positively associated with OCB.***

As the results in Table 6 showed, emotional intelligence was significantly correlated with OCB. Emotional intelligence was measured across four dimensions in order to understand how emotional intelligence affects OCB, and correlation analysis was also conducted between the four dimensions of emotional intelligence. The results of the bivariate correlation (two-tailed test) are shown in Table 7.

**Table 7. Correlation analysis four dimensions of EI and OCB**

<b>EI Dimension</b>	<b>OCB</b>
Self-emotion appraisal	.90**
Other-emotion appraisal	.86**
Use of emotion	.84**
Regulation of emotion	.80**

Note: significance at \*\* $p < 0.01$  (two-tailed); OCB = organisational citizenship behaviour, EI = emotional intelligence.

As shown in Table 7, the correlation coefficients were all closest to 1, indicating that self-emotion appraisal, other-emotion appraisal, use of emotion, and regulation of emotion were positively and highly correlated with OCB at the 0.01 level (two-tailed). Amongst these four dimensions, self-emotion appraisal exerted the strongest effect on OCB ( $r=.90, p=.00$ ), indicating that it was the main dimension of emotional intelligence that influenced OCB. By contrast, regulation of emotion had the lowest effect on OCB

( $r=.80$ ,  $p=.00$ ). Other-emotion appraisal and use of emotion were positively and strongly related to OCB ( $r=.86$ ,  $p=.00$  and  $r=.84$ ,  $p=.00$ ). The results indicate that if respondents had an aptitude to understand their own and other's emotions, and had good use of their emotions, they were more likely to show OCB. This also means that respondents in this study with higher emotional intelligence engaged in more helping behaviours. Since Pearson correlation coefficients were positive and statistically significant, it can be concluded that emotional intelligence has a positive influence on OCB. Therefore, Hypothesis 1 was supported.

***Hypothesis 2: Job satisfaction mediates the relationship between emotional intelligence and OCB.***

As explained in Chapter 3, testing job satisfaction as a mediator between emotional intelligence and OCB followed a four-step process (Baron & Kenny, 1986). The results of this process are presented in Table 8.

**Table 8. Mediation test results**

Step		Standardised coefficients Beta	t	Sig.
1	Regressing JS on EI	.77	10.51	.00
2	Regressing OCB on JS	.77	10.48	.00
3	Regressing OCB on EI	.91	19.85	.00
4	Regressing OCB on JS controlling for EI	.16	2.25	.03
	Regressing OCB on EI controlling for JS	.79	11.37	.00

Note: JS = job satisfaction, EI = emotional intelligence, OCB = organisational citizenship behaviour.

Step 1 was to test path *a* and determine that the regression of the mediator variable on the predictor variable was significant. As shown in Table 8, the regression of job satisfaction on emotional intelligence was significant ( $b=.77$ ,  $t(80)=10.51$ ,  $p=.00$ ). Step 2 was to test path *b* and determine that the regression of the outcome variable on the mediator variable was significant. As shown in Table 8, the linear regression of OCB on job satisfaction is significant ( $b=.77$ ,  $t(80)=10.48$ ,  $p=.00$ ). Step 3 was to test

path  $c$  and determine that the regression of the outcome variable on the predictor variable was significant. As shown in Table 8, the regression of OCB on emotional intelligence, ignoring the mediating effect of job satisfaction, was also significant ( $b=.91, t(80) = 19.85, p=.00$ ). Step 4 was to test path  $c'$  and determine that the regression of the outcome variable on the mediator variable controlling for the predictor variable was significant. As shown in Table 8, the regression of the outcome variable on the predictor variable when controlling for the mediator variable is nearly zero and not significant. The regression of OCB on job satisfaction when controlling for emotional intelligence is significant ( $b=.16, t(80) = 2.25, p=.03$ ), and the regression of OCB on emotional intelligence when controlling for job satisfaction is also significant ( $b=.79, t(80) = 11.37, p=.00$ ). Since the standardised coefficient of path  $c'$  did not reduce substantially yet remained statistically significant ( $p < .001$ ), no mediation was concluded. Therefore, Hypothesis 2 was not supported.

## Chapter 5: Discussion

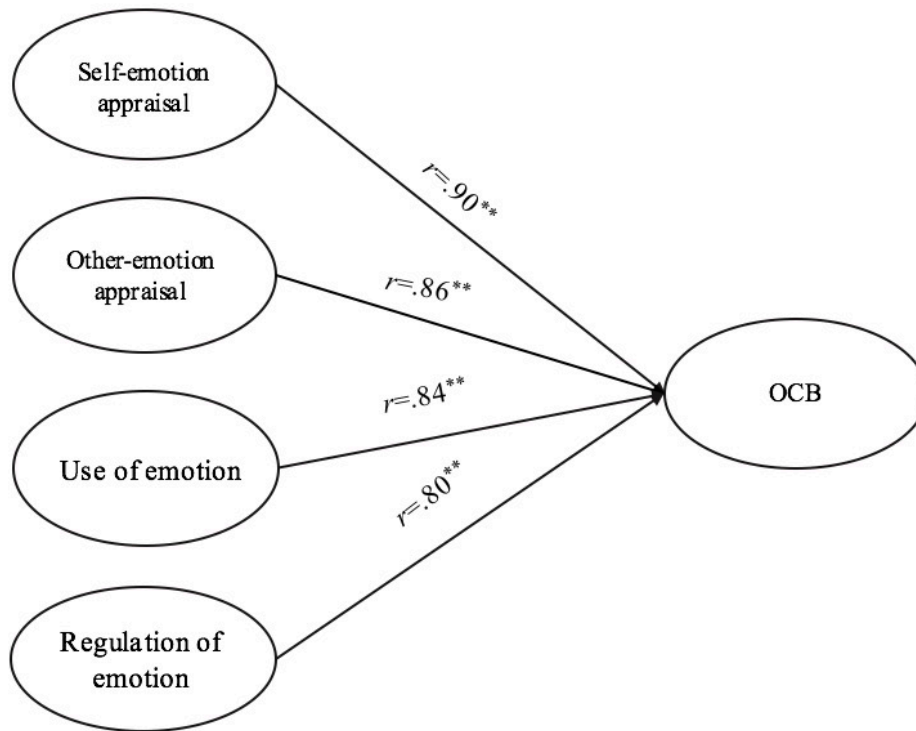
### 5.1 Introduction

The increasing importance of emotional intelligence in organisations and the researcher's personal experience of helping behaviour inspired this study investigating the relationship between emotional intelligence and OCB. The aim was to address gaps in existing research exploring the relationship between emotional intelligence and OCB. Job satisfaction was selected as a mediator to explain the relationship between emotional intelligence and OCB from a new perspective. The results may contribute to future research on the role of emotions and employee behaviour in different hospitality settings. This chapter provides a summary of the findings and implications for both researchers and hospitality practitioners.

### 5.2 Interpretation of key findings

#### 5.2.1 The relationship between emotional intelligence and organisational citizenship behaviour

The results of hypothesis testing indicate that employees' emotional intelligence could exert a positive influence on employees' OCBs. In the relationship between emotional intelligence and OCB, self-emotion appraisal showed a stronger correlation with OCB than the other three dimensions of emotional intelligence. This finding has once again highlighted the importance of emotional intelligence in the hospitality industry because of its significant impact on organisational effectiveness. According to the correlation results from previous chapters, the effect of emotional intelligence on OCB is highly significant. Therefore, research objective 1 was attained, and the findings are consistent with existing emotional intelligence literature.



**Figure 4. The relationship between emotional intelligence and OCB**

Jung and Yoon (2012) adopted the same measurement of emotional intelligence to conduct a similar research project that explored the effect of emotional intelligence on OCB and counterproductive work behaviour in a Korean hotel setting. Their findings showed that only the emotional intelligence dimensions of employees' self-emotion appraisal and use of emotion were significantly related to OCB. However, in this study, all the dimensions of emotional intelligence were important, because all four dimensions were highly positively correlated with OCB (see Figure 3). In this study, amongst these four dimensions, self-emotion appraisal had the highest correlation with OCB ( $r=.90, p=.00$ ) and regulation of emotion had the lowest correlation with OCB ( $r=.80, p=.00$ ). These findings indicate self-emotion appraisal is the main dimension of emotional intelligence that affects employees' behaviours. This is inconsistent with the findings of Greenidge et al. (2014) which suggest regulation of emotion is the main dimension of emotional intelligence that influences helping behaviour. A possible reason for this is that the samples were different. Greenidge et al. (2014) sampled employees from five organisations, in private and public sectors, and across different

industries such as manufacturing and financial services. This study, in contrast, sampled employees from the hospitality industry only. Different industries may have distinct features that contribute to different emotional experiences, thereby contributing to different results.

The results of this study confirm that if employees understand, control, and use their emotions effectively and put themselves in another person's shoes, they will create a positive and friendly environment in the workplace and greatly improve OCBs. As indicated by Lee et al. (2011), employees with a high level of emotional intelligence voluntarily exhibit more positive behaviours at work. For example, the ability to appraise one's own and others' emotions enables employees to accurately detect, assess, and express emotions to predict, confirm, and meet customers' expectations, subsequently delivering appropriate service that assists service encounters. Alfonso et al. (2016) also suggest that emotionally intelligent employees have high work performance, because they cope better with emotional issues and have a better understanding of their own and others' emotions. This means they are often more socially interactive with co-workers and customers as well as being more cooperative with co-workers. This study has integrated the four dimensions of emotional intelligence into one composite variable, and the findings show that every dimension is important and significantly correlated with OCB in the New Zealand hospitality industry. This is potentially useful for hospitality practitioners.

### 5.2.2 The mediating role of job satisfaction

Job satisfaction has been viewed as a predictor and outcome variable (Schyns & Croon, 2006; Yang, 2010; Zhao et al., 2011; Zopiatis et al., 2014), while in this study, it was regarded as a mediator with theoretical support from affective events theory (Weiss & Cropanzano, 1996). Affective events theory implies that positive emotion is correlated with an affective attitudinal component such as job satisfaction, and eventually induces good or bad citizenship behaviour (Weiss & Cropanzano, 1996). In line with affective events theory, this study hypothesised that job satisfaction could be used to explain the

effects of emotional intelligence on OCB. Contrary to this theory and the findings of Greenidge et al. (2014), the findings of this study did not support the mediation effect of job satisfaction between emotional intelligence and helping behaviour. Job satisfaction was not a mediator influencing the relationship between emotional intelligence and OCB.

Two factors may have led to this result. First, the sample size was small. Although this study used the snowball sampling approach to obtain more responses, the researcher did not receive a large response to the survey. With limited resources and support, only 80 valid responses were obtained for this study. The sample was insufficient for generalising any statistically significant results. Second, poor response quality could have been the result of considerable insignificance. The average time taken to answer the 43 items to complete the questionnaire was 5.6 minutes, which implies that participants did not take their time to complete the questionnaire. Although this may undermine the reliability of the results, results were still sufficiently interesting to warrant further study of the relationships tested.

Since the results of the mediation test also revealed that path  $b$  indeed decreased from .91 to .79 and the  $t$ -value (11.37) was positive. Therefore, this provides a possibility that job satisfaction positively affects the relationship between emotional intelligence and OCB. Hospitality researchers could verify this possibility by using a larger sample size in future research to generalise significant results in future research.

In this study, confirming that the relationship between emotional intelligence and job satisfaction and the relationship between job satisfaction and OCB as significant were preconditions of the mediation test proposed by Baron and Kenny (1986). These two relationships were supported in this study. Evidence from Carmeli (2003) indicates that employees with higher emotional intelligence manage work-life conflicts better by adjusting balancing their emotions, which enhances their job satisfaction. As discussed earlier, the correlation between emotional intelligence and job satisfaction was positive

and significant ( $r=.77$ ,  $p=.00$ ). Sledge, Miles, and Coppage (2008) hold that job satisfaction is one of the important components for hospitality businesses since it directly influences customer satisfaction, employees' intentions, and employees' well-being.

### 5.3 Research implications

The results of this study provide new understandings of the relationship between emotional intelligence and OCB in the hospitality industry setting. Results offer theoretical and practical contributions to both hospitality practitioners and academics.

#### 5.3.1 Theoretical implications

This study explains the relationship between emotional intelligence and OCB. Although the relationship between emotional intelligence and OCB has been discussed in previous studies (e.g. Greenidge et al., 2014; Jung & Yoon, 2012), little effort has been made to test the relationship with theoretical support and precise hypotheses in a hospitality setting. Furthermore, little research has been done in the field of emotional intelligence research or OCB research in the context of New Zealand hospitality businesses. Although the sample size is not sufficient to make a significant contribution in terms of generalisability, this study provides a sample from New Zealand hospitality businesses to enrich the growing hospitality literature on emotional intelligence and OCB.

Although the concept of emotional intelligence has attracted the attention of researchers and has been applied to the hospitality management setting, most studies simply focus on examining the relationship between emotional intelligence and OCB, rather than using theory to explain the relationship. To address this gap, this study used empathy-altruism theory to provide theoretical evidence supporting the relationship between emotional intelligence and OCB. Future researchers can apply different theories and perspectives to enrich the meaning and add solid theoretical evidence to this relationship.



The findings from this research suggest that it is crucial for future researchers to investigate the importance of emotional intelligence on work-related and individual variables. Since emotional intelligence is about how people relate with and react to the world around them (Scott-Halsell et al., 2008), an employee's level of emotional intelligence determines the employee's behaviour, which largely determines the success or failure of a service interaction (Tsai, 2009). Furthermore, emotional intelligence also contributes to individual health behaviours and stress. Researching this relatively new concept of emotional intelligence should be valued in the field of hospitality in the future.

The mediation hypothesis, which was based on the theoretical support of affective events theory, was not supported as findings were not significant. This conflicts with the findings of Greenidge et al. (2014), possibly due to differences in sample size and differences in features of the industries investigated. Since affective events theory is a relatively new theory that still needs to be enriched and tested, this study may provide an interesting avenue through which future researchers could examine applicability in hospitality settings using larger samples.

### 5.3.2 Managerial implications

This study examined how job satisfaction mediates the effect of emotional intelligence on OCB. The findings from this study emphasise the importance of emotional intelligence and OCB in the hospitality industry. They also provide some insight into human resource management, with a few implications for hospitality practitioners.

Employees play an important role in the hospitality industry as service providers; this makes their positive voluntary behaviours important. Some voluntary behaviours, such as preparing gifts and making positive eye contact with customers, can make customers feel that they are valued and give them a sense of pleasure and satisfaction with the service experience, which contributes to high customer satisfaction and reflects positively on an organisation's reputation.

Furthermore, behaviours such as caring for negative colleagues, helping absent colleagues, and maintaining the image of the organisation are also helpful in improving cohesion and creating a friendly atmosphere in the workplace, thereby benefiting organisational efficiency, cost reduction, and profitability. With increasing and intense competition in the hospitality industry, hospitality businesses not only need employees to complete in-role behaviours, but also will expect them to engage in extra-role behaviours. According to the findings of this study, such positive helping behaviour is closely related to high emotional intelligence. Employees who possess high emotional intelligence are sensitive to emotions and are willing to try to understand others; thus, they are more likely to participate in voluntary activities, such as helping colleagues with heavy workloads and serving customers with extra care.

Goleman (1998) suggested that employees' emotional intelligence can be developed and improved. The knowledge of the relationship between emotional intelligence and OCB offered by the current study's findings can be used to increase positive employee behaviour if human resource practitioners provide emotional intelligence training programmes within their organisations to develop employees' emotional intelligence levels. Emotional intelligence training programmes could focus on helping employees to know themselves, on cultivating employees' awareness, and on teaching employees how to deal with negative emotions. It could also include helping employees to deal with pressure, to exercise sensitivity, to appropriately know others' emotions, and to express emotions through friendly interpersonal relationships.

The positive relationship between emotional intelligence and OCB can also be applied to recruitment and selection. To promote positive employee behaviour in the workplace, it is important to recruit and select the right people for the hospitality businesses. In this context, the right people refers to emotionally intelligent employees because they are socially interactive and engage in more assisting behaviour, which reduces negative behaviour and its serious consequences, thereby contributing favourably to organisational effectiveness. Thus, human resources managers should consider their potential employees' emotional intelligence during the recruitment and selection

process. When selecting employees, well-established emotional intelligence measures can be utilised to screen candidates with potentially outstanding emotional competencies.

The relationship between emotional intelligence and OCB can assist employees to understand the importance of the service provider in the hospitality industry and the influence of the service provider's emotions during the service encounter. Realising that they are valued by organisations could give employees confidence in their careers, and the importance of emotional abilities can also help employees have good emotional exchanges with customers and engage in assistive behaviours, which can help employees achieve job fulfilment and well-being through service interaction. The findings also provide employees with the direction of understanding their emotions and behaviours in the workplace to achieve career success.

The findings of this study also indicate that job satisfaction promotes OCB. Aside from providing emotional intelligence training, hospitality practitioners can also improve employee job satisfaction to increase OCBs. Compared to the long-term task of training employees in emotional intelligence, improving job satisfaction to induce helping behaviours could be easier because job satisfaction can bring pleasure, happiness, a sense of achievement, and overall satisfaction. Previous researchers have offered adequate practical solutions for promoting employee job satisfaction, such as creating a fair environment in the workplace, improving job security, providing more promotion opportunities, empowering employees and building good leader-member relationships.

## Chapter 6: Conclusion and Recommendations

### 6.1 Conclusion

The hospitality and tourism industries in New Zealand are viewed as the fastest growing parts of New Zealand's economy. Due to an increasing number of customers and fierce international competition, there is a need for hospitality practitioners to understand the importance of high performance and service improvements in maintaining a competitive advantage. To do so, there was a need to study related factors such as the emotional intelligence of employees, job satisfaction, and OCB.

The purpose of this study was to explore how the emotional intelligence of employees affects behaviour and how this can be explained through job satisfaction. Specifically, this study sought to establish the relationship between emotional intelligence and OCB, using job satisfaction to explain this relationship. Accordingly, the research objectives of this study included exploring whether emotional intelligence positively influences OCB and whether employees with high emotional intelligence could have high job satisfaction and thereby show OCB.

This study took a deductive approach, collecting data from Auckland hospitality employees through an online questionnaire survey and using statistical analysis techniques to test the hypotheses. The hypothesised mediation relationship was not supported by results, but results did indicate that job satisfaction may positively affect the relationship between emotional intelligence and OCB as these variables were significantly related in the same direction as was hypothesised. This possibility provides a direction for future research on emotional intelligence, OCB, and job satisfaction, albeit with a larger sample size.

As hypothesised, emotional intelligence was found to have a significant influence on OCB. All the dimensions of emotional intelligence successfully predicted helping

behaviours in the workplace. In particular, self-emotion appraisal was the strongest predictor of helping behaviours. These findings indicate that if employees have a good aptitude for understanding their own emotions as well as others' emotions and use emotions wisely, they will voluntarily engage in more extra-role behaviours. Programmes for developing emotional intelligence are essential for employees, as they will help to improve their work performance and help them build the work-related skills that ultimately ensure success at the professional level. Organisations in the hospitality industry could recruit and select employees who have high emotional intelligence and offer present employees with emotional intelligence programmes to help them to manage their emotions, as this has become one of the priorities for organisations in the hospitality industry. Additionally, the findings indicate that job satisfaction is helpful for increasing OCBs in the workplace. This could provide practitioners with a new way to increase OCBs in the workplace. As job satisfaction is related to OCB, it attracts attention again to the topic of how to improve employees' job satisfaction, which in turn increases OCBs.

Human interaction is highly influenced by emotional factors. These factors influence individual behaviour, which further determines the failure and success of the service process. Previous studies have suggested that emotional intelligence is related to many organisational factors, such as customer satisfaction, service performance, and stress management, which contributes to organisational efficiency and better future performance. This study noted that emotional intelligence was positively and strongly connected to job satisfaction, which offers new insights into the necessity of using emotional intelligence in hospitality management with the aim of increasing employee satisfaction levels. Emotional intelligence can affect well-being in private life and work life. A practitioner should not merely focus on employees' emotional intelligence because doing so offers advantages in terms of business profitability and customer satisfaction. Practitioners should also be aware of the fact that emotional intelligence contributes to employees' stress level and mental health.

## 6.2 Limitations

Limitations inevitably exist in every study. As mentioned in Chapter 3, this study used snowball sampling, which could cause bias because of its non-random sample selection technique (Atkinson & Flint, 2001). Furthermore, the invitation email sent to participants could have easily been considered spam and therefore not taken seriously, which would have reduced the rate of participation (Baltar & Brunet, 2012). The major limitation of this research was the small sample size. The response to the survey was limited, only yielding 116 respondent surveys, of which only 80 were valid after screening the data. When conducting quantitative research, a sample of 80 respondents is below the standard minimum that can be expected to generate statistical significance in results. Furthermore, data were based on respondents' self-reports, so self-report bias may have been present and could have affected the results. The items in the questionnaire were rated on the scores of respondents' desires, which may have masked the true feelings of respondents and affected the research results. That being said, Anderson (2013) indicated that viewing respondents' feelings as reality is the norm for social science research. Finally, this study was conducted in New Zealand, which has a Western cultural background. Thus, results cannot be generalised to Asian countries.

## 6.3 Recommendations

### 6.3.1 Management based

From the findings and results obtained, it is recommended that organisations in the hospitality industry focus on improving their relationships with employees, as this could encourage employees to improve their job performance enable them to deliver high-quality service to customers effectively and efficiently. Human resources practitioners should work to ensure positive relationships amongst employees, managers, and supervisors in the hospitality industry as such positive relationships are considered a highly significant predictor of OCB. It has been stated that high-quality member-leader exchange encourages subordinate employees to improve their level of performance where they could be able to show a high level of OCB (Hess & Bacigalupo,

2011). As suggested by Organ and Knonvksy (1989), OCB performance is a function of “the fairness of overall treatment by the organisation” and “the general fairness of organisation policies and practices” (p. 162). The management in hospitality businesses should ensure that fairness is adhered to within organisational policies and in making decisions, mainly in the areas of wages and promotions, processing of decisions, interaction with employees of all levels, information given to the employees, and so on. These aspects exert a positive influence on employees with the aim of demonstrating high OCB. This could also help to reduce employee turnover and organisations could be able to retain employees for a longer (Meisler & Vigoda-Gadot, 2014). In addition, as job satisfaction is correlated with OCB, this could lead to practitioners assuming that the way to increase OCBs is through improving job satisfaction, which is usually associated with promotional opportunities, high salaries, justice environments, improved working conditions, and good leader-member exchange (Nadiri & Tanova, 2010; González & Garazo, 2006).

Hospitality practitioners should also get feedback from customers regarding the service they received from employees. This feedback could help management staff when conducting training programmes in accordance with an improving in the emotional intelligence of employees. Management staff could become aware of techniques to control their emotions by dealing with employees to provide high-quality services and ensure that customers are completely satisfied with their experience (O'Boyle, Humphrey, Pollack, Hawver, & Story, 2011). This could increase the morale of the employees along with their skills and capabilities, which will lead to a high level of job satisfaction and work environment satisfaction through organisational citizenship behaviour.

### 6.3.2 Future research

According to the findings and limitations of this study, there are some suggestions for future studies. First, future studies could replicate this study design with a bigger sample for higher statistical significance. Given that different cultures can cause a

divergence in people's beliefs and behaviours, future studies could be conducted in different cultural settings to compare cultural differences.

Second, this study has indicated that emotional intelligence is useful to discuss in relation to OCB, but theories directly supporting this relationship are still scant. Existing research concentrates on identifying the relationship between emotional intelligence and OCB while lacking vigorous explanation. Therefore, future studies could establish theories that better explain the relationship between emotional intelligence and OCB.

Third, this study has established a new framework for emotional intelligence and OCB using job satisfaction as the mediator. Based on this, future studies could develop a theory to support this relationship. Furthermore, the relationship between emotional intelligence and OCB is still being understood in the hospitality context. Hence, based on this study, other variables can be explored in future studies to explain the relationship between emotional intelligence and OCB from a new perspective to enrich relevant hospitality literature. Additionally, previous research (Greenidge et al., 2014; Weiss & Cropanzano, 1996) indicates that emotionally-related factors (e.g., job satisfaction) could play some part in mediating the impact of dispositional qualities and job performance. Although the small sample size of this study means findings cannot provide solid support for affective events theory, affective events theory still needs to be explored and tested in hospitality settings as this is a new field of study.

Fourth, this research adopted a quantitative method with snowball sampling. Future studies could use other methods of data collection which would reduce bias and increase the rate of participation. Future studies can use a qualitative method that places importance on interacting with people and connecting with social backgrounds to understand emotional intelligence, job satisfaction, and OCB. Finally, the sample in this study involved only employees, while a future study could conduct research on the emotional intelligence of leaders in hotel establishments and investigate the



relationships amongst their emotional intelligence, job satisfaction, and OCB. As previous research indicates, high emotional intelligence in an organisation's leaders is a vital determinant of the organisation's financial performance, team satisfaction, and staff turnover intention (Langhorn, 2004).

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## Appendix A – Ethics Approval Letter

### AUTEC Secretariat

Auckland University of Technology  
D-88, WU406 Level 4 WU Building City Campus  
T: +64 9 921 9999 ext. 8316  
E: [ethics@aut.ac.nz](mailto:ethics@aut.ac.nz)  
[www.aut.ac.nz/researchethics](http://www.aut.ac.nz/researchethics)

23 February 2017

Jill Poulston  
Faculty of Culture and Society

Dear Jill

Ethics Application: **17/33 An investigation of how job satisfaction mediates the impact of emotional intelligence on organisational citizenship behaviour in New Zealand hospitality industry**

Thank you for submitting your application for ethical review. I am pleased to confirm that the Auckland University of Technology Ethics Committee (AUTEC) has approved your ethics application for three years until 20 February 2020.

AUTEC recommends the Information Sheet be checked for typographical errors.

As part of the ethics approval process, you are required to submit the following to AUTEC:

- A brief annual progress report using form EA2, which is available online through <http://www.aut.ac.nz/researchethics>. When necessary this form may also be used to request an extension of the approval at least one month prior to its expiry on 20 February 2020;
- A brief report on the status of the project using form EA3, which is available online through <http://www.aut.ac.nz/researchethics>. This report is to be submitted either when the approval expires on 20 February 2020 or on completion of the project;

It is a condition of approval that AUTEC is notified of any adverse events or if the research does not commence. AUTEC approval needs to be sought for any alteration to the research, including any alteration of or addition to any documents that are provided

to participants. You are responsible for ensuring that research undertaken under this approval occurs within the parameters outlined in the approved application.

AUTEC grants ethical approval only. If you require management approval from an institution or organisation for your research, then you will need to obtain this. If your research is undertaken within a jurisdiction outside New Zealand, you will need to make the arrangements necessary to meet the legal and ethical requirements that apply there.

To enable us to provide you with efficient service, we ask that you use the application number and study title in all correspondence with us. If you have any inquiries about this application, or anything else, please do contact us at [ethics@aut.ac.nz](mailto:ethics@aut.ac.nz).

All the very best with your research,

A handwritten signature in black ink, appearing to read 'K O'Connor', written in a cursive style.

Kate O'Connor

Executive Secretary

**Auckland University of Technology Ethics Committee**

## Appendix B – Information Sheet

My name is Krisy, and I am a student at Auckland University of Technology, studying towards a Master of International Hospitality Management.

This survey is designed to help me understand how job satisfaction mediates the influence of emotional intelligence on helping behaviour in the New Zealand hospitality industry.

I want to know about your emotional intelligence, job satisfaction, and helping behaviour, so I can understand employees' value in organisations, so they can have better job satisfaction, and deliver better service. Aggregated results of the survey can be searched for on Scholarly Commons in the AUT library database six months from now under my name.

Your responses are anonymous and unidentifiable. By taking this survey you are giving consent to be part of this research.

Participation is voluntary. To participate, simply answer the questions below. I would appreciate if you could complete this as accurately as possible. All questions are optional. The survey will run until 27 March 2017 and will take around 10 minutes to complete.

Concerns regarding the conduct of the research should be addressed to the Executive Secretary of AUTECH, Kate O'Connor, [ethics@aut.ac.nz](mailto:ethics@aut.ac.nz), 921 9999 ext 6038.

For further information about this research please contact the researcher at [zjx0890@aut.ac.nz](mailto:zjx0890@aut.ac.nz) or the primary supervisor, A/Prof Jill Poulston at [jill.poulston@aut.ac.nz](mailto:jill.poulston@aut.ac.nz).

**Approved by the Auckland University of Technology Ethics Committee on 23  
February 2017, AUTECH Reference number 17/33.**

## Appendix C – Invitation Email

Dear participant,

I am a student pursuing Master of International Hospitality Management degree at Auckland University of Technology, undertaking research on emotional intelligence (EI).

My study is about how job satisfaction (JS) mediates the impact of emotional intelligence on occupational citizenship behaviour (OCB) in the New Zealand hospitality industry.

I'm inviting you to participate in my study because you may have work experience in the hospitality industry. Your response would provide valuable perspectives and contributions and you will have access to the findings afterwards, which may help you gain a better understanding of emotional intelligence in the hospitality industry.

If you would like to participate in this study, you can click the email link [https://aut.au1.qualtrics.com/jfe/form/SV\\_7UwGyaaKOxkArHL](https://aut.au1.qualtrics.com/jfe/form/SV_7UwGyaaKOxkArHL) which will take you to the questionnaire on Qualtrics. You need to complete an online questionnaire about your emotional intelligence, helping behaviour, and job satisfaction. Your response will be anonymous and unidentified. The survey will take you approximately 10 minutes to complete.

Participation is voluntary. Participation or non-participation will neither advantage nor disadvantage you in any way.

I hope you will also be able to send this invitation to your friends working in the hospitality industry, in case they are happy to participate.

If you have questions about the study you can ask me, or my primary supervisor, Assoc Prof Jill Poulston, on [jill.poulston@aut.ac.nz](mailto:jill.poulston@aut.ac.nz).

Kind regards,  
Ruzi Yan

AUT MIHM student

## Appendix D – Questionnaire

\*\*\*Please circle your answer as to the following statement\*\*\*

1. Are you over 16 years old?

(1) Yes            (2) No

2. Do you work or have you ever worked in the hospitality industry?

(1) Yes            (2) No

\*\*\*Please circle your level of agreement as to the following statements\*\*\*

[1=Strongly Disagree; 2=Disagree; 3=Neutral; 4=Agree; 5=Strongly Agree]

	Organisational citizenship behaviour	←Strongly Disagree   Strongly Agree→				
	Behaviour towards co-workers					
1	I help others who have been absent.	1	2	3	4	5
2	I help others who have heavy workloads.	1	2	3	4	5
3	I like to offer extra help to new co-workers.	1	2	3	4	5
4	I pass along notices and news to my co-workers.	1	2	3	4	5
5	I take time to listen to my co-workers' problems and worries.	1	2	3	4	5
6	I take personal interest in my co-workers.	1	2	3	4	5
	Behaviour towards my organisation					



7	I will give advance notice if I cannot come to work.	1	2	3	4	5
8	My attendance at work is above the required level.	1	2	3	4	5
9	I do not complain about unimportant things at work.	1	2	3	4	5
10	I take fewer breaks than I deserve.	1	2	3	4	5
11	I follow informal rules in order to maintain order.	1	2	3	4	5
12	I protect the organisation's property.	1	2	3	4	5
13	I say good things about the organisation when talking with outsiders.	1	2	3	4	5
14	I promote the organisation's products and services actively.	1	2	3	4	5
	Behaviour towards customers					
15	I always have a positive attitude at work.	1	2	3	4	5
16	I am always exceptionally courteous and respectful to customers.	1	2	3	4	5
17	I follow customer service guidelines with extreme care.	1	2	3	4	5
18	I respond to customer requests and problems in a timely manner.	1	2	3	4	5
19	I perform duties with very few mistakes.	1	2	3	4	5
20	I conscientiously promote products and services to customers.	1	2	3	4	5

21	I contribute many ideas for customer promotions and communications.	1	2	3	4	5
22	I make constructive suggestions for service improvement.	1	2	3	4	5

	Emotional intelligence	←Strongly Disagree Strongly Agree→				
	EI self-appraisal					
1	I have a good sense of why I have certain feelings most of the time.	1	2	3	4	5
2	I have a good understanding of my emotions.	1	2	3	4	5
3	I really understand what I feel.	1	2	3	4	5
4	I always know whether or not I am happy.	1	2	3	4	5
	Others emotional appraisal					
5	I always know my friends' emotions by their behaviour.	1	2	3	4	5
6	I am a good observer of others' emotions.	1	2	3	4	5
7	I am sensitive to the feelings and emotions of others.	1	2	3	4	5
8	I have a good understanding of the emotions of people around me.	1	2	3	4	5
	Use of emotion					

9	I always set goals for myself and then try my best to achieve them.	1	2	3	4	5
10	I always tell myself that I am a competent person.	1	2	3	4	5
11	I am a self-motivated person.	1	2	3	4	5
12	I always encourage myself to try my best.	1	2	3	4	5
	Regulation of emotion					
13	I am able to control my temper and handle difficulties rationally.	1	2	3	4	5
14	I am quite capable of controlling my own emotions.	1	2	3	4	5
15	I can always calm down quickly when I am very angry.	1	2	3	4	5
16	I have good control of my emotions.	1	2	3	4	5

	Job satisfaction	← Strongly Disagree    Strongly Agree →				
1	I am often full of passion for my work.	1	2	3	4	5
2	I feel fairly satisfied with my present job.	1	2	3	4	5
3	Each day at work seems like it will never end.	1	2	3	4	5
4	I consider my job rather unpleasant.	1	2	3	4	5
5	I enjoy doing my work.	1	2	3	4	5

\*\*\*Please circle your answer as to the following statements\*\*\*

### General information

1. What is your gender? (1) Female (2) Male
2. What is your age? (1) under 20 (2)20-29 (2) 30-39 years (3) 40 or over
3. Do you work in: (1) Hotel (2) Restaurant (3) Café (4) Bar (5) Other
4. What is your position? (1) Manager (2) Supervisor (3) General employee
5. How long have you been working in the hospitality industry?  
(1) Less than 1 year (2) 1-3 years (3) 3-5 years (4)5 years or more
6. What is your highest qualification?  
(1) High School or less (2) Tertiary Diploma (3) Bachelor's degree  
(4) Postgraduate qualification

Thank for your participation.