Faculty of Business

Transformational Leadership as Antecedent of Cross-cultural Psychological Capital in the Sabah Hotel Industry

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Declaration

To the best of my knowledge and belief, this thesis contains no material previously published by any other person except where due acknowledgement has been made.

This thesis contains no material which has been accepted for the award of any other degree or diploma in any university.

The research presented and reported in this thesis was conducted in accordance with the National Health and Medical Research Council National Statement on Ethical Conduct in Human Research (2007) – updated March 2014. The proposed research study received human research ethics approval from the Curtin University Human Research Ethics Committee (EC00262), Approval number: HRE2018-0145.

Signature:

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Publications Relevant to The Thesis

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Abstract

This study sought to investigate transformational leadership as an antecedent to cross-cultural psychological capital on service-oriented organizational citizenship behavior and employee turnover intention of frontline staff working in the Sabah hospitality industry. Additionally, this research incorporates cross-cultural psychological capital as a mediator in the research model. The theory of job demands-resources (JD-R), conservation of resources (COR), planned behavior (TPB), and social exchange (SET) underpins the conceptual framework of this study. Partial least square - structural equation modeling (PLS-SEM) software analysis was utilized to test the hypotheses. Quantitative empirical evidence was gathered through a cross-sectional, survey-based technique guided by the positivist paradigm. This study is significant for scholars and human resource practitioners because it fills a vacuum in the literature by considering a combination of predictors on employee turnover intention and service-oriented organizational citizenship behavior. As a result, this study adds to the body of credible empirical data that may be used to improve management approaches in this industry. The results confirmed that within the Sabah hotel industry context, transformational leadership has a significant direct relationship with cross-cultural psychological capital, service-oriented organizational citizenship behavior, and turnover intention. Additionally, there is a significant positive relationship between cross-cultural psychological capital and service-oriented organizational citizenship behavior; however, there is no significant relationship with turnover intention. This research also demonstrates that cross-cultural psychological capital mediates the relationship between transformational leadership and service-oriented organizational citizenship behavior. Furthermore, the research also produced an unexpected finding where the mediating effect of cross-cultural psychological capital between transformational leadership and turnover intention had no significant relationship.

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Dedication

In loving memory of my beloved husband

Samson Ekol (1962 – 2020)

You are always forever dear in my heart. My pillar of strength and number one fan during my PhD journey. Having completed this journey, I know you are smiling in heaven and proud of me. I love and miss you so much!

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List of Abbreviations

AV	Average Variances extracted
CB-SEM	Covariance-Based Structural Equation Modelling
CCPC	Cross-cultural PsyCap
COR	Conservation of Resource
HCM	Hierarchical Components Model
HRM	Human resource management
HTMT	Heterotrait-monotrait
JD-R	Job Demands-Resources
MLQ	Multifactor Leadership Questionnaire
OCB	Organizational Citizenship Behavior
PLS-SEM	Partial least square - structural equation modelling
PsyCap	Psychological Capital
SET	Social Exchange Theory
SPSS	Statistical Package for the Social Sciences
TI	Turnover Intention
TL	Transformational Leadership
TPB	Theory of Planned Behavior
VIF	Variance Inflation Factor

CHAPTER 1 INTRODUCTION

1.1 Chapter Overview

This chapter discusses the background, and the theoretical and practical gaps leading to the problem statement and research objectives. Subsequently, the study's contribution to academia and practitioners were examined, followed by a discussion on the scope of the research. This chapter concludes by presenting the structure of the thesis.

1.2 Background to the Study

Providing quality service in the hotel industry is typically difficult since it involves a high level of connection between customers and service workers (Schuckert et al., 2018). Added to that, service employees are faced with the challenging task of coping with a diversity of unpredictable customer needs and demands (Torres, 2018). Due to the hotel industry's rapid growth and competitiveness, there is a growing demand for more highly skilled executives and hotel personnel (Wu & Chen, 2018; T.J. Chen & Wu, 2017; Q.C. He et al., 2016; Patiar & Wang, 2016). Past studies have shown that TL is one of the most successful ways of promoting leadership efficiency, establishing greater validity than other leadership styles (Oh & Chhinzer, 2021; A. Khan et al., 2020; S.H. Lin et al., 2019; Gashema & Kadhafi, 2020; Sesen et al., 2019). Specifically, the traits of transformational leadership (TL) were found to be highly valued in the hotel industry (Gui et al., 2020; Whitelaw, 2013). Additionally, other scholars have shown TL's effect on workers' personal resources, attitudes, and behaviors, such as psychological capital (Sesen et al., 2019; Bakker & Demerouti, 2017; Gooty et al., 2009; Xanthopoulou et al., 2007) and service-oriented organizational citizenship behavior (OCB) (Buil et al., 2019; Waldman et al., 2015, Jha, 2014). The personalized attention by transformative leaders towards their employees encourages and motivates employees to 'walk the extra mile' in their jobs (Wu & Chen, 2018; Sürücü, et al., 2018; Sahin et al., 2014; Uen et al., 2012). These positive behaviors and attitudes help in reducing stress levels (Ghafoor et al., 2011) and turnover intention (TI) resulting in excellent customer service and overall improved

performance (Wu & Chen, 2018; H.J. Kang, 2014). According to Wu & Chen (2018), the question of how hotel managers inspire, and influence hotel frontline employees is crucial for hotels to sustain competitive advantage. From the perspective of human resource practitioners, "frontline equals bottom line", whereby frontline employees are the key to moving hotels to excellent heights (G.W. Yu et al., 2014).

The current study was thus driven by this background in pursuit of leadership excellence to propel frontline employees to perform better. Through effective leadership, employees may decrease their intention to leave their jobs by leveraging their complementing job and personal resources to meet work expectations and obstacles. The latent factors found in this research are TL, cross-cultural PsyCap (CCPC), service-oriented OCB, and TI.

By utilizing their complementary personal resources to fulfill job demands and obstacles, they can reduce their intention to leave. TL, CCPC, TI and service-oriented OCB are the latent variables identified in the study. The primary subject or unit of analysis of the current study is the frontline hotel employees. The following section analyzes the gaps in the study based on theoretical and practical perspectives.

1.3 Problem Statement

The tourism industry of Malaysia requires research as it is a significant source of economic contributors. It is also listed as one of the key areas for transforming Malaysia into an economy with a higher national income. The third most significant contributor to Malaysia's Gross Domestic Product, after manufacturing and commodities, this industry contributed about 5.9 percent of the total GDP in 2018 (Hirschmann, 2020).

The industry recorded an increase in tourism receipts from RM82.1 billion in 2017 to RM86.1 billion in 2019. Tourist arrivals also increased from 25.95 million in 2017 to 26.1 million in 2019 (Tourism Malaysia, 2019). In Sabah, the industry recorded its highest receipts at RM9.01 billion in 2019. The increase is also reflected in tourist arrivals from 7.5 % in 2017 to 8.2% in 2019

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(Sabahtourism.com). However, tourist arrivals fell dramatically from 4.2 million in 2019 to 977,460 in 2020 and 156,535 in 2021 (Sabah Tourism Board, n.d.). This is due to the implementation of various travel restrictions to mitigate the COVID-19 pandemic which had a significant impact on the performance of the hotel industry, as well as other industries in 2020 and 2021.

To meet the demands of the rapidly expanding tourism industry, the Malaysian government has formulated strategies to enhance the competitiveness and resilience of the hospitality sector. Improving the quality of hotels and raising the required supply of skilled human resources are among the initiatives defined in this sector (Eleventh Malaysian Plan, 2016-2020). To this end, hotels must be capable of attracting, maintaining, improving, and leading human capital to perform at high levels.

The gaps highlighted in the previous section revealed the need for managers/leaders to enhance their leadership skills and in turn influence employees to develop their OCB and positive psychological capital for organizational success. Additionally, being an industry that experiences a high turnover, a leadership that is attractive to employees will present a "pull-to-stay" factor, thus minimizing employee's level of TI. Given the fact that frontline employees are a vital asset to the industry, it is therefore appropriate to investigate the potential of transformational leaders to affect front-line employees' level of CCPC and service-oriented OCBs, resulting in a reduced level of TI. In hospitality literature, the lack of research in these fields (Schuckert et al., 2018; T.J. Chen & Wu, 2017; Patiar & Wang, 2016; W.J. Chen, 2016; Paek et al., 2015; T.W. Tang & Tang, 2012) merited more research on the efficacy of TL in improving CCPC, service-oriented OCBs and reducing the intention to turnover. To the researcher's best knowledge, no study has previously investigated the effect of TL on CCPC, TI, and service-oriented OCB in a single research model. A review of current literature reveals that most of the existing research has focused on OCB and PsyCap, or either service-oriented OCB or CCPC with other variables.

This poses a two-fold question as to why, even when progress has been made, the hotel industry continues to show a high employee turnover and remains incompetent. According to Razalli (2008), there are two potential factors for the high turnover – the external and internal challenges of the hotel. Internal problems have a more important impact on the sector's productivity, for example, frontline workers are expected to adjust to high job demands. These employees lack tools to help them handle the demands (Karatepe & Olugbade, 2009). Because of the large number of guests, frontline employees work extended hours and are under pressure (Yavas et al., 2013). Moreover, the insufficient number of workers puts employees under time pressure to fulfill their job requirements. The absence of support from leadership further exacerbates the problem. Research (e.g., Ariffin et al., 2015; Bustamam et al., 2014; Khalid et al., 2009; Razalli, 2008; G.W. Yu et al., 2014) indicates that these difficulties led to low-quality service, worsening employee morale and work dissatisfaction. Thus, the results affected efficiency, quality service, and increased TI level. The ability of frontline employees to face such challenges hinges upon the positive PsyCap and TL characteristics of their leaders (Toh, et al., 2019). Toh and her team reported that leaders who display such leadership characteristics elicit favorable attitudes in frontline employees in the context of the Sabah Hotel Industry. Similarly, research conducted in other countries suggested that workers are more likely to exhibit positive behaviors with TL, such as an increased level of service-oriented OCB (E.-J. Kim & Park, 2019), PsyCap (Sesen et al., 2019), and minimize employee TI level (T.J. Chen & Wu, 2017).

The current study also investigates the effects of frontline employees with TI but who still remain with the company. Most studies have focused on the outcome of TI to actual turnover. Few studies were focused on the effects of employees with TI who remained with the organization, although researchers have recognized the existence of a gap between TI and actual turnover. There have been numerous instances where employees with TI did not leave the organization due to a variety of intervening factors. Such intervening factors include time, money, and scarce employment opportunities (Verbruggen & Emmerik, 2020; Mai et al., 2016; Hom & Kinicki, 2001). Several researchers

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have argued about the negative implications that these stayers or "intention-to-quit-nonquitters" have on the organization and have called for more studies to understand the relationship. Previous research has found that employees who stay may have a negative impact on the organization's performance. As discussed in Section 2.4, negative outcomes such as lower levels of service-oriented OCBs (Mai et al., 2016) and lower subsequent career satisfaction (Verbruggen & Emmerik, 2020) may result which affects the overall performance of the organization. There are not many studies conducted to understand the consequences or risks to an organization when employees who have TI remained in employment (Verbruggen & Emmerik, 2020; Mai et al., 2016). Hence, the current study therefore seeks to understand this relationship between TI and service-oriented OCBs, as the outcome. This study argues that stayers who have TI may have a lower level of service-oriented OCBs. The research will further contribute to the understanding of the TI – turnover gap in hospitality literature.

Studies conducted in the context of hotel establishments in Malaysia are minimal. Although numerous studies have been conducted on the influence of TL, OCB, PsyCap, and TI in the hospitality industry, studies in Malaysia, particularly in East Malaysia, are few. Additionally, the limited studies in the hospitality literature in Malaysia mostly focused on human resource strategies, training, OCB, job performance, empowerment, and leadership (Foo et al., 2020; Toh et al., 2019; Andi Kele et al., 2017; Ariffin et al., 2015; Kasa & Hassan, 2015; Zainol et al., 2015; G.W Yu et al., 2014; Bustamam et al., 2014; Khalid et al., 2009; Razalli, 2008). Furthermore, to the researcher's best knowledge, no studies on TL, CCPC, service-oriented OCB, and TI have been undertaken in a single research model in the context of Sabah.

Finally, the lack of research on the effectiveness of CCPC in enhancing service-oriented OCB and reducing the level of TI merits further investigation. Past empirical studies reveal a significant relationship between workplace PsyCap and desirable attitudes, behaviors, and performance (Avey, Reichard et al., 2011). A study by H.S. Jung & Yoon (2015) proved that PsyCap had a significant, positive effect on OCBs, while the empirical work of T.J. Chen &

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Wu (2017) reveals the negative relationship between TL and leader-member exchange on TI. There are not many studies that examine PsyCap's impact on the hotel industry (Sürücü et al., 2020; Paek et al., 2015). Additionally, studies on leadership that addressed PsyCap theoretically are limited; for example, theories that support leadership as an antecedent to PsyCap (W.-Y. Wu & Nguyen, 2019).

The current study has been conducted, therefore, as a response to the call of several scholars for further research in PsyCap, (Nolzen, 2018; Avey, 2014; Auh et al., 2014; Newman et al., 2014). The theoretical and practical gaps outlined in the previous sections showed the limited impact of the initiatives placed so far by the government, hoteliers and the hospitality industry. This study, therefore, positions itself to examine the associations between perceived TL, CCPC, service-oriented OCB, and TI in the hotel industry in Sabah Malaysia. Due to a lack of empirical research regarding frontline employees' CCPC in the hospitality literature (W.J. Chen, 2016), this study also proposes an integrated framework that links TL, service-oriented OCB, and TI. Additionally, this work will contribute to the limited literature in the hospitality industry in Malaysia, specifically in the Sabah context.

1.4 Theoretical Gaps
There are four theoretical gaps found in the current literature which allow the problem statement to be constructed.

First, many research studies have explored the effects of TL on employee engagement, employee satisfaction, OCB, and TI (e.g., Wu & Chen, 2018; Patiar & Wang, 2016; Long, 2012; Avolio et al., 2009; H. Wang et al., 2005; Walumbwa & Lawler, 2003). In addition, previous leadership literature studies have shown that TL is a good predictor of positive follower behavior such as OCB (Gui et al., 2020; A. Khan et al., 2020; P.M. Podsakoff et al., 2000); however, past meta-analysis has reported limited details on the magnitude of this relationship (Gui et al., 2020; G. Wang et al., 2011). Many studies have also investigated the favorable effects of the relationship between TL and

follower outcomes; however, the findings were inconsistent. For example, a study conducted by Dai et al. (2016) reported a significant strong association on the relationship between TL and OCB while Buil et al. (2016) indicated a non-significant relationship. Other studies have also reported inconsistent findings in the TL – OCB relationship (Auh et al., 2014; Morhart et al., 2009). The existing literature in the hospitality industry does not adequately explain how TL influences followers and why the results differ (Gui et al., 2020). Further research on testing the relationship between TL and OCB is therefore warranted.

Secondly, PsyCap as a resource has a positive impact on performance (Avey, 2014; Newman et al., 2014). Empirical PsyCap research has shown a favorable relationship between PsyCap and job outcomes such as success and satisfaction in the job (Luthans, Avolio, et al., 2007; Luthans et al., 2008). PsyCap has been reported to have a mediating effect between TL and work outcomes, such as OCB (Gooty et al., 2009), service quality (He et al., 2016), and innovative efficiency (Gupta & Singh, 2014). Despite increasing research in PsyCap, additional study is required to understand and extend the PsyCap – Performance link (Gooty et al., 2009). The current research also refers to the demand for more studies on PsyCap to include antecedents such as leadership (e.g., Newman et al., 2014; Yavuz, 2019). Additionally, further study is also needed to include not only positive outcomes but also withdrawal behaviors such as TI (Newman et al., 2014; Reichard et al., 2014; Hyo & Hye, 2015). There is minimal research on higher-order constructs (Dollwet & Reichard, 2014) evaluating generalizable cross-cultural skills (competencies) that predict important cross-cultural interactions. In addition, scholars (such as Vilariño del Castillo & Lopez-Zafra, 2021; Nolzen, 2018; He et al., 2016; Waldman et al., 2015; N. P. Podsakoff et al., 2014; Tse et al., 2013) are also calling for more empirical research on the mediating mechanism of PsyCap. The current research aims to extend the newly established cross-cultural construct of PsyCap (Dollwet & Reichard, 2014) in the Sabah working environment which involves various races and ethnicities. Therefore, in the current research, CCPC as mediator will be tested in the expected positive and

negative associations between the perceived TL, service-oriented OCB, and TI.

Thirdly, many studies have reported that TI is a strong predictor of turnover (J. Park & Min, 2020; H.J. Kang 2014; Griffeth et al., 2000). Most studies on TI looked at turnover as an outcome (Burris et al., 2008). However, this study focuses on the impact of TI on employee behavior, specifically service-oriented OCB instead of turnover. This is because, at some point, employees who have the intention to leave may not be able to do so owing to unforeseen circumstances such as a lack of suitable employment opportunities (Ulker-Demirel & Ciftci, 2020; Hom & Kinicki, 2001). Hence, while these members of staff remain in the organization, there will be substantial repercussions for business (Mai et al., 2016). There have not been many studies conducted to predict the relationship between the intent of turnover and OCB (Mai et al., 2016; Burris et al., 2008). Therefore, this study aims to contribute to the hospitality literature by examining the relationship between TI and service-oriented OCB.

Finally, there is a paucity of hotel-related research in Malaysia (Foo et al., 2020; Rosli & Zainal, 2020; Ariffin et al., 2015). In particular, research relating to the relationship between perceived TL, service-oriented OCB, CCPC, and frontline employee TI is limited based on the literature review.

1.5 Practical Gaps

Previous studies have indicated that the hotel industry needs to have competent leaders and skilled employees to address the stiff competition and rapid development in hotel operations (Wu & Chen, 2018; T.J. Chen & Wu, 2017; He et al., 2016; Patiar & Wang, 2016). Supervisors that lead with a positive attitude can raise the morale of their employees, motivate them to work more efficiently for the company, and provide superior services. Employees, on the other hand, are inspired by supportive supervisors, continually looking for ways to better their skills and going the "extra mile" in service delivery.

With a growing number of tourist arrivals, Malaysia aims to expand the number of four-and five-star hotels to draw discerning tourists (Huijun *et al.,* 2015) as part of its strategies to achieve a developed and inclusive nation status under the Eleventh Malaysia Plan (Economic Planning Unit [EPU], 2020). Based on the mid-term review of the Eleventh Malaysia Plan (EMP), the tourism industry in Sabah will continue to receive further impetus and priority as one of the niche economic sectors (EPU, 2020). There is, therefore, a need for a sufficient supply of competent, trained, and skilled personnel. The review further states that insufficiently skilled employees are one of the critical issues faced by the industry. As part of its strategy, the Malaysian government is committed to developing and producing skilled and knowledgeable human capital for the country, hence in line with the strategy, this research is fittingly conducted to advance the theoretical implications of the proposed model. Being a labour-intensive industry, the hotel industry needs to capitalize on human resources for improving its competitiveness (Foo et al., 2020; Kusluvan et al., 2010). In the hospitality sector, employees are the most valued asset.

Additionally, the hotel industry is a highly dynamic market, with varying guests' demands, and hotels need to be abreast of new technologies to be competitive (Deloitte, 2020; Whitelaw, 2013). Furthermore, hotels work in an atmosphere of multicultural staff and guests. In Sabah, workers employed in hotels come from various ethnic groups and cultural backgrounds. Simultaneously, these workers must serve guests from diverse backgrounds and cultures. Therefore, knowing the desires and preferences of consumers from a diverse society puts demands on the cross-cultural interpersonal relationships of frontline employees.

Past research posited that the quality and delivery of service in the hotel industry is one of the challenges faced by the industry for successful performance. Frontline employee's positive attitudes in customer interaction play a role in the production of service delivery excellence (Y.Y. Tang & Tsaur, 2016; Ma & Qu, 2011). The hotel industry relies heavily on the face-to-face contact and engagement of front-line staff with hotel guests to provide outstanding service and efficiency. Moreover, the diversity of consumers and

the high demand for service make it impossible for front-line workers to limit their everyday roles and obligations based on official work descriptions (Ma, Wang et al., 2021). The extreme pressure to provide productive and effective services (job demand) contributes to stress affecting the wellbeing of employees (Whitelaw, 2013). Rude customers, abusive supervisors, role ambiguity, heavy workloads, and organizational constraints presents some of the stressors experienced by frontline employees (Al-Hawari et al., 2020). Consequently, this affects the actions and performance of front-line employees, contributing to a high level of TI that will eventually lead to actual turnover.

Employee turnover is a common occurrence in the service industry and is exceptionally high in the hospitality sector (Wen et al., 2020; J. Park & Min, 2020; Haldorai et al., 2019). Based on the Deloitte Hospitality 2015 report, turnover in hospitality is almost double the average rate for all sectors. This phenomenon remains a challenging issue for the Malaysian hotel industry (Islam et al., 2020; Haldorai et al., 2019) as hotels depend heavily on employees to deliver service. Much research was conducted to investigate the reasons employees quit. Most of these studies fixated on "push-to-leave" forces, such as low pay, irregular working hours and job dissatisfaction (Z. Li et al., 2021; Oh & Chhinzer, 2021; Waldman et al., 2015). Employees are also subjected to "pull-to-leave" forces, such as job opportunities and other alternatives (Oh & Chhinzer, 2021; J. Park & Min, 2020; Haldorai et al., 2019). The high occurrence of turnover increases the cost of recruitment and training of new staff as well as the decline of the hotel service quality due to the loss of skilled staff (Z. Li et al., 2021; J. Park & Min, 2020). This scenario, therefore, presents an empirical gap that calls for other ways to mitigate the problem of high turnover such as improving the manager/supervisor's leadership. This research focuses on TL as a "pull-to-stay" aspect that can entice employees to remain with the organization. For the productivity and survival of establishments, the capacity to recruit and retain employees can go a long way. In particular, the recruitment and retention of high-performing workers is the secret to delivering quality service in the said industry (J. Park & Min, 2020; Haldorai et al., 2019; T.J. Chen & Wu, 2017) Hence, this study argues that TL

can elicit favorable attitudes and behavior such as a higher level of PsyCap and lower level of TI of frontline employees in the Sabah hotel industry.

1.6 Research Questions

Given the importance of the frontline employee's performance in delivering quality service, and the current high level of turnover in this industry, it is therefore pertinent to investigate further the influence of TL on CCPC and service-oriented OCB. As discussed above, the industry's competitiveness is affected by the high occurrences of turnover and low standard of service. Findings from past studies indicate that leaders having the characteristics of TL may have a favorable impact on the frontline employee's job performance. Additionally, frontline employees with high levels of service-oriented OCB and CCPC (PsyCap) will be able to face job demands and challenges, thus contributing to the success of the hotel industry. Referring to the above premise, the research questions for the study are as follows:

- i. Does perceived TL have a significant influence on CCPC, service-oriented OCB, and TI?
- ii. Does CCPC have a significant influence on service-oriented OCB and TI?
- iii. Does TI have a significant influence on service-oriented OCB?
- iv. Does CCPC mediate the relationship between perceived TL and TI/service-oriented OCB?

1.7 Research Objectives

Based on the research questions, this study aims to explore the empirical relationship between TL, CCPC, service-oriented OCB and their level of TI in the Sabah hotel industry. Additionally, this study aims to explore the possible mediating role of CCPC in this relationship. To achieve these purposes, the following are the research objectives:

- i. To determine the influence of perceived TL on CCPC, service-oriented OCB, and TI.

ii. To determine the influence of CCPC on service-oriented OCB and TI.

iii. To determine the influence of TI on service-oriented OCB.

iv. To determine the mediating role of CCPC in the relationship between perceived TL and service-oriented OCB/TI.

1.8 Significance of the Study

The current research is expected to make a range of practical and theoretical contributions as follows:

1.8.1 Theoretical Contributions

From the theoretical perspective, the research seeks to add to the literature in hospitality from three aspects. First, the current research aims to fill the gap in the literature by exploring the relationship between perceived TL, CCPC, service-oriented OCB, and TI in a single research model. In addition, most TL, CCPC, service-oriented OCB, and TI studies have been carried out in other countries such as Australia, the United States of America, in some Middle East countries, and China. Few studies have been conducted in Malaysia, especially in Sabah. Furthermore, previous studies have looked at the concepts mentioned above in different models of research in business organizations. The current study may be the first to integrate all four variables into a single research model in the context of the Sabah hotel industry.

Second, the current study is intended to contribute to CCPC literature by using CCPC as a latent mediating mechanism that may not have been empirically tested in the above-mentioned constructs. Most current research examines the relationship of TL and job outcomes directly without examining the PsyCap effects holistically (W.-Y. Wu & Nguyen, 2019; Hyo, 2015; Newman et al., 2014). Hence, the current research supports the suggestions of scholars to expand and apply new CCPC metrics to other fields (Dollwet & Reichard, 2014). As far as this study is concerned, this serves as the first few literatures that applies CCPC metrics in the hotel industry. Additionally, researchers are asked to continue to find new antecedents as well as to test the PsyCap

application as a mediator (Newman et al., 2014) in human resource and organizational behavioral studies. Therefore, this study takes TL as antecedent to CCPC and to test CCPC application as a mediator that could potentially enrich the existing knowledge of these variables in the hotel industry.

Although many studies have examined job demand and job resources, not many were conducted integrating personal resources in the relationship (Schaufeli & Taris, 2014; Demerouti & Bakker, 2011; Xanthopoulou et al., 2007). Furthermore, most of the studies had focused on job and personal resources individually, with only a small number in which both job and personal resources were combined within a model. Additionally, several studies have shown that individuals who lose resources without any replacement are more susceptible to psychological stress that may lead to negative outcomes such as TI (Karatepe, Yavas, et al., 2018; Whitelaw, 2013; Hobfoll, Johnson, et al., 2003). As personal and job resources, CCPC and TL, respectively, play a motivating role in assisting people in overcoming the effect of job demands (Halbesleben et al., 2014; Bakker & Demerouti, 2007). Further research, therefore, is needed to clarify the three-way interaction of personal resources in job demand and job resource as well as in the two-way interactions between the two variables (Mayerl et al. 2016; Demerouti & Bakker, 2011). Hence, this study, therefore, attempts to expand the application of JD-R and COR theories by combining both personal and job resources in one research model.

1.8.2 Practical Contributions

It is hoped that this study will create greater awareness about the value of recognizing TL behavior, CCPC, and service-oriented OCB as vehicles for achieving organizational effectiveness and minimizing intentions to leave. The findings can help predict potential behaviors of frontline employees towards the hotel organization so that appropriate steps can be taken to improve positive behaviors, increase levels of PsyCap, and reduce adverse reactions.

Additionally, managers and supervisors may use the research results to evaluate the cross-cultural competencies of their workers and create

individualized learning plans and training interventions to improve their frontline employees' constructive PsyCap in collaboration with guests and colleagues across cultures.

Finally, this study also aims to provide valuable information to relevant authorities in the hotel industry, human resource practitioners, and managers on factors that can enhance the delivery of service, increase employees' service-oriented OCB, build positive psychological capital and reduce the level of employees' intentions to quit.

1.9 Scope of the Study

The research focuses on frontline worker's perceived TL by investigating antecedents to CCPC, positive human resource outcomes, and negative human behavior. The primary purpose of this study is to investigate the effect of perceived TL on workers' CCPC, service-oriented OCB, and TI. Additionally, this study investigates the relationship between TI and service-oriented OCB. This research also explores the mediating effects of CCPC among the variables understudied. By examining the relationship between these critical factors, this research would reveal the importance of TL in developing employee's CCPC thereby improving an employee's service-oriented OCB and reducing TI. In turn, hoteliers may be better equipped to retain talented employees to deliver quality service, a factor which has been tied to increased business profitability. The study focused on the frontline employees of four- and five-star hotels in Kota Kinabalu, Sabah Malaysia. Data was collected from a survey questionnaire sent to the employees through the human resource department of the participating hotels. As this study is limited to hotel frontline employees in Sabah, it should be noted that the findings and conclusions drawn from the research are representative of the hotel industry in Sabah.

1.10 Definitions of Key Terms

The definitions of terminologies used in this research are provided below to avoid any potential misunderstanding of the concepts utilized in this study.

These definitions are used to discuss the results of the hypotheses that were tested.

Transformational leadership

A leader's willingness to alter the organizational "status quo" by developing followers' beliefs, desires, and expectations (Bass & Avolio, 1994).

Service-oriented organizational citizenship behavior

Defined as "citizenship behaviors typically performed by customer contact employees and directed at the customer" (Bettencourt et al., 2001).

Psychological capital

Defined as "an individual's positive psychological state of development" (Luthans et al., 2007a) which comprises four elements: Hope, Self-efficacy, Resilience, and Optimism.

Cross-Cultural Psychological Capital

Refers to psychological capital "anchored in the context of cross-cultural interactions" (Dollwet & Reichard, 2014).

Turnover intention

Refers to an employee's cognition to resign from their current employment (Mobley et al., 1979).

Frontline employees

Refer to the employees working in hotel operational departments that have direct contact with hotel guests (Robinson et al., 2014).

1.11 Structure of the Thesis

Following the university's guidelines on the format of a research thesis, this work is structured in the standard thesis format of five chapters, as outlined below:

Chapter 1 presents the context, background, and rationale or motivation of the study. The research objectives and problem statement of the thesis, as well as the theoretical, empirical, and managerial gaps and contributions are deliberated.

Chapter 2 presents an evaluation of the main theories and prevailing literature. It identifies the research gaps that eventually led to the formulation of the conceptual framework of this research. This chapter also provides a review of the previous literature on the variables used in this study.

Chapter 3 discusses the theoretical framework, followed by the development of hypotheses. An outline of the research methodology, describing the design of the research, sampling technique, research questionnaires, procedures and analysis of data collection are presented.

Chapter 4 discusses and interprets the findings from the data collection.

Chapter 5 discusses the statistical findings and their contributions to the knowledge in terms of the theoretical, empirical, methodological, and managerial perspectives and the limitations of the study. It also addresses the implications of the findings and suggests areas for further study.

CHAPTER 2 LITERATURE REVIEW

2.1 Chapter Overview

This chapter presents the theories that were leveraged by this research. This is then followed by detailed discussions on the context, development, and the growing significance of the selected variables, namely transformational leadership (TL), cross-cultural psychological capital (CCPC), service-oriented organizational citizenship behavior (OCB), and turnover intention (TI). The chapter ends with a discussion of research gaps and the rationales for developing hypotheses.

2.2 Transformational Leadership

There are many definitions and classifications of leadership available from leadership literature. Scholars have typically defined leadership based on the traits, qualities, and behaviors of a leader (Y.K. Lee et al., 2011). Past scholars have categorized four leadership styles: directive leadership, empowering leadership, transactional leadership, and TL (Pearce et al., 2003). Directive leadership requires making use of guidance, order, and admonishment as the primary mechanisms for shaping the behavior of a follower. Empowering leadership, on the other hand, emphasizes the growth of a follower's capacity to self-manage. Transactional leadership refers to the use of positive reinforcement and punishment, focuses on the present rather than the future, and uses organizational rewards and punishment to influence subordinates (Whitelaw, 2013). TL influences members to internalize the organization's goals, thus adjusting their values, behaviors, and priorities. In contrast to transactional leaders, transformational leaders are believed to be future-oriented and able to motivate followers to place the organization's interests ahead of their own (Whitelaw, 2013).

Bass (1999) built on Burns' (1978) work, which established the distinction between transactional leadership and TL. Transactional leadership is conceptualized in three dimensions, namely contingent reward, active management by exception, and passive management by exception. Contingent rewards link recognition and rewards to the achievement of

mutually agreed objectives and depend on the clarification of expectations and the provision of necessary resources. Active management by exception involves monitoring the performance of subordinates regularly, identifying variations and taking preventive action. In passive management by exception, the leader intervenes when something is not going according to plan, such as when performance targets are not being met. TL is characterized as the capacity of a leader to alter the corporate "status quo" through generating followers' goals, values, and desires (Bass & Avolio,1994). Yukl (1999) clarified that a transformative leader affects and facilitates changes in the attitudes of his followers, thus enhancing their adherence to organizational objectives (Kelly, 2013).

Yukl (2001) stated that a transformational leader is also a charismatic leader, capable of attracting followers by demonstrating and inspiring them to realize the dream. This type of leader is ambitious, open to ideas, and tries to compete and make the most of opportunities to obtain competitive advantages (Kelly, 2013). A transformative leader is described by Nelson (2014) as an individual whose "behaviors are more emotionally, ideologically and identity charged" (p. 50). According to Bass (1990) transformational leaders "broaden and elevate the interests of their employees, when they generate awareness and acceptance of the purposes and mission of the group, and when they stir their employees to look beyond their self-interest for the good of the group" (p.21). To be successful, hotel industry leaders want their frontline workers to do more than is required in their job description and to show extra initiative for the benefit of the company. Therefore, a transformational leader must be able to drive inventive and spontaneous behavior, as well as performance beyond role criteria for the accomplishment of organizational functions (Long, 2012). Based on the literature, transactional leadership and TL have been typically studied and compared in many studies (Patiar & Wang, 2020; Toh et al., 2019; Dai et al., 2013; Sesen et al., 2019; G. Wang et al., 2011; Waldman et al., 2015; MacKenzie et al., 2001; Bond, 1998). Barnett et al. (2001) summarized the two styles of transactional and transformation leadership: transactional (ordinary) leadership is based on an exchange arrangement in which the compliance of followers (i.e., their effort, efficiency, and loyalty) is exchanged for anticipated

rewards; and transformative (extraordinary) leaders raise the consciousness of the significance and value of followers. Although both leadership styles have a positive influence on organizational performance, TL tends to be more effective than transactional leadership in achieving the best work performance from subordinates (Patiar & Wang, 2020). Based on a meta-analytic review by G. Wang et al. (2011), TL has a strong influence on transactional leadership (contingent reward) in predicting individual-level contextual performance and team-level performance. A study by Patiar & Wang (2020) established that both leaderships have a positive influence on hotel performance mediated by compensation and benefits; specifically, compensation and benefits fully mediate the relationship between TL and sustainable performance of the hotels. Similarly, Sesen et al. (2019) found that TL has a positive effect on the PsyCap of employees compared to transactional and laissez-faire leadership. This shows that TL can affect the psychological state and behavior of employees to enhance organizational performance.

Various approaches have been used by previous scholars and researchers to comprehend TL (Schuckert et al., 2018; Quintana et al., 2015). A review of pertinent literature shows that most studies have applied Bass and Avolio's (1995) four-factor TL model and Kouzes & Posner's (2007) five exemplary leadership behaviors to conceptualize TL (Long, 2012). According to C.K. Park (2015), Bass and Avolio's (1995) definition and conceptualization of TL have been the most used in academic literature. Additionally, it has been the most used leadership theory in hospitality due to its significant influence on employee's performance, behavior and extra-role activities (Gui et al., 2020). This study, therefore, conceptualizes TL based on the four behaviors which are (a) idealized influence, (b) inspirational motivation, (c) intellectual stimulation, and (d) individualized consideration. Although past research suggested that TL is associated with higher levels of performance from followers, there is limited information about the strength of this relationship (Gui et al., 2020; Patiar & Wang, 2020; C.S. Kim et al., 2018; G. Wang et al., 2011). Despite the numerous studies, further research is needed regarding the specific mechanisms underpinning the influence of TL and the conditions

under which TL improves employee performance in different contexts (Buil et al., 2019; G. Wang et al., 2011; Patiar & Wang, 2016).

Many existing studies in TL merged the four dimensions as a higher-order construct (e.g., Şeşen et al., 2019; Liang et al., 2017; Balwant, 2016; C.J. Wang et al., 2014). This means the first-order construct of individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence form the second-order construct of TL. Other researchers have further affirmed the application of TL as a higher-order construct in their studies (Thien et al., 2019; Xu et al., 2016; Balwant, 2016). Following the recommendations of these scholars, the current research considers TL to be a second-order construct. The four aspects of TL will be briefly discussed in the following sub-sections to facilitate comprehension of the variable.

2.2.1 Idealized Influence

Idealized influence is the capacity of a leader to evoke emotional reactions from his followers and to serve as a role model for them to emulate (A. Khan et al., 2020; Bass & Avolio, 1994; Gardner and Avolio, 1998). TL is sometimes known as charismatic leadership as charisma is a dominant behavior in this leadership style (Leonard, 2016). By sharing a common vision, leaders elicit a sense of belongingness in their employees (D.I. Jung & Avolio, 2000). Leaders articulately paint a desirable future, communicate how to get there, set an example for others to follow, provide high-performance criteria, and demonstrate determination and confidence that will motivate employees to attain the shared vision (Bass, 1999). These leaders are also concerned about the wellbeing of their followers and share risks with their followers. They are known for their integrity and follow through on their declared ethics, principles, and beliefs. They earn respect, affection, and allegiance via their charisma, trustworthiness, and visionary characteristics. As a consequence, workers who respect, adore, and trust their leaders are more inclined to obey their leaders' commands and requests (Tims et al., 2011; Avolio et al., 1999). Transformative leaders may easily gain the extra effort required from followers to attain optimal levels of performance because employees want to emulate these leaders as role models (Whitelaw 2013; Bass, 1990). Based on their

research, Kouzes and Posner (2007) believe that visionary and charismatic leaders can push employees to achieve their full potential for the success of the organization:

> Successfully engaging in these two essentials can produce very powerful results. In our research, we found that when leaders effectively communicate a vision – whether it's to one person, a small group, or a large organization – constituents report significantly higher levels of job satisfaction, motivation, commitment, loyalty, team spirit, productivity, and profitability. (Kouzes & Posner, 2007, p. 133)

Further, from the human resource development view, leaders can be trained to acquire a charismatic leadership style. According to Bass (1990), "Transformational leadership can be learned, and it can – and should – be the subject of management training and development. Research has shown that leaders at all levels can be trained to be charismatic in both verbal and nonverbal performance" (p. 27). Therefore, organizations may consider investing in training and development of transformative leaders as these leaders "inspire, energize, and intellectually stimulate" (p.1) employees for organizational success.

2.2.2 Inspirational Motivation

When leaders push staff to achieve above normal expectations, this is referred to as inspirational motivation. This motivation stems from the leader's ability to define a vision that inspires and empowers workers to achieve that vision (Eberly et al., 2017; Schuckert et al., 2018; Den Hartog et al., 1997; Avolio et al., 1999). Additionally, employees are motivated to strive for better levels of performance and development based on the compelling vision created by their transformative leaders (Bass & Avolio, 1990). By offering relevant and challenging visions, these leaders use positive appeals to motivate them, exhibiting optimism and excitement along the way. In so doing, the leader instills enthusiasm and grit in employees and encourages them to match their aspirations with the company's mission and vision (Walumbwa & Lawler, 2003; Bass, 1990). Hence, in the process of communicating the vision, the leaders

can create emotional ties between leaders, employees, and the organization (Leonard, 2016).

2.2.3 Intellectual Stimulation

The third dimension is intellectual stimulation. This refers to a leader's conduct that increases followers' awareness of the importance of outcomes and the ways of attaining them in order for the company to succeed (Bass & Avolio, 1994). Transformative leaders may challenge and motivate subordinates to think more creatively by questioning the status quo (Eberly et al., 2017; Whitelaw, 2013). This is accomplished by encouraging employees to reconsider the usual method of doing things and to come up with innovative and creative solutions to resolve problems from new perspectives (Whitelaw, 2013; Eberly et al., 2017). Hence, this dimension of TL supports new ideas and emphasizes openness to suggestions and exploring different perspectives (Sun & Wang, 2016). Additionally, transformative leaders employ this trait to train followers to solve challenges from their own distinctive and innovative perspectives. Additionally, they provide suggestions and assist them in resolving problems instead of criticizing their employees' mistakes (Mittal, 2016). According to Gasper (1992), the leader's challenge in intellectually stimulating employees is to inspire followers to accept the vision's intrinsic ideals and to influence them to surpass their self-interests for the interests of the organization. According to Breevaart et al. (2014a), transformational leaders distribute work based on their followers' needs and skills, which means each follower is given difficult but achievable tasks, promoting their development.

2.2.4 Individualized Consideration

Individualized consideration is described as a leader's ability to increase the self-confidence of a follower by offering individualized support, advice, and attention (Jackson, 2020). The transformative leader offers fresh learning opportunities to each employee depending on the individual's strengths and needs for achievement and growth. Such a leader acts as a role model for his employees, guiding and advising them individually. This leader, in particular, serves as a coach and mentor, encouraging people to strive and develop in

order to reach their full potential (Bass & Avolio, 1990). Employees whose leaders have this trait believe that their leaders are aware of and responsive to their specific requirements (Whitelaw 2013). When a leader is attentive to their needs, employees are more likely to feel supported and have more autonomy in carrying out their tasks (Breevaart et al., 2014a). Furthermore, transformative leaders help followers to think beyond their self-interests, cope with change, and compete beyond their expectations (Mittal, 2016). This trait aids transformative leaders to instil a sense of belonging in their followers, which may lead to the creation of mutual care (Mittal & Dhar, 2016).

2.2.5 Transformational Leadership in the Hospitality Industry

The impact of TL and other leadership styles on employees, specifically frontline employees, have been the focus of many studies in the hospitality domain. Numerous studies have pointed out that traits consistent with TL appear to be more highly valued in the hospitality industry (Gui et al., 2020; Tracey & Hinkin, 1994). Based on 62 primary studies, Gui et al. (2020) conducted a meta-analysis study aimed to provide a review of the relationship between TL and follower outcomes in the hospitality industry. The findings indicated that TL is positively associated with follower outcomes, specifically, it has the most decisive impact on relational perceptions, followed by subordinates' attitudinal and behavioral outcomes.

This study has therefore confirmed the strong effect of TL traits on followers' outcomes as posited by other scholars in the hospitality industry. Other studies (e.g., Schuckert et al., 2018; T.J. Chen & Wu, 2017; Jha, 2014) suggest that TL is associated with higher levels of performance from followers. In a study of frontline employees in five-star hotels in Korea, Schuckert et al. (2018) reported the positive effects of authentic leadership and TL on follower service innovation behavior (SIB) and follower psychological capital (PsyCap). Jha (2014) also found that TL has a significant and positive effect on OCB, moderated by psychological empowerment. T.J. Chen & Wu (2017) examined the influence of TL on TI through the leader-member exchange (LMX). They found that TL reduces the TI of employees in the hospitality industry.

2.3 Cross-Cultural Psychological Capital

The concept of workplace PsyCap was developed by Fred Luthans, based on the positive psychology ideas spawned by Seligman and Csikszentmihalyi (2000). Positive psychology is a modern form of psychology that focuses on studying and understanding the well-being, productivity, and optimal functioning of "normal" people and how they realize their full potential (Seligman et al., 2005). Before this, psychology had focused on mental illness and dysfunctional behavior, but not on what makes healthy people function normally, specifically what makes them "happy, productive, creative, and capable of living, working, and loving" (Luthans & Youssef-Morgan, 2017). Seligman highlights the need for positive psychology, emphasizing the development of people's strengths for a more productive and fulfilling existence (Seligman et al., 2005; Nolzen, 2018). Such positive psychology includes personal traits, skills, and values to make lives more meaningful and productive. Since then, numerous studies on positive psychology in management and organizational behavior have been published, and several streams of research and practice have evolved, applying positive psychology to the workplace (Nolzen, 2018).

Luthans et al. (2007b) define PsyCap as follows:

> PsyCap is an individual's positive psychological state of development and is characterized by: (1) having confidence (self-efficacy) to take on and put in the necessary effort to succeed at challenging tasks; (2) making a positive attribution (optimism) about succeeding now and in the future; (3) persevering toward the goals, and when necessary, redirecting paths to goals (hope) in order to succeed; and (4) when beset by problems and adversity, sustaining and bouncing back and even beyond (resiliency) to attain success. (p. 3)

The psychological capacity of PsyCap can be assessed, developed, and controlled to improve performance. As the concept is based on the positive organizational behavior paradigm, the psychological resources of PsyCap - self-efficacy, hope, optimism, and resiliency (Luthans et al. 2007a, 2007b) fulfill the inclusion criteria defined in this paradigm. Luthans et al. (2007a) further claimed that in terms of contextual factors (e.g., a motivational leader) and

human characteristics, the PsyCap of each individual varies (e.g., traits, physical health). In addition, positive PsyCap can be seen in individuals as personal strength that aids them to face a demanding job environment (Nolzen, 2018; Avey et al., 2010). Furthermore, based on the characteristics shared by these four first-order constructs, the four resources constitute a higher-order construct that produces better results compared to each resource and was empirically evidenced in various studies (e.g., Maslakci & Sesen, 2019; Kotze & Massyn, 2019; Bouzari & Karatepe, 2017; Dollwet & Reichard, 2014). According to Luthans & Youssef-Morgan (2017), when the four psychological resources are combined, an individual can maintain an internalized sense of control while pursuing their goals successfully.

Since the introduction of this concept in 2004, many studies have been conducted examining the antecedents and outcomes as well as the development and conceptualization of PsyCap as a core construct (Luthans & Youssef 2007a; Avey et al. 2011). In JD-R theory, PsyCap is identified as personal resources for employees (as discussed in section 2.1.1) and found to have favorable impacts on their wellbeing, attitudes, and behaviors (Bouzari & Karatepe, 2017; T.T. Kim et al., 2018; Avey et al. 2011). Past PsyCap workplace studies reveal major impacts on the employee, team, and organizational outcomes such as job efficiency, job satisfaction, organizational commitment, organizational citizenship behaviors, and workplace engagement. PsyCap as a personal resource also minimizes adverse work-related behaviors and attitudes such as absenteeism, TI, and stress (Kotze & Massyn, 2019; Newman et al., 2014; Luthans et al., 2008; Luthans et al., 2007a).

In addition to the general applicability of PsyCap in the workplace realm, the theoretical foundations of PsyCap also endorse its use in the cross-cultural setting due to its state-like, observable components that impact efficiency (Luthans et al., 2008). For example, an employee with high PsyCap will be characterized by high hope, self-efficacy, resilience, and optimism when engaging with people from a different culture (Dollwet & Reichard, 2014). Dollwet & her colleague introduced the construct 'CCPC' comprising the four

components of workplace PsyCap (Luthans et al., 2007a) in the cross-cultural context. The four components – cross-cultural self-efficacy, cross-cultural hope, cross-cultural optimism, and cross-cultural resilience focused on generalizable psychological resources that enable employees to communicate with people from diverse cultures effectively.

With the acceleration of globalization due to improved communication technology as well as other factors, workplaces have become culturally more diverse than ever. People from different backgrounds and cultures working in one organization is a common phenomenon. It is a challenge for organizations, especially hotel establishments, to perform effectively given the diversity in the workforce and guests. More so in the hotel industry - an international industry in which the "ethnic, cultural and religious diversity of both staff and guests is commonplace thus placing demands on the interpersonal and communication skills of staff and management" (Maslakci & Sesen, 2019; Whitelaw, 2013). With a diverse workforce and multi-cultural guests, hotels are challenged to cultivate/train employees to be culturally competent. Dollwet & Reichard (2014) pointed out that skilled cross-cultural employees are essential for coordinating and communicating with colleagues, superiors, and guests from different cultures and backgrounds (Dollwet & Rechard, 2014). To ensure effective cross-cultural communication, they indicated that culturally competent staff must cope with stress, develop relationships, and adjust to new circumstances. Realizing the need for a measure to capture a generalizable cross-psychological skill in a workplace that is culturally more diverse than ever, Dollwet and Reichard (2014) proposed a new state-like construct of cross-cultural positive PsyCap to assess cross-cultural competencies beyond workplace PsyCap.

CCPC is based on the building blocks of the workplace PsyCap of Luthans et al. (2007a) but is specifically anchored in the domain of cross-cultural interactions (Dollwet & Reichard, 2014). Being broader, the new CCPC emphasizes a positive, strengths-based perspective focused on generalizable psychological resources that enable employees to effectively interact across cultures. According to Luthans et al. (2008), besides PsyCap's general

applicability in the workplace domain, the theoretic foundations of PsyCap also support its use in the cross-cultural context due to its state-like, measurable components that impact performance (Dollwet & Reichard, 2014).

This study therefore extends and applies PsyCap into the domain of cross-cultural interactions and development in the context of the Sabah Hotel Industry. Additionally, this study will contribute to the CCPC literature, which is considered limited in the hospitality domain (Karatepe & Karadas, 2015; H.J.A. Kang et al., 2018). Although the current study has adopted and investigated the CCPC variable as a higher-order construct, for a better understanding of the variable, each of the four components will be briefly discussed in the following sub-sections.

2.3.1 Cross-cultural Self-efficacy

Bandura (1978) defines self-efficacy as an individual's belief in their ability to achieve a particular task. Additionally, the concept relates specifically to whether an individual has the confidence to take on and complete a given task (Luthans et al., 2017). Individuals with high self-efficacy are highly motivated, confident, and look forward to challenges and goal achievements (Luthans et al. 2007b). People with high rates of cross-cultural self-efficacy have a deep self-belief that they can interact effectively with others from different cultural backgrounds or in diverse settings (Dollwet & Reichard, 2014). They are also capable of utilizing a wide range of talents in a variety of situations, rather than simply knowing about diverse cultures (Nunez, 2000).

Additionally, self-efficacy relates to the readiness of an individual to acquire new skills and adapt to new settings, both of which are associated with a range of beneficial job outcomes (Earley & Ang, 2003; Dollwet & Reichard, 2014). Previous research has found that people with high self-efficacy are more willing to try new activities, are easier to teach, and actively self-monitor (Lifeng 2007). In view of these positive outcomes, organizations should assist employees in increasing their self-efficacy levels (Newman et al., 2014).

Prior research has demonstrated strong links between self-efficacy and work-related performance. In one research of expats, for example, high levels of efficacy affected the expatriate's willingness to acquire new ways of thinking and behaving in a host nation (Reichard & Dollwet, 2014). Another study found that self-efficacy contributes to an employee's drive to learn about and adapt to a new workplace (Earley & Ang, 2003). People with a high sense of self-efficacy have a clear knowledge of their goals and are adept at mobilizing resources to achieve them (Breevaart et al., 2014a). These findings lead to the conclusion that self-efficacy is a valuable resource while working across cultures and in diverse settings (Reichard et al., 2014).

2.3.2 Cross-cultural Hope

In a discussion of Snyder's hope theory (2002), Du et al. (2015) define hope as "the perceived capability to produce pathways to desired goals and to motivate oneself to use those pathways". Citing Rand and Cheavens (2009), Du et al. further describes the cognitive process of hope as comprised of three components: "goals (the mental targets that direct human behavior), pathways (the routes to the desired goals), and agency (the perceived ability to achieve goals through pathways)" (p. 1). Hence, hope refers to a cognitive and motivational state that enables people to set realistic goals that are attained through self-directed behavior (agency) and the capability of generating alternative ways to reach those goals when encountering barriers (pathways) (Snyder et al., 1991).

According to Dollwet and Reichard (2014), this second component of PsyCap seems to be a useful psychological resource when interacting across cultures. Numerous studies demonstrate that hope is associated with a variety of favorable results for both leaders and workers. A meta-analysis of 45 research studies discovered a favorable and substantial relationship between hope and job performance and employee well-being (Reichard et al., 2013). People with high cross-cultural hope have found a way to address cross-cultural interaction issues and can remain focused on setting and achieving goals in cross-cultural environments (Reichard et al., 2014). Yavas et al., (2013) assert that hope is an essential personal resource in hotel frontline employees given the stressful

and demanding jobs that can impact their well-being and ultimately lead to TI. In other words, hope acts as a buffer on the impact of job stress and exhaustion on an employee's TI (Yavas et al., 2013).

Various studies predict that hope may be a significant psychological resource, since high levels of agency and route thinking may be necessary to perform effectively in a diversified work setting (Dollwet & Reichard, 2014). Employees working in a multicultural setting, such as hotels, require a high level of hope to face the numerous employment obstacles of servicing customers of various cultures, needs, and demands.

2.3.3 Cross-cultural Optimism

Optimism is the conviction that one will have positive outcomes in life (Scheier & Carver, 1985). From the standpoint of attribution theory, Seligman (2011) defines optimism as "one's optimistic attribution regarding current and future successes." Optimism in the cross-cultural setting relates to the expectation of positive outcomes as an individual often expects the best while engaging across cultures (Scheier & Carver, 1992).

Optimistic people work hard to achieve their goals, even when they face challenges, as is often the case in encounters across culture (Peterson, 2000). Employees with high cross-cultural optimism will internalize a successful cross-cultural interaction to their effective communication skills. Working across cultures often results in cross-cultural interaction issues such as misinterpretation and miscommunication (Dollwet & Reichard, 2014). These employees will positively attribute these events as results of the environment, and not something internal to themselves. They remain motivated and 'expect the best when interacting with people from different cultures' (Dollwet & Reichard, 2014)

Several studies have found that optimism has a positive effect on a range of employee outcomes, including job performance, career success, and psychological well-being (Luthans et al. 2007a). Other studies have found a high level of job satisfaction and performance in employees with a high

proportion of hope (Luthans & Jensen, 2002; Youssef & Luthans, 2007). Furthermore, optimistic personnel in a cross-cultural workplace are more inclined to ascribe failed cross-cultural relationships to external circumstances and seek new direction to be competent in subsequent encounters. Thus, optimism is a vital psychological resource for employees who want to stay motivated during cross-cultural encounters, which are typically fraught with uncertainty and challenges (Risberg, 1997).

2.3.4 Cross-cultural Resilience

Luthans (2002) defines resiliency as "the capacity to rebound or bounce back from adversity, conflict, failure or even positive events, progress and increased responsibility" (p. 702). Masten (2001) succinctly describes resilience as "a class of phenomena characterized by good outcomes despite serious threats to adaptation or development" (p. 228). Nolzen (2018) agrees that "resilient people accept reality and have a stable set of beliefs, which makes them capable of responding and adapting to new situations" (p. 245). In the cross-cultural setting, resilient employees have the capacity to adapt the psychological resources needed to overcome stressful events in cross-cultural interactions (Reichard et al., 2014). Resilience is context-dependent and can be used in cross-cultural settings as part of the wider PsyCap construct (Reichard et al., 2014).

People with cross-cultural resilience are able to perform well despite adversities such as language problems and communication difficulties across cultures (Kotze & Massyn, 2019). Due to their unique nature, cross-cultural environments generate confusion and uncertainties that underpin relationships in cross-cultural work environments (Reichard & Dollwet, 2014). As a result of these unique adversities, an employee with resilience has an invaluable psychological resource for overcoming negative events in cross-cultural encounters (Reichard & Dollwet, 2014). According to Bird & Stevens (2013), employees with strong cross-cultural resilience may be able to function effectively when working with people from various cultures, even when faced with problems or culture shock owing to cross-cultural conflict or language barriers. A previous study has shown that resilience can boost performance by

encouraging proactive learning—even in the face of adversity (Luthans et al., 2007b), which is common in cross-cultural relationships (Dollwet & Reichard, 2014).

2.3.5 Psychological Capital - a higher-order construct

As discussed in the preceding sections, PsyCap is defined as a higher-order construct derived from the positive organizational behavior paradigm associated with the four psychological resources: self-efficacy, hope, optimism, and resilience (Luthans & Youssef-Morgan 2017). Confirmatory factor analyses have shown support for PsyCap as a core construct in which the commonality or shared variance between each resource constitutes the higher-order construct (Luthans et al., 2007a; Kotze & Massyn 2019). The four resources—hope, efficacy, resilience, and optimism—share a "sense of control, intentionality, and agentic goal pursuit" in terms of commonality (Luthans & Youseff-Morgan, 2017, p. 343). As PsyCap is derived from positive psychology, positiveness (in terms of motivational and behavioral predispositions), were held in every situation to influence one's intention, attitude, and determination toward accomplishing the goals (Luthans & Youssef-Morgan, 2017). Luthans & Youssef-Morgan (2017) elaborate that optimistic individuals believe their chances of success are good; confident individuals, having self-efficacy, deliberately choose goals that are more difficult to achieve; and individuals with hope encourage the creation of manifold paths to those goals. Resilience emerges in the face of each challenge, providing the perseverance to recover and bounce back. This combination of the four resources helped create and establish the higher-order construct, which aids in maintaining an internalized sense of control and intentionality while pursuing and achieving goals.

Moreover, advocates of PsyCap argue that the higher-order construct of PsyCap establishes stronger links with performance results than any of its separate components alone (Luthans et al., 2007a). While each of the resources may be psychometrically justifiable on its own, the outcomes have been empirically evidenced on the synergistic effect of PsyCap as a higher-order construct. Prior studies have found a higher correlation between PsyCap

and employee attitudes, behaviour and performance in areas such as cultural intelligence, burnout, work engagement, service quality, TI, and service-oriented OCB (Dollwet & Reichard, 2014; Kotze & Massyn, 2019; Maslakci & Sesen, 2019; Avey et al., 2011; Karatepe & Karadas, 2014; Gooty et al., 2009; H.J.A. Kang et al., 2018; H.S. Jung & Yoon, 2015; Bouzari & Karatepe 2017). Additionally, in both US and South African populations, this study has verified the higher-order factor construct proposed for CCPC (Reichard et al., 2014; Kotze & Massyn 2019). Hence, based on the discussions above, this study used a similar stance in which PsyCap is viewed as a higher/second-order construct.

2.4 Turnover Intention

Past research pointed out that the most challenging but essential task facing employers and human resource management practitioners is trying to retain their most valuable asset – the human capital (e.g., Zopiatis *et al.,* 2014; Kusluvan et al.,2010). Congruent with the statement, organizations should investigate why employees leave their organization in order to develop effective organizational strategies and human resource practices to retain productive employees and mitigate the turnover of employees. Effective human resource practices and policies need to be developed to be able to recruit, select, manage and retain competent frontline employees to achieve excellence in service delivery (Faldetta et al., 2013).

2.4.1 Impact of Employee Turnover

High employee turnover is a perennial problem in the global hospitality industry (Haldorai et al., 2019; Davidson et al., 2010). According to a Deloitte (2015) report, turnover in the hospitality business exceeds the norm for all sectors: the average staff turnover of 30% in the UK hospitality industry and 31 % in the US represents nearly double the average rate for all sectors of the economy. As per a survey by the Malaysian Employees Association in 2011, the average turnover for the hotel/restaurant industry in Malaysia is at 32% (Zainol et al., 2015). Employee turnover is detrimental to organizational performance and profitability as it impedes operational functions and contributes to a loss of financial and intellectual human capital (Okae, 2018;

Faldetta et al., 2013). Additionally, the high rate of turnover affects employee morale, which results in poor performance and productivity (Abo-Murad & AL-Khrabsheh, 2019; Yavas et al., 2013; Yang et al., 2012). This, in turn, affects the efficiency of the organization, especially when talented employees leave the establishment to pursue better employment elsewhere (A.N. Khan et al., 2021; Robinson et al., 2014; Tracy & Hinkin, 2008; Tanova and Holtom, 2008). Hence, the implications of turnover encompassing financial losses, the morale of employees and the reputation of an organization cannot be ignored (Abo-Murad & AL-Khrabsheh, 2019; Zopiatis et al., 2014; Iverson & Deery, 1997).

2.4.2 Definition of Employee Turnover and Intention

Employee turnover refers to the termination of the employment contract of an employee who received monetary compensation, voluntary or involuntary from the company (Willie, 2021; Mobley, 1982). Voluntary turnover is considered the most detrimental as it usually occurs when the organization is not expecting it. The immediate precursor to turnover is the TI, a critical stage that occurs before turnover. According to Mobley et al., (1979), TI is defined as the intention of an employee to leave his or her employment. It can be described as the final step, a well-thought and conscious decision before the employee does leave the organization (Winterton, 2004). TI is under the control of employees, and the behavioral intent of employees is the best indicator of behavior (e.g., real turnover) (Ajzen & Fishbein, 1980). Past researchers have theorized that turnover occurs because of unmet expectations that inevitably lead the employee to leave (AlBattat & Som, 2013).

2.4.3 Past Studies on Employee Turnover and Intention

Researchers have spent much time studying employee turnover and TI in order to understand the phenomenon and its effects on hospitality organizations (J. Park & Min, 2020). A number of scholars have attempted to look into the underlying mechanisms and causes of employee turnover, while others have looked into the causes and implications of employee turnover to provide a better insight into employee behavior (A.N. Khan et al., 2021; Verbruggen & van Emmerik, 2020; Mai et al., 2016). Past studies have attributed the causes of employee turnover to high job demands, low pay,

abusive supervisors, verbal hostility, extra workload, work-life balance pressure and other issues that can impact the hotel frontline workers' behavior and performance (J. Park & Min, 2020; Abo-Murad & AL-Khrabsheh, 2019; Yavas et al., 2013). These factors can lead to stress that ultimately leads to a turnover. Employer awareness of employee TI is critical for retention as steps can be taken to mitigate it before an employee submits a formal resignation (Willie, 2021).

Extant research on TI has investigated antecedents and consequences of intention to leave (T. J. Chen & Wu, 2017; Azanza et al., 2015; Podsakoff et al., 2007). Research has shown the significant positive relationships between leaving intentions and actual leaving behavior (Oh & Chhinzer, 2021; Hom, 2012; N.P. Podsakoff et al., 2007). While most studies concentrated on the TI-turnover relationship, less research was conducted on outcomes of TI for people who remain in their organization (Verbruggen & van Emmerik, 2020; Mai et al., 2016; Burton et al., 2010). Not all employees having turnover cognitions leave their organization, as this can be due to certain prevailing factors such as time, money, and scarce employment opportunities (Verbruggen & van Emmerik, 2020; Mai et al., 2016; Hom & Kinicki, 2001). Empirical studies found in the literature have focused on behavioral outcomes of TI such as career satisfaction (Verbruggen & van Emmerik, 2020), organizational citizenship behaviors (Mai et al., 2016; Burris et al., 2008; Burton et al., 2010; Holtom et al., 2012), deviance behaviors (Mai et al., 2016; Holtom et al., 2012) and job performance (Burton et al., 2010). Verbruggen & van Emmerik's (2020) research discovered that the turnover cognitions of Belgian employees were associated with lower subsequent career satisfaction. Mai et al. (2016) found that TI led to a high transactional contract orientation and a low relational contract orientation which resulted in a decrease in the prevalence of OCBs and an increase in the prevalence of deviant behaviors.

To summarize, employee turnover has negative consequences for organizational resilience and competitiveness. Employee TI is a good predictor of actual turnover, but in certain circumstances, employees with TI at some point in time remain with the organization. As discussed in the literature

described above, this group of employees known as "intention-to-quit nonquitters" (Bowen, 1982) may have negative repercussions for the organization's performance while they stay. The current study, therefore, will focus on the relationship between TL and TI, and in turn, TI on service-oriented OCB which is under-researched.

2.5. Service-Oriented Organizational Citizenship Behavior

This section discusses the behaviors of organizational citizenship given in the literature, the development and application of service-oriented OCB in the service sector, and how essential behaviors of organizational citizenship can be for a service organization, specifically hotel establishments.

An increasing number of studies on organizational citizenship behaviors have been conducted by many scholars across varied domains and contexts (Ma et al., 2021; Y.Y. Tang & Tsaur, 2016; N.P. Podsakoff et al., 2014). According to N.P. Podsakoff et al. (2014), the growing interest in OCB can be attributed to three factors: the universal recognition accorded to OCBs as a critical measurement in organizational behavior studies and an essential performance realm in employees; the incorporation of multiple perspectives in theory development beyond the traditional social exchange approaches; and the expansion of OCB studies to other disciplines of study. Hence, the definition of OCBs has undergone many subtle revisions, but the meaning of its construct remains at its core (Zhang, 2011).

The concept of organizational citizenship behavior (OCB) was introduced by Smith, Organ, and Near in the early eighties and has been widely accepted in the belief that employee conduct improves organizational performance (Podsakoff & Mackenzie, 1997). OCB was defined initially as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization" (Organ, 1988, p. 4). However, this definition has been challenged by some researchers who argue that it is difficult to determine what is prescribed by the formal requirements of employment and what is expected of employees (Bettencourt et al., 2001; Van Dyne et al., 1994; LePine et al.,

2002). This is especially the case with frontline employees in the service sector who must adapt frequently to the changing needs and expectations of a diverse assortment of customers. The unique features of services (Parasuraman, 1987) and customers' increasing expectations (Torres, 2018), have resulted in ambiguity of the role of frontline employees in service delivery (Ma et al., 2021). In 1997, Organ re-defined the meaning of organizational citizenship behavior (OCB) as "performance that supports the social and psychological environment in which task performance takes place' (p. 95). This new definition acknowledges that discretionary behavior can be in-role and rewarded in the formal system. The definition also seems to be synchronized with the concept of contextual performance (Organ, 1997) to reflect the flexible nature of task performance in a dynamic workplace (Van Scotter et al., 2000).

Nonetheless, consensus on the dimensionality of OCB is yet to be reached as research scholars have different views on OCB dimensions. Different scholars have proposed and operationalized different dimensions of OCBs (LePine et al., 2002). Williams & Anderson (1991) developed the target-based OCB, where the dimensions of OCB were categorized based on desired target or behavioral direction. The target-based OCB focused on OCB Individualism (OCBI) and OCB Organization (OCBO), while nature-based OCB (Organ 1988) emphasizes altruism, civility, and conscientiousness. Several studies have discussed the concept of OCBs that are customer-oriented and have verified that certain OCBs are positively linked to effective customer service, customer satisfaction, and service delivery (J. Kang & Jang, 2019; C.T. Chen, et al., 2018; Bouzari & Karatepe, 2017; W.J. Chen, 2016; Y.Y. Tang & Tsaur, 2016].

Bettencourt et al. (2001) observed that past studies had applied general forms of OCBs to different types of organizations. Borman and Motowidlo (1993) further echoed that the service industry needs a specific form of OCBs due to the nature of the industry. Considering this, Bettencourt et al. (2001) defined service-oriented OCBs as extra-role behaviors that are discretionary and done by frontline employees in enhancing the service experience of guests. Based on the works of Van Dyne et al. (1994), Bettencourt et al. (2001) proposed

three dimensions of the service-oriented OCB industry that portray the vital characteristics of service employees. These dimensions correspond to the core roles of service industry customer-contact employees 'as the firm's boundary spanners' (Bettencourt et al., 2001, p 29). Bettencourt et al. (2001) argued that customer-contact employees play a special role in dealing with customers in the service setting. Additionally, the job description of a customer-contact employee is difficult to determine as they are often required to perform beyond the prescribed scope of their duties to exceed the expectations of customers (Ma et al., 2021; Wu & Liu, 2014). Service-oriented OCB will enhance the quality of services, improve relationships with customers, foster customer loyalty, and promote customer retention of the service organization (Ma et al., 2020). In the hotel industry, frontline employees are the customer's first point of contact. Hotels rely on these employees to provide excellent customer-oriented service (Y.Y. Tang & Tsaur, 2016).

Past studies on service-oriented OCBs have demonstrated the antecedents of service-oriented OCBs (Bouzari & Karatepe, 2017; Auh et al., 2014; Y.C. Chen, 2016; C.T. Chen et al., 2018; Y.Y. Tang & Tsaur, 2016; J. Kang & Jang, 2019; Foo et al., 2020). According to a study on hotel salespeople by Bouzari & Karatepe (2017), servant leadership has a positive relationship between PsyCap and service-oriented OCB. Hotel salespeople who are high on PsyCap exhibit a high level of service-oriented OCBs, meaning they are ready to show extra-role behavior to meet and exceed the needs and expectations of a customer, and in turn, will increase their level of intention to remain with the organization. Similarly, W.J. Chen (2016) found that an employee's internal service behavioral intention significantly affects service-oriented OCB. Another study by Y.Y. Tang & Tsaur (2016) revealed that the supervisory support climate has a significant, positive effect on the service-oriented OCB of hotel frontline employees, while the organizational climate plays a crucial role in triggering an employee's service-oriented OCB (T.W. Tang & Tang, 2012).

Studies on service-oriented OCBs have focused on positive behaviors as antecedents (such as TL behavior); however, antecedents involving negative

behavior such as TI or deviant behavior are extant (Mai et al., 2016). Therefore, it is necessary to add empirical evidence to the relationship between service-oriented OCBs and negative behavior. Verbruggen & van Emmerik (2020) have argued that the intentions of employees to leave their organizations have implications if they remain in service. To better grasp the intricacy and dynamic character of the turnover/retention phenomena, researchers have called for additional theoretical and empirical research on employees who remain in service despite prior turnover cognitions (Verbruggen & van Emmerik, 2020; Mai et al., 2016). The current study therefore aims to extend previous research on this negative relationship by proposing the correlation between TI and service-oriented OCB. Additionally, only a few studies have investigated the antecedents and consequences of service-oriented OCB in the hotel industry (Ma et al, 2021; T.W. Tang & Tang, 2012; Ma & Qu, 2011). Most of the studies have applied Organ's OCB (altruism, courtesy, and conscientiousness) and Williams and Anderson's OCBI and OCBO. Therefore, based on the literature, the current study adopts service-oriented OCB proposed by Bettencourt et al. (2001) as the outcomes of CCPC and TI as its antecedent. Service-oriented OCB proposed by Bettencourt et al. (2001) was considered as this has been proven to be the most appropriate in the service industry. Additionally, service-oriented OCB has been empirically investigated as a second-order construct in many studies (Avey et al., 2009; Y.Y. Tang & Tsaur, 2016; Karatepe & Kim, 2020; Chou and Rodrigues, 2013). Most of the studies on service-oriented OCBs combined the three dimensions – loyalty, service delivery, and participation into one higher-order construct (Karatepe & Kim, 2020; Y.Y. Tang & Tsaur, 2016; Hsiao et al., 2015; Chou and Rodrigues, 2013). Following the suggestions of these researchers, this study used and analyzed service-oriented OCB as a higher-order construct. The subsequent sub-sections discuss the three dimensions to facilitate conception of the variable.

2.5.1 Loyalty OCB

Loyalty OCB refers to the actions of employees who endorse the products, services, and reputation of the company to outsiders. Frontline staff who demonstrate OCB loyalty will communicate willingly and share favorable

information about their hotel when interacting with consumers. These employees are seen as a part of the product, representing the organization and assisting in forming the image of the organization. Therefore, they can strengthen or undermine the company's reputation depending on how engaged they are in OCB loyalty (Bettencourt et al., 2001). Researchers have attested that it is not easy to maintain employee loyalty (Rahimpour et al., 2020). Job satisfaction, rewards and salary, and work-home conflict are all important factors in employee loyalty, according to several studies (Khuong & Linh, 2020). Additionally, Y.C Chen et al., (2016) found that employee loyalty can reduce the level of TI and negative behavior.

2.5.2 Service delivery OCB

Service delivery OCB signifies the voluntary conscientious actions of employees which enhance the experience of guests and patrons of the hotel establishment they work for. Employees with service delivery OCB will always strive for excellent service delivery by providing dependable, responsive, and courteous service while averting avoidable errors and guests' complaints. Additionally, customers who are pleased with the service they receive may become a part of the service delivery process when they offer information or feedback (Bettencourt et al., 2001). Bienstock et al., (2003) emphasized that service delivery involved face-to-face interaction with customers. How employees interact with customers is dependent on their motivations and attitudes as this is not prescribed in their job specification. Excellent service delivery may provide customers with a delightful experience and fond memories, which are important aspects of customer satisfaction and service quality evaluation (Escobar Rivera et al., 2019). This in turn helps distinguish the establishment's services from others, giving them a competitive advantage.

2.5.3 Participation OCB

Participation OCB is the communication initiative of workers in providing feedback for the improvement of the service delivery. These employees provide a strategic connection between the external environment (customers) and internal operations (organization) by providing information on customer needs to the company and suggesting changes in service delivery. By taking

the initiative to improve their service delivery, that of their peers, and of the company at large, such employees are displaying their participation OCBs. Their initiative allows the hotel establishment to understand the ever-changing needs of their customers and improve their service. Employees who demonstrate OCB participation can go beyond the requirements of the job description benefiting customers, colleagues as well as promoting effective communication. Derived from the individual initiative dimension of Moorman & Blakely (1995) and the participation dimension of Van Dyne et al., (1994), participation OCB is a voluntary effort aimed at improving service delivery. According to Cha & Borchgrevink (2018), participation in OCB can be enhanced by continued education, training, and personal networking.

2.6 Post COVID-19 Current Developments

Worldwide, the hospitality industry has been affected badly by the COVID-19 crisis due to the travel restrictions and border closures imposed by governments and other authorities to mitigate this pandemic. As a result, hotels have taken steps to reduce the damage on their balance sheets, including employee reductions, expense reductions, and internet pivoting, among other measures, until given the green light to reopen (Deloitte, 2020). The hotel industry is optimistic that business will be 'as usual' given the government stimulus packages and interventions to improve the economy (Sharma et al., 2021; Malaysian Association of Hotels, 2021). Some countries have opened their economies, and the hospitality sector is gearing up to open its doors once again. This research is relevant to human resource management, even though it was conducted before the pandemic. The industry is optimistic that the hotel business will flourish once again (Deloitte, 2020). As in the past, the industry has bounced back after disasters, pandemics, and epidemics like Ebola, Middle East respiratory syndrome (MERS), and severe acute respiratory syndrome (SARS) (Sharma et. al, 2021). However, the industry will find a 'new normal' environment to operate in. The COVID-19 pandemic and the subsequent worldwide lockdown have had a profound effect on consumer behavior in terms of spending patterns, habits, and expectations. Nonetheless, as travelers need accommodation, the hotel industry must be prepared to welcome them in the 'new normal'

environment. According to Deloitte (2020), the COVID-19 crisis has changed consumer behavior, but hospitality operators can respond appropriately. They will be able to safeguard their business chiefly by addressing the increasing concerns that consumers have for hygiene, cleanliness, and safety while staying at a hotel (J. Yu et al., 2021; Jiménez-Barreto et al., 2021). In this respect, capable frontline staff are required to meet these important changes in consumer needs and expectations and deliver quality service for the competitive performance of the hotels.

2.7 Hospitality Industry in Sabah – An Overview

The hotel sector is an important component of the Malaysian hospitality and tourism industry, encompassing a large percentage of the nation's receipts. It is the fastest-growing sector of the tourism industry that has witnessed a surge in the last decade. As the number of hotels increases, the market share becomes extremely competitive, as does the demand for high-quality service by hotel guests. The rise in popularity of alternative lodging options like Airbnb, FlipKey, tripping.com, and HomeAway has impacted hotel competition (Balasubramanian & Ragavan, 2019). As part of Malaysia, Sabah has certainly witnessed an increase in tourist influx, resulting in a rapid rise in hotel accommodations and demand for supporting activities. In 2019, Sabah attracted a record 4.195 million visitors, generating RM9.01 billion in tourist revenue (Borneo Post Online, 2020). The increasing trend of tourist arrivals is illustrated by a growth rate of 7.5% in 2017 to 8.2% in 2019. (Sabahtourism.com). With the increased number of tourists, the number of hotels has also increased. From 591 hotels in 2017, the number increased to 601 in 2019 (Tourism Malaysia, 2019; Tourism Malaysia, 2017).

The significance of this industry is underscored further by the fact that tourism and hospitality are listed as the primary economic drivers in Sabah in the "Sabah Development Corridor (2008-2025)." By 2025, Sabah will be one of the best places to visit in Asia as envisaged by the Sabah government. Hence, in realizing the government's mission and vision, the hotel industry must be able to efficiently manage its operations. Since the industry is a labor-intensive industry, it is essential for hotel establishments to efficiently manage their

human resources to attract, improve, retain, and direct human resources to perform excellently for organizational efficiency and competitive advantage. Under the Eleventh Malaysia Plan (2016-2020), initiatives and strategies to improve the quality, mix, and cost of hotels and service delivery were established.

2.8 Related Theories

A theory plays an essential role in understanding a phenomenon, particularly from the positivist philosophy. It provides a factual basis for understanding and conceptualizing a topic of a study and guiding the researcher to identify and evaluate a problem that will allow the theory to be measured, tested, and extended (Grant & Osanloo, 2014). The conceptual model (Figure 1) of this study will apply four main theories, namely, the Job Demands-Resources (JD-R) theory, Conservation of Resources (COR) theory, Theory of Planned Behavior (TPB) and Social Exchange Theory (SET).

2.7.1 Job Demands-Resources (JD-R) Theory

Developed from Karasek's (1979) "demand-control model", the JD-R theory investigates the well-being of employees across a broad range of work characteristics (Bakker et al., 2014). Since then, it has been applied in many empirical studies across many disciplines in the last two decades to explain the various types of employee wellbeing (Bakker & Demerouti, 2017). The theory attributes employee wellbeing to the characteristics of the work environment, classified as job demands and job resources (Xanthopoulou et al., 2007; Demerouti et al., 2001). Job demands are defined "as those physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological effort and are therefore associated with certain physiological and/or psychological costs" (Bakker & Demerouti, 2017, p. 274). Examples of job demands include emotionally demanding customer interactions, work overload, and time pressure. Job resources are those "physical, psychological, social, or organizational aspects of the job that are functional in achieving work goals, reduce job demands and the associated physiological and psychological costs, or stimulate personal growth, learning,

and development" (Bakker & Demerouti, 2017, p. 274). Employees with job resources available enable them to meet their work objectives and cope with the demands of the job thereby stimulating self-development and growth (Xanthopulou et. al, 2007; Bakker & Demerouti, 2007; Demerouti et al., 2011). Examples of job resources are leadership, social support, and performance feedback.

Underlying the theory are two processes identified as health impairment and motivation. Through the health impairment process, persistently rigorous or high job demands result in negative outcomes such as stress and burnout, ultimately leading to health impairment in the form of job fatigue and health problems. Contrarily, in the motivational process, when there are high job resources, the effects of high job demands can be compensated thus promoting positive results such as excellent performance and personal growth (Schaufeli & Taris, 2014; Xanthopulou et al., 2007). High job demands such as heavy workloads lead to strain and exhaustion, while an abundance in job resources such as strong work relationships and autonomy can decrease job stress and associated psychological and physiological stress (Bakker & Demerouti, 2007).

Several studies have focused on the interactions of job resources and job demands influencing the work environment (Bakker & Demerouti, 2017). Based on the JD-R literature, job resources are classified into two categories: structural or core job resources and social job resources (Qi et al., 2020). Examples of core job resources involve task diversity, task relevance, task identity, autonomy, work feedback, and job complexity. One of the social job resources is TL which is one of the variables of the current study. Other examples of social job resources are feedback, coaching, and social support (Bakker et al., 2014; Breevaart et. al, 2014a; Hobfoll et al., 2003). The JD-R theory has been applied in this research as it is deemed fit and appropriate from various perspectives. Additionally, it is one of the most frequently applied theories in organizational and occupational psychology (Bakker & Demerouti, 2017).

As a social job resource, TL elicits favorable attitudes and behavior in employees, mitigates high job demands and promotes better supervisor-employee relationships (Breevaart et al., 2016; Breevaart et al., 2014a; Breevaart & Bakker, 2018). Leaders are a key constituent of the social setting and have a significant impact on the reality in which workers operate (Smircich & Morgan,1982, as cited in Breevaart et al., 2014a). Additionally, Breevart et al. (2014b) assert that some TL behaviors may increase the availability of job resources that promote favourable attitudes in workers. TL characteristics such as developing a common group identity and promoting the collective good may strengthen interpersonal connections between workers or followers, contributing to the social support they receive from one another. The researchers further argue that workers are likely to feel supported by their leader and have more autonomy to perform their jobs when their leader pays attention to their needs. Transformative leaders instill confidence and stimulate the growth and progress of their workers by ensuring that even the most demanding tasks assigned to them are achievable. Breevart & Bakker (2018) further argue that TL behaviors, such as being helpful in meeting the needs of subordinates and encouraging them with a positive vision of their future, serve as a valuable work resource. This is particularly important on demanding days. Hence, TL is seen as a job resource as it helps employees to cope with job demands, fosters their well-being, and leads to better performance (Breevaart & Bakker, 2018; Breevaart et al., 2016; Breevaart et al., 2014a).

Another premise of the JD-R theory is that personal resources provide motivational characteristics that are leveraged by employees to reduce the unwanted effects of exacting job demands. Xanthopoulou et al. (2007) extended the JD-R Model to include, in addition to job resources, personal resources which can have an impact on an employee's well-being and performance at work. Citing Hobfoll et al. (2003), Xanthopulou et al. (2007) describe personal resources as "aspects of the self that are generally linked to resiliency" and "refer to individuals' sense of their ability to control and impact upon their environment successfully" (p. 124). Hope, efficacy, resilience, and optimism which are the dimensions of PsyCap are examples of personal

resources (Bakker and Demerouti, 2007). The current stream of research includes individuals as "job crafters" (Bakker, Tims & Derks, 2012; Petrou, Demerouti, Xanthopulou, 2017) as they bring personal resources to their work (Grover et al., 2017; Bakker et al., 2012). As a result, such personal resources enable individuals to manage job demands and resources effectively and produce favorable job outcomes. Several studies (e.g., Karatepe & Olugbade, 2009; Xanthopoulou et al., 2007) have shown that individuals can build and strengthen their personal resources of PsyCap attributes such as self-esteem, optimism, and self-efficacy through the motivational and personal growth effects of job resources.

CCPC represents a type of dynamic cross-cultural competency in the cross-cultural personal resource (Kotze & Massyn, 2019; Liu, 2014). As a personal resource, PsyCap helps front-line employees to be less vulnerable to cross-cultural challenges when dealing with colleagues and guests from a different culture (Kotze & Massyn, 2019). Work in the hospitality business is marked by a variety of cultural situations that necessitate a higher level of CCPC (Mak & Tran, 2001) which must be developed in employees to attain better service performance. Hence, from the review described above, personal resources influence the performance and wellbeing of employees (Kotze & Massyn, 2019; Breevaart et al., 2016; Liu, 2014; Breevaart, et al., 2014a).

Despite the many studies conducted on JD-R theory, much of the research concentrated on job characteristics rather than on the job and personal resources, which can be essential predictors in the well-being of employees (Bakker & Demerouti, 2007; Xanthopoulou et al., 2007). Researchers (e.g., Bakker & Demerouti, 2017; Karatepe & Olugbade, 2009; Xanthopoulou et al., 2007) have called for more studies on the integration of personal resources into the JD-R model as a factor that influences the motivation and health impairment processes. Additionally, several scholars (e.g., Grover et al., 2018; Karatepe & Olugbade, 2009; Xanthopoulou et al., 2007) have called for further research to investigate the relationship between personal resources and job demands. This study therefore responds to this call contributing to the JD-R

theory literature, focused on the job and personal resources and job demands in the hospitality industry.

2.7.2 Conservation of Resources Theory

Conservation of Resources (COR) Theory claims that an individual's motivation is mainly geared towards the preservation and growth of resources and that these resources can produce additional resources that can produce positive outcomes (Hobfoll, 2001, 2002). Resources are defined as "those entities that either are centrally valued in their own right (e.g., self-esteem, close attachments, health, and inner peace) or act as a means to obtain centrally valued ends (e.g., money, social support, and credit)" (Hobfoll, 2002, p. 307). "Anything perceived by the individual to help attain his or her goals" is a simple definition offered by Halbesleben et al. (2014). For example, a transformative leader may provide social support that can give workers a different viewpoint of job demands made on them (Bakker & Demerouti, 2007). On the other hand, PsyCap will serve as a personal resource for workers enabling them to respond to challenges in a hopeful, optimistic, resilient, and confident manner. Incidentally, both PsyCap and TL have been labeled as types of resources (Schaufeli & Taris, 2014; Xanthopoulou et al., 2007), which are leveraged by employees against undesirable outcomes arising from work.

In the same vein, COR Theory contends that various psychological resources create "resource caravans" that work together, which consequently lead to positive outcomes (Hobfoll, 2002). The theory suggests that in isolation, resources do not exist; on the other hand, resources create a spiral effect. This is a critical proposition upon which this research is founded as it measures the leadership of transformative leaders that induces the upward spiral mechanism to enhance one's PsyCap. Furthermore, from this resource caravan, frontline staff could tap on these resources and/or influence their peers (spillover effect). The presence of a resource caravan helps frontline personnel to remain resilient in the face of heavy job demands; without it, they would be less productive (Hobfoll, 2014).

Table 2.1 Main Principles and Corollaries of COR Theory

Name	Description
Principle 1	Resource loss is more salient than resource gain.
Principle 2	People must invest resources to gain resources and protect themselves from losing resources or to recover from resource loss.
Corollary 1	Individuals with more resources are better positioned for resource gains. Individuals with fewer resources are more likely to experience resource losses
Corollary 2	Initial resource losses lead to future resource losses
Corollary 3	Initial resource gains lead to future resource gains.
Corollary 4	Lack of resources leads to defensive attempts to conserve remaining resources
Two support-related corollaries	1. Social support widens personal resources 2. Personal resources and social support are integrated

Adapted from Halbesleben et al. (2014); Hobfoll (2001)

A brief description of the basic tenets of COR theory is found in Table 2.1. There are two key principles in COR theory: the first principle is that resource loss takes precedence over resource gain, and the second principle is that people must invest resources to protect against resource loss, recover from losses, and obtain resources (Hobfoll, 2001, 2011). These concepts explain the benefits of individual resource management, in which people can capitalize on their assets to maximize their resource profits. Additionally, from the two basic principles, comes four related corollaries. Corollary 1 is that "those with greater resources are less vulnerable to resource loss and more capable of orchestrating resource gain; conversely, those with fewer resources are more vulnerable to resource loss and less capable of resource gain" (Hobfoll, 2011, p. 117). This corollary implies that individuals with greater resources can gain more resources; likewise, individuals who possess fewer resources are more vulnerable to resource loss. Corollaries 2 and 3 are about resource loss and gain spirals, respectively. The resource loss spiral is described in Corollary 2; those who lack resources are more sensitive to resource loss, and the first loss

can lead to future losses. On the resource gain spiral, Corollary 3 signifies that individual who have resources are capable of gaining more resources, and that initial resource gain leads to future gains. Corollary 4 is about resource conservation, and it states that when individuals lose resources, they tend to be defensive in order to maintain their resources (Hobfoll, 2001).

In addition to the four corollaries, there are two additional support-related corollaries - social support and personal resources. Individuals can broaden their limited resources through social support, which is the primary means by which they can do so. Personal resources and social support resources are important components of people's identities. The probable relationship between personal resources and social support is explained by these two support-related corollaries. The corollaries imply that social support can be used to develop personal resources as a resource input.

In sum, COR theory focuses on two groups of resource constructs, namely, personal resources and social support. This research involves an examination of these two core constructs. In this study, TL and CCPC are regarded as social support and personal resources, respectively. These two resources will ultimately form a resource caravan for frontline employees to face job demands and perform well. The current study, therefore, seeks to advance this theory on how resource caravans achieve objectives that are under-researched (Halbesleben et al., 2014).

2.7.3 Theory of Planned Behavior

The Theory of Planned Behavior (TPB) is an extension of its predecessor, the Theory of Reasoned Action (Ajzen & Fishbein, 1980) to explain an individual's intention to engage in a behavior. The crucial tenet of the TPB is the relation between intentions and behaviors; the behavior of an individual is dictated by his or her intentions to conduct a specific behavior. The motives are embodied by powerful motivating factors that have resulted in a greater probability of engagement in the specific actions (Ajzen, 1991).

Initially, Ajzen and Fishbein (1980) theorized that a person's behavioral intention depended mainly on two factors: the individual's attitude and subjective norms. Attitude refers to the appraisal of one's behavioral beliefs based on individual experiences and several outcomes; the subjective norm is the perceived social pressure that one receives to perform the particular behavior (Ajzen & Fishbein, 1980). As attitudes and subjective standards may not be adequate to explain behavioral intentions, the theory was expanded to incorporate another measure - perceived behavioral control (PBC). PBC refers to the individual's perception of having complete control of deciding to perform a particular behavior arising from the behavioral intention (Ajzen, 1991). In other words, an individual may want to perform a behavior, but might not be able to do so because of the lack of opportunities or resources to execute it (Ajzen, 1991).

TPB has been validated in many studies and is one of the recognized theories in envisaging human behavior. It has been applied in various fields of study, such as in organizational behavior (Ma et al., 2020), marketing (Choe et al., 2021), turnover intentions (Oh & Chhinzer, 2021), and social media (Joo et al., 2020). Studies have demonstrated that individuals with positive (or negative) behavioral views, and who are willing to execute a particular behavior, have shown a stronger intention in performing the said behavior (Kiriakidis, 2015). Hence, this thesis proposes that the TPB is a pertinent theory as the outcome of participating in and experiencing positive behavior (such as service-oriented OCB) is based on how individuals think about their own behavior and how much control they have over their actions.

2.7.4 Social Exchange Theory

Social Exchange Theory (SET) is likely the most fundamental paradigm for interpreting the employee-organization relationship and their exchange behaviors. (Shore et al., 2009; Cropanzano & Mitchell, 2005). SET and the norm of reciprocity have been used by many researchers to explain why workers behave as they often do (Blau, 1964; Gouldner, 1960).

Earlier studies on SET established a link between transformative leaders and positive work outcomes, such as service-oriented OCB (Sarwar et al., 2015; Herman et al., 2013) and PsyCap (C.M. Wu & Chen, 2018; Walumbwa et al., 2010). Based on the SET and the reciprocity norm, an employee will display positive behaviors such as organizational citizenship behavior if he or she has a favorable relationship with his or her leader (Jha, 2014; Ma & Qu, 2011; Blau, 1964; Cropazano & Mitchell, 2005).

In addition, followers who demonstrate PsyCap and service-oriented OCB will be more likely to react to situations and challenges by showing positive outcomes that would, in turn, contribute to better organizational results (Walumbwa et al., 2010). Conversely, employees who receive inadequate social support from their leaders may encounter ongoing frustration and mental isolation, which may cause them to quit from the company (Mai et al., 2016; Burris et al., 2008).

C.K. Park (2015) stated that transformational leaders would find ways and means to motivate their followers in line with the follower's values and consideration resulting in followers having feelings of obligation to repay the leader's efforts. Consequently, the organization's performance will be enhanced in the aggregate (Sarwar et al., 2015). Furthermore, it is assumed that OCBs will increase in response to TL behavior that aligns with followers' values. If an employee is not happy with his leader's behavior, he may control his extra-role behavior and limit his formal job role. Watters (2012) noted that the performance of OCBs of an employee is part of a 'goodwill' relationship between the employee and employer, in addition to the belief that it might lead to important outcomes such as reward or promotion. In a research study of Chinese hotel employees, G. Wang & Wong (2011) found that employees who could establish a close bonding with their supervisors would receive valuable inducements such as support, care, and help compared with other colleagues. Many empirical studies found this theory and the concept of reciprocity (e.g., Ma & Qu, 2011; Auh et al., 2014) explain the relationship between TL, OCBs, and TI. From the perspective of this research study, the display of TL, the demonstration of PsyCap, and reduction in the TI are explained by the theory.

Social Exchange theory thus suggests that leaders who can align their values to benefit their followers will instill feelings of responsibility, inducing their followers to reciprocate the leader's efforts by displaying positive attitudes and behaviors such as OCB (Jha, 2014; Ma & Qu, 2011; Blau, 1964; Cropanzano & Mitchell, 2005).

2.7.5 Theories and Model Integration

The theories of JD-R, COR, TPB, and SET provide a comprehensive view of employee behavior in the workplace that was applied in the research model of this present study. Both the COR and JD-R theories suggest that individuals are driven to acquire and safeguard their job and personal resources while managing the demands of their job. This study is based on the perspective that TL and CCPC can act as a job and personal resource, respectively. TPB explains how job and personal resources can affect the capacity of employees to react in ways that lead to changes in intention and behavior (Xanthopoulou et al., 2007).

SET focuses on the links between employee-organizational interactions to supplement the strengths of COR, TPB, and JD-R theories (Shore et al., 2009) that result in the exchange behavior or the obligation to reciprocate. The theory posits that if a person receives a form of benefit, he or she will be motivated to respond mutually according to the perceived valence of the benefits received (Cropanzano & Mitchell, 2005; Shore et al., 2009; Gouldner, 1960). The extent of the reciprocation is determined by the employees' perceptions of the value of the benefits received. In this study, the consequences of TL may produce favorable attitudes and behaviors such as service-oriented OCB (Herman et al., 2013, Sarwar et al., 2015) and CCPC (Walumbwa et al., 2010) that can be regarded as the employee's reciprocal efforts.

2.7.6 Conceptual Framework

From the research objectives summarized in Chapter 1, as well as the theories underscored in the previous sections, this study suggests that perceived TL and CCPC buffers the detrimental impacts of strenuous job demands on

frontline employees. This corresponds with both the COR and JD-R theories, where the motivational process, initiated by the resource influences work performance. When frontline employees have a favorable perception of their leader's TL, they are motivated, resulting in attitude and behavioral changes relating to work performance as projected by the theory of SET. Subsequently, this would reduce TI, as per the Theory of Planned Behavior (TPB). The impact of perceived TL towards TI and service-oriented OCB differs across individuals. Hence, CCPC can play the role of a mediator as an intervening variable between perceived TL and its outcome. The relationships and hypotheses proposed for this study are presented in Figure 2.1. Additionally, Figure 2.2 is provided to show the multidimensional constructs of TL, cross-cultural PsyCap, service-oriented OCB and turnover intention.
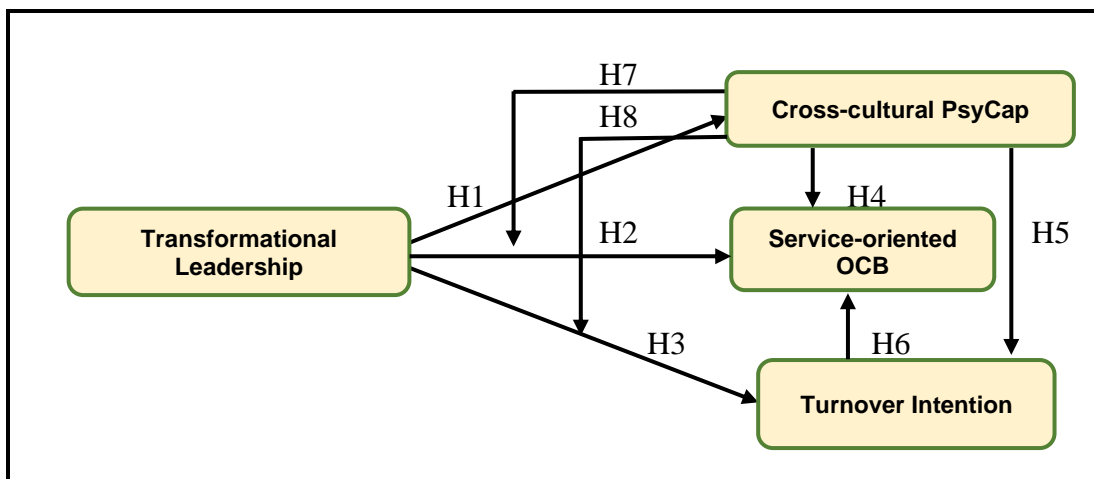
Figure 2.1 Conceptual Framework
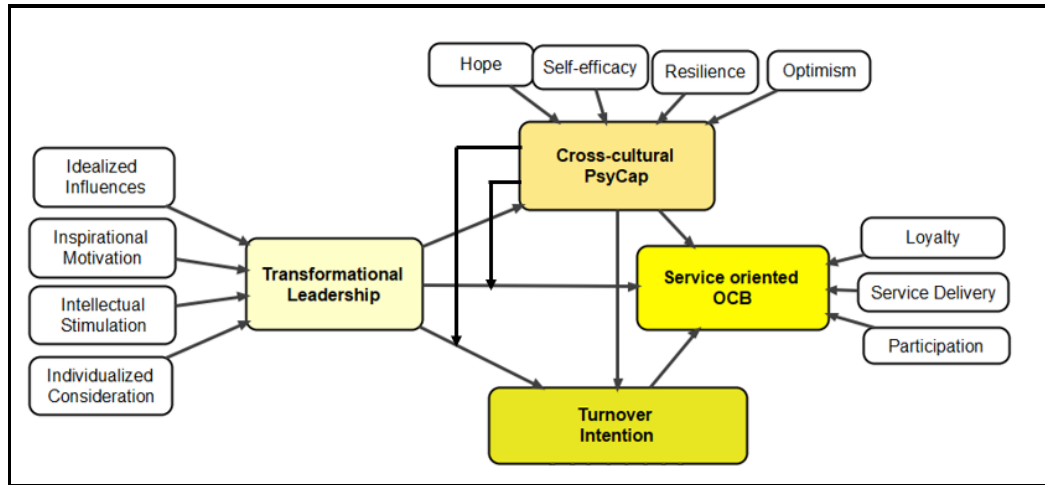
Figure 2.2 The multidimensional constructs of TL, CCPC and service-oriented OCB

2.8 Hypotheses Development

2.8.1. Relationship of Transformational Leadership and Cross-Cultural Psychological Capital

Past research indicates that transformative leadership is essential for building the PsyCap of frontline workers (Lei et al., 2020; Gashema & Kadhafi, 2020; Maslakci & Sesen, 2019; Sesen et al., 2019; Gulistan et al., 2014). Specifically, the elements of transformational leadership behavior (idealized influences, inspirational motivation, intellectual stimulation, and individualized consideration) motivate followers to work together to achieve a higher purpose and positive results. These facets of transformative leadership may enhance the self-efficacy, optimism, hope, and resiliency of cross-cultural PsyCap (Lei et al., 2020; Gashema & Kadhafi, 2020; Sesen et al., 2019; Schuckert and al., 2018). By articulating a vision, transformational leaders may motivate followers to set higher aspirations, evaluate their performance, anticipate favorable consequences (linked to optimism and hope). Followers will gain confidence in their abilities to reach higher goals as a result of transformational leadership displayed via coaching, mentoring, counseling and delegating of difficult responsibilities (Lei et al., 2020; Luthans et al., 2007a). Transformative leaders are able to create trust in their followers that enable them to execute tasks effectively (associated to self-efficacy) and demonstrate inspired effort and

perseverance in the face of obstacles (related to resilience) (Luthans & Youssef-Morgan, 2017; Gooty et al., 2009; Luthans et al., 2007a).

Most of the studies in the leadership literature have focused on workplace PsyCap. Studies measuring CCPC are limited (Kotze & Massyn, 2019). According to Luthans et al. (2007a), followers' positive perceptions of leadership behavior act as contextual conditions that promote their workplace PsyCap (Luthans et al., 2007a). In another study, Gupta & Singh (2014) postulate that leaders who show positive attitudes are more likely to help improve PsyCap in the workplace. Having researched 456 workers in copper refining facilities in China, Luthans et al., (2008) demonstrated the applicability of PsyCap across cultures in predicting employee performance. TL has been shown to be positively associated with PsyCap in hospitality literature. (e.g., Şeşen et al. 2019; Schuckert et al. 2018; Wu & Chen, 2018). According to Sesen et al. (2019), TL behaviors can create favorable conditions for PsyCap development, and at the same time, co-create an employee's store of positive personal resources.

A fairly new construct, there has not been much research on CCPC that examines its determinants and consequences. However, it is expected that due to the pliable characteristics of PsyCap, favorable outcomes of workplace PsyCap would be relevant in a cross-cultural setting. Studies measuring CCPC in the literature are limited. The few empirical studies available have revealed the positive outcomes of CCPC in various domains. A study by Maslakci & Sesen (2019) investigated the effect of multicultural personality traits on service quality and collective CCPC in the hotel industry. The results showed that multicultural personality traits have a positive relationship with CCPC and service quality. The research also examined the intervening role of CCPC, which acts as a mediator between the two variables. Kotze and Massyn (2019) examined employee psychological well-being in the South African workplace, including burnout and job engagement. According to this research, CCPC increases an employee's engagement in work and also reduces burnout. Their study clearly produced results similar to the findings of Y. Li et al. (2018) on the effects of workplace PsyCap on work engagement. Another study by

Gulistan et al. (2014) found that cultural psychological capital had a favorable effect on cultural intelligence (motivational), which in turn relates to perspective taking and metacognitive awareness among expatriates. This result is supported by Lamont's (2019) study which uncovered a favorable correlation between the expatriate's CCPC and cultural intelligence.

From a review of the literature, studies specifically on the effect of TL on CCPC are non-existent. Notably, a gap in the literature exists where this association has not been studied within the context of four and five-star hotels. Additionally, previous studies have centered on the effects of workplace PsyCap in predicting attitudes and behaviors in the workplace, but there is a lack of research on antecedents of PsyCap (Bouzari & Karatepe, 2017; Avey, 2014). Moreover, research into the relationship between PsyCap and employees' attitudes and behavior are also limited in the hospitality industry (C.K. Park et al., 2015).

While the concept of workplace PsyCap has gained considerable interest over the last two decades, studies specifically on CCPC in the hotel industry are clearly lacking. Therefore, a gap in the literature exists relative to the fact that this research addresses the association between TL and CCPC. Therefore, in regard to the discussion above, the hypothesis below is formulated:

H1: Transformational leadership positively influences cross-cultural PsyCap.

2.8.2 Relationship of TL and Service-oriented Organizational Citizenship Behavior

Several studies have looked at the relationship between TL and OCB. These studies have indicated that leadership will improve employee awareness of their individual responsibilities and the success of OCBs in achieving the objectives and vision of the organization. Leaders who deliver strategic visions and organizational objectives can enhance the performance of employees and promote OCBs in the workplace (G.W. Yu et al., 2014; Tsai & Su, 2011). In his seminal paper, Podsakoft et al. (1990) found that TL behavior affects extra-role practices, that is, organizational citizenship behaviors—behaviors that are

voluntary and seldom included in structured job descriptions. The results of a meta-analysis performed by G. Wang et al. (2011) show that TL has a major positive connection to contextual performance rather than in-role performance. The authors further state that transformational leader behavior, consistent with TL theory, explains unique variances in the contextual success of individual followers beyond the influence of transactional leadership. By their characteristics, transformational leaders can persuade followers to internalize the organizational goals above individual aspirations. These individuals would be inspired to achieve mutual objectives by efforts that are not central to their work, without expecting any reward (H. Wang et al., 2005).

Past studies have shown a close association between TL and OCB; however, Auh et al. (2014) argue that the findings are still uncertain and the mechanism of how leadership affects OCB remains unclear. They observe that studies related explicitly to TL and service-oriented OCB in the hospitality industry are inadequate. Previous research on service-oriented OCB focused on antecedents of service-oriented OCB to include role ambiguity (J. Kang & Jang, 2019), supervisory support climate (Y.Y. Tang & Tsaur, 2016), and servant leadership (Bouzari & Karatepe, 2017). The study by J. Kang & Jang (2019) shows that role uncertainty has a detrimental effect on service-oriented OCB. Moreover, the findings show that depersonalization is a vital mediator that changes the consequences of both role uncertainty and role conflict for service-oriented OCB. Supervisory climate support, on the other hand, has a beneficial impact on service-oriented OCB (Y.Y. Tang & Tang, 2016) while servant leadership supports service-oriented OCB (Bouzari & Karatepe 2017).

Although several studies showed important relationships between TL and OCB, the findings are inconclusive and uncertain. Additionally, studies in the hospitality industry are limited, specifically on service-oriented OCB. Notably, a gap in the literature exists in that this association has not been tested in four and five-star hotels in Malaysia, specifically in Sabah. The hypothesis below is formulated as per the discussion above:

H2: Transformational leadership positively influences service-oriented OCB.

2.8.3 Relationship of Transformational Leader and Turnover Intention

Researchers, so far, have tried to examine the reasons why workers quit. Mobley et al. (1979) stressed that turnover is a process that begins well before an employee actually leaves as it arises from multiple phases of dissatisfaction and negative experiences. Leadership that offers encouragement and actions which are compatible with the beliefs of followers can evoke positive feelings and provide motivation. In comparison, leaders whose actions are not in tandem with the beliefs and thoughts of followers will incite negative behaviors and attitudes, such as an intention to leave (Mustafa & Lines, 2013). Past studies have shown that a lack of satisfaction and commitment can be buffered by positive leadership, a resource that can help followers cope with job demands. TL is considered to have a negative association with turnover intention, whereby workers are less likely to leave when they have transformational leaders (T.J. Chen & Wu, 2017; Waldman et al., 2015).

Studies in hospitality have reported that leadership style, specifically TL influences an employee's inclination to resign (T.J. Chen & Wu, 2017; Zou et al., 2015; G. Tang et al., 2015). As this type of leadership values individual needs, this will consequently help improve leader-follower interpersonal relationships where trust, respect, and loyalty among them will be developed (T.J. Chen & Wu, 2017). Many scholars have argued that leadership could have a "pull-to-stay" effect on employees to stay with an organization (Eberly et al., 2017; T.W. Lee et al., 2014). Additionally, other researchers (e.g., T.J. Chen & Wu, 2017; Bass et al., 2003; Waldman et al., 2015) posited that TL could promote positive behaviour and improve the attitude of followers, thus minimizing employee TI. Despite the well-established effects of TL on individual and group performance, there is a lack of literature on the relationship between TL and TI (Oh & Chhinzer, 2021; Waldman et al., 2015). Additionally, most of the research in this field has been focused on "push-to-leave" forces, such as low pay and job dissatisfaction (Oh & Chhinzer, 2021; Waldman et al., 2015), or "pull-to-leave" forces such as job alternatives (Oh & Chhinzer, 2021; Haldorai et al., 2019). Less research was focused on "pull-to-stay" forces such as leadership (Oh & Chhinzer, 2021; Eberly et al., 2017).

Researchers have reported that the effects of "pull-to-stay" can uniquely explain the variation in turnover over "pull-to-leave" and "push-to-leave" forces (Oh & Chhinzer, 2021; Eberly et al., 2017; Waldman et al. 2015). A gap in the literature, therefore, exists relative to the fact that this current research addresses the association between TL and the intention to quit. Therefore, based on the literature review, the proposed hypothesis is:

H3: Transformational leadership negatively influences turnover intention.

2.8.4 Relationship of Cross-Cultural Psychological Capital with Service-Oriented Organizational Citizenship Behavior

Numerous studies have been conducted to explain the relationship between PsyCap and employee performance, attitudes, and behavior at various levels at the workplace (Newman et al., 2014). This theory suggests that workers who are high in PsyCap have enough opportunities to follow goals that contribute to greater results than those with low-level PsyCap (Hobfoll, 2002). Past studies have supported this positive relation between PsyCap and organizational citizenship behaviors, psychological well-being, and job performance (Bouzari & Karatepe, 2017; Hsiao et al., 2015; H.S. Jung & Yoon, 2015; Norman et al., 2010; Avey et al., 2011; Luthans et al., 2007a). Several scholars such as Gupta & Singh (2014) and Luthans et al. *(*2007a) have reported the positive association of PsyCap with organizational citizenship behavior, commitment, performance, and job satisfaction. These findings agree with social exchange theory and the norm of reciprocity on employer–employee reciprocity within the context of employment relationships (Blau, 1964). When organizations provide positive support, resources, and motivation to their employees, the employees are prompted to reciprocate by engaging in positive behavior such as service-oriented OCB (Wu & Nguyen, 2019; Bouzari & Karatepe, 2017; Hsiao et al., 2015).

While scholars have explored the association between workplace PsyCap and employee attitudes and behavior, studies in the hospitality industry are, nevertheless, limited (Paek et al., 2015). To the best of the researcher's knowledge, studies that focus specifically on CCPC and service-oriented OCB

are non-existent. Hence, a gap in the literature exists where no research has been conducted on the relationship between cross-cultural and service-oriented OCB in four- and five-star hotels within Sabah. As indicated in the literature described above, past studies have revealed that workplace PsyCap has a significant positive influence on OCB. Referring to Section 2.6.1, it is expected that CCPC will have the same outcome on service-oriented OCB, given the construct's malleability characteristic. Hence, this current study will replicate this finding on the relationship between CCPC and service-oriented OCB within the context of the Sabah hotel industry. Following the discussion above, the proposed hypothesis is:

H4: Cross-cultural PsyCap positively influences service-oriented OCB.

2.8.5 Relationship of Cross-cultural Psychological Capital with Turnover Intention

Past studies indicate that workers with a high degree of PsyCap have tended to minimize negative job attitudes and behaviors such as attrition intention, deviant behavior at work, and organizational cynicism (Karatepe & Karadas, 2014; Avey et al., 2011; Avey et al., 2009; Norman et al., 2010; Avey et al., 2009). Research by Avey et al. (2011) postulated that employees with a high level of PsyCap would stay positive, be willing to accept a challenge and be less likely to entertain thoughts of leaving. As described in Section 2.6.1, the beneficial effects of workplace PsyCap are predicted to be transferable to a cross-cultural situation. As a result, frontline personnel with a high degree of CCPC will be less vulnerable in difficult cross-cultural scenarios encountered on the job and are less likely to have TI. According to Kotze and Massyn's (2019) study, CCPC is associated with increased workplace engagement and decreased job burnout. Based on this premise, there will be a negative relationship between CCPC and TI.

Past research on the effects of workplace PsyCap on employee's attitudes and behavior has revealed inconsistencies in the findings. In recent research, Z. Li et al. (2021) and H.J.A. Kang et al. (2018) found that there was no significant relationship between workplace PsyCap and intention to quit. These

inconsistent findings highlight the need for additional research on the relationship between these two variables. Additionally, while many researchers have explored the association between workplace PsyCap and quit turnover, a void in the literature exists as no research has been conducted on four- and five-star hotels that focus specifically on CCPC and TI. Hence, the current research will investigate this relationship in the context of Sabah's hotel industry. Therefore, the following hypothesis is proposed:

H5: Cross-cultural PsyCap negatively influences turnover intention.

2.8.6 Relationship of Turnover Intention with Service-oriented Organizational Citizenship Behavior

Many studies were conducted on TI as an antecedent and actual turnover as an outcome variable. According to the literature review, turnover predictors include organizational engagement, job satisfaction, job embedding, and shock incidents (Jiang et al., 2012; Niederman et al., 2007). TI is presumed and found to be the only antecedent that has a direct impact on actual turnover (Waldman et al., 2015; Hom et al., 2012). On the other hand, there are situations where the intention to quit does not contribute to the actual departure of workers. Based on TPB's perceived behavioral control (PBC), the actual turnover may be influenced by outside factors such as time, resources, and limited job opportunities as discussed in Section 2.1.3. Few empirical research has studied the effects of TI on the behavioral outcomes of these workers who stayed on with the organization despite their thoughts on turnover intention. These studies found that these workers who remained with their organization, on average exhibited lower job performance (Burton et al., 2010), fewer organizational citizenship behaviors and more deviant behaviors (Mai et al., 2016).

Specifically, while employees remain with a company, their psychological detachment decreases the incidence of their OCBs, thus affecting the organization's efficiency (Verbruggen & Emmerik, 2020; Mai et al., 2016; Burris et al., 2008). To investigate this phenomenon, Mai et al. (2016) conducted research focusing on the influence of TI on Belgian employee behavior while

they remained with an organization. The authors' findings revealed that intentions to quit led to a reduced incidence of OCBs and an increase in the incidence of deviance behaviors. Verbruggen & Emmerik (2020) found that in their research sample of Belgian organizations and their employees, TI was negatively related to subsequent career satisfaction. Similarly, based on a study by Burris et al. (2008), a negative relationship was observed between TI and OCBs. Their study focused on managerial employees in the restaurant industry of the United States. These employees, owing to poor relationship with their superior have cognitive on quitting, that result in less interest in improving their work environment. By being detached, they withhold discretionary efforts that may assist their organization attain or maintain high performance levels.

These findings are reflected in the theory of planned behavior (TPB) that explains an employee's intention to engage in certain patterns of behavior. In this instance, an employee who has TI, while still with the organization may have a lower level of service-oriented OCB. There are not many studies that have been conducted on outcomes of TI for employees who have turnover cognitions at one point in time but remain with the organization (Mai et al., 2016; Verbruggen & van Emmerik, 2020). Additionally, a gap in the literature exists where there is no research explicitly conducted on TI and service-oriented OCBs in four- and five-star hotels in the Sabah Hotel Industry. Based on these arguments, the proposed hypothesis is:

H6: Turnover intention negatively influences service-oriented OCB.

2.8.7 Cross-cultural Psychological Capital as a Mediator

In this study, CCPC was tested as a mediator in the relationship between TL, TI and service-oriented OCB. Common in social science research, mediation analysis identifies and explains the underlying mechanism that generates the link between an independent variable and a dependent variable through a third hypothetical variable. (Hayes,2009). PsyCap has been shown in the past to be a mechanism through which a variable may have a positive or negative effect on the outcome of an action or attitude (Newman et al., 2014).

PsyCap is positioned in this study as a potential mediator in the link between TL and service-oriented OCB as well as TI. This research posits that frontline employees who are exposed to transformational leadership feel more competent, are more hopeful, resilient, and optimistic, and as a result, encourage organizational citizenship behavior and minimize the likelihood of having a desire to leave their organization. This is consistent with the results of S. H. Lin et al. (2019) and Bouzari and Karatepe (2017), in which PsyCap works as a personal resource with direct correlations to behavioral and attitude outcomes, such as service-oriented OCB and turnover intention. Following the COR and JD-R theories, transformational leadership has been positioned as a kind of job resource that helps employees to successfully manage and deal with the diverse job demands (Bakker and Demerouti, 2007). As a consequence of transformational leadership, TPB and SET hypothesize that workers' perception, attitude, and behavior toward work will change, hence reciprocating and displaying positive effects in the form of a more service-oriented OCB and a reduced desire to leave the organization.

Several studies have applied PsyCap as mediator in various settings. For example, a study by Schuckert et al. (2018) found that PsyCap mediates the relationship between TL and service innovative behavior. Other studies measuring the indirect effect of PsyCap includes variables between servant leadership and intention to remain with the organization, service-oriented OCB and other outcomes (Bouzari & Karatepe, 2017), service climate and TI (H.J.A. Kang et al., 2018) as well as leadership and employees' creativity (Gupta & Singh, 2014).

According to Newman et al. (2014), there are few studies exploring the function of PsyCap as a mediator, but there are many that examine the direct influence of PsyCap on the outcomes of workers' behaviors and attitude. Likewise, evidence on CCPC as a mediator in the literature is almost non-existent except for a study conducted by Maslakci and Sesen (2019) between multicultural traits and service quality. Based on the literature review, the construct between TL and service-oriented OCB/TI with CCPC as a mediator in four- and five-star

hotels has not been tested. In line with the above discourse, the following hypotheses are offered:

H7: Cross-cultural PsyCap mediates the relationship between transformational leadership and service-oriented OCB.
H8: Cross-cultural PsyCap mediates the relationship between transformational leadership and turnover intention.

2.9 Chapter summary

This section analyzed the relevant works revolving around perceived TL, CCPC, TI, and service-oriented OCB.   The anchored theories of the study and the various variables and hypotheses were discussed. This was followed by deliberations on the relationships of the variables and the research gaps. The following chapter presents the philosophies of research, the designs of research, and the analytical techniques used in this study.

CHAPTER 3 RESEARCH METHODOLOGY

3.1 Chapter Overview

The research methodology and design of this study are discussed in this chapter. First, the research approach or paradigms are discussed, as well as the various viewpoints of the research paradigms. Subsequently, the research strategy and research design involving the formation of the sampling method and the development of the instruments are presented. A discussion on the data collection method ensues, followed by a brief account of the procedures in the data analysis. Ethical issues related to the research and summary conclude the chapter.

3.2 Research Philosophy and Paradigms

How a researcher conducts research depended on his/her research philosophy and research paradigm stance. The overarching paradigm stance of a researcher need to be addressed as this will have impact on the researcher's way of thinking and actions, which will inevitably influence the research design that is used. Guba and Lincoln (1989) viewed paradigm as 'a basic set of beliefs, a set of assumptions we are willing to make, which serve as touchstones in guiding our activities' (p. 80). These paradigms are associated with the philosophical assumptions on epistemological, ontological, axiological, and methodological issues. A research paradigm might be summarized by the responses given to the fundamental questions on ontological (what is the essence of reality? What is known to be true?), epistemological (what can be said about it? What is believed to be true) and methodological (how do researchers think about the world?) (Guba & Lincoln,1994).

The ontological and epistemological dimensions refer to the researcher's philosophical orientation to the world or 'worldview' that will influence the conduct of the study. The methodological dimension is reflective of the 'research strategy' that was chosen (Creswell, 2014). Additionally, Holden and Lynch (2004), pointed that understanding the ontological, epistemological, and

methodological philosophical assumptions helps the researcher to choose the most effective approach to investigating research questions. These fundamental beliefs have continued to shape the researcher's worldview and theoretical approach (Lincoln & Guba, 2000). Table 3.1 summarizes some of the most prevalent paradigmatic positions adopted by social science researchers, as well as the epistemological, ontological, axiological, and methodological assumptions connected with each paradigm choice.

According to Guba and Lincoln (1994), no paradigm is inherently better; rather, one must decide on which paradigm is best suited to achieving certain research goals. Thus, selecting a relevant paradigm is a fundamental prerequisite for a researcher to do research. The research paradigm that guides this study is the positivist philosophy as it entailed the testing of hypotheses based on current theories. According to Saunders et al. (2016), the belief of a positivist is to explore truth by objective measurement and examination of empirical results using scientific methods. Therefore, in positivism, the deductive approach is used to verify hypotheses and the quantitative method of data collection is applied for understanding the relationship and theories of a phenomenon (Saunders et al., 2016). Thus, the eight proposed hypotheses that were tested in this study were generated based on previous research and related theory. Consequently, this research study used a deductive reasoning approach as it focused on examining and expanding the application of theories, notably JD-R, COR, SET, and TPB. The underlying relationships between the multiple constructs of the current study were determined by using an appropriate method of data analysis. Significant relationships among the variables of TL on CCPC, service-oriented OCB and TI reported in previous studies (e.g., Manoppo, 2020; Waldman et al., 2015; Gupta & Singh, 2014; Auh et al., 2014; Avey et al., 2011; Bouzari & Karatepe, 2017; Z. Li et al., 2021; Breevaart & Bakker, 2018) were further assessed in this study. Additionally, the theories - JD-R, COR, SET, and TPB were investigated to determine whether the effect on TL on CCPC, service-oriented OCB and TI still prevailed.

Table 3.1 Characteristics of the three paradigms

Paradigm characteristic	Positivism (Objectivism)	Interpretivism	Pragmatism
Ontology (Nature of reality or being)	Real, external, independent One true reality (universalism) Granular (things) Ordered	Complex, rich Socially constructed through culture and language Multiple meanings, interpretations, realities Flux of processes, experiences, practices	Complex, rich, external 'Reality' is the practical consequences of ideas. Flux of processes, experiences and practices
Epistemology (What constitutes acceptable knowledge)	Scientific method Observable and measurable facts Law-like generalizations Numbers Causal explanation and prediction as contribution	Theories and concepts too simplistic Focus on narratives, stories," perceptions and interpretations. New understandings and worldviews as contribution	Practical meaning of knowledge in specific contexts 'True' theories and knowledge are those that enable successful action Focus on problems, practices and relevance. Problem-solving and informed future practice as contribution
Methodology (How does the researcher gain knowledge of the world)	Typically deductive, highly structured, large samples, measurement, typically, quantitative methods of analysis, but a range of data can be analysed	Typically, inductive Small samples, in-depth investigations, qualitative methods of analysis, but a range of data can be interpreted	Following the research problem and research question Range of methods: mixed, multiple, qualitative, quantitative, action research Emphasis on practical solutions and outcomes

Source: Lincoln & Guba (2000); Saunders et al., (2016)

In contrast to positivism, interpretivism paradigm requires close contact between the researcher and the participant is central to the research, requiring

the researcher to follow humanistic research designs (Lincoln & Guba, 2000). This dictates the use of methods of qualitative analysis, where data is obtained through observations, interviews, and other methods. On the other hand, pragmatism is a research philosophy that lies between positivism's deductive method and interpretivism's inductive method (Strang, 2015). Mixed methods or several approaches to drawing information from a phenomenon are followed by pragmatic advocators for better understanding of a phenomenon (Saunders et al., 2016). According to Creswell (2014), using existing techniques and methodologies to acquire a thorough grasp of a problem and to offer suggestions or solutions may be an appropriate way to solve research problems.

3.3. Research Strategy

This study applied the paradigm of positivism and used a quantitative approach. The inclination of the researcher towards the belief in factual knowledge, made her adopt positivism, as a philosophy in her research methodology. This philosophy guides the study in the way the research was conducted via hypotheses testing, data collection, data analysis, and establishment of relationships supported by theories, thereby creating new knowledge. This chapter discusses the design of the research, data collection, and analysis of data in the investigation of TL, CCPC, TI and service-oriented OCB variables.

In social science studies, there are two approaches used, namely qualitative and quantitative. The quantitative method stems from positivist theory, which is used to prove a hypothesis and to test theories to deduce the relationships between variables (Saunders et al., 2016). Quantitative researchers believe in empirical facts and aim to explain phenomena through scientific approaches such as experiments, surveys, and statistical methods of inferences (Bryman & Bell, 2015). Furthermore, the quantitative method is better suited for research aiming at determining the factors affecting the result (Creswell, 2014). Given the nature of the current study, which is expected to improve our understanding of the relationship between the four variables under analysis, a quantitative research approach was deemed appropriate.

3.4. Research Design

The current research examines the linear relationship between independent (exogenous) variables with dependent (endogenous) variables. As the research problems are clearly specified, and the associated variables are well established, there is no test for the interaction impact of the independent variables. Hence, the research is ideally suited to a descriptive research design.

The independent variables in this research are TL and CCPC, whereas the dependent variables are TI and service-oriented OCB. Additionally, this research examined the impact of CCPC in mediating the relationship between the variables. As discussed earlier, this study investigates eight relationships:

i. the direct impact of TL on CCPC
ii. the direct impact of TL on service-oriented OCB,
iii. the direct impact of TL on TI,
iv. the direct impact of CCPC on service-oriented OCB,
v. the direct impact of CCPC on TI,
vi. the direct impact of TI on service-oriented OCB,
vii. the mediating influence of CCPC on the relationship between TL and service-oriented OCB and
viii. the mediating influence of CCPC on the relationship between TL and TI.

Due to the high turnover rate of employment and the high value placed on service performance, the purpose of this research is to determine the effect of TL and CCPC on hotel frontline employees' quit intention.

3.4.1. Unit of Analysis

The current research has used front-line employees of four- and five-star rated hotels as the analysis unit. These employees play a crucial role in establishing customer relationships given that they interact directly with customers in the delivery of services. For the research to be meaningful, the study specified two selection criteria of the front-line employees. The criteria were as follows:

i.   first, they must be employed in one of the three (3) critical operational hotel divisions, either the Front Office, Food & Beverage, or in a role that involves direct contact with customers, and

ii. second, frontline employees should have been in employment for at least three months in the hotel. This is because employees who have been working for at least three months may have a greater understanding of their job and work environment, allowing them to make relevant responses to the survey questions. Additionally, the probation period of hotel frontline employees is between 3 to 6 months, as commonly practiced in Malaysia.

All frontline employees that fulfilled the criteria were invited to participate, regardless of ethnicity or nationality. The ethnicity and nationality of respondents were recorded in the demography section of the questionnaire. This sample technique is consistent with other empirical studies conducted by scholars in the field of hospitality research, such as Karatepe and Karadas. (2015), Robinson et al., (2014), and Y.-F Wang (2013).

3.4.2. Time Horizon

The time horizon refers to the time frame for research and is categorized into two types - cross-sectional and longitudinal studies. Cross-sectional or short-term studies collect data at a single point in time, whereas longitudinal studies collect data periodically over an extended period to compare data (Saunders et al., 2016). While a cross-sectional study has the advantage of being generally easier, faster, and less expensive to conduct, it may not give adequate proof to demonstrate a causative association between the variables (Neuman, 2014). Longitudinal research, on the other hand, is more expensive and time consuming to undertake, but it can prove causal relationships between the variables gathered (Neuman, 2014). Considering the discussion above, the current study applied a cross-sectional design to explore the relationship between perceived TL, CCPC, service-oriented OCB and TI.

3.4.3. Sampling Frame and Population

The sampling frame is the actual listing of the population units from which to draw samples (Babbie, 2016). The frontline employees working in four- and five-star rated hotels in Sabah form the sampling frame of this study. The hotel database was sourced from the online portal of the Ministry of Tourism and Culture (MOTAC). MOTAC categorizes the hotels according to the Star Rating classification based on criteria that include Qualitative and Aesthetic Requirement, Safety Standard, Services, Bedroom, Common Areas, and Hygiene and Staff. All hotels will get between one star and five stars, depending on the criteria they fulfill. Such hotels attaining 4- and 5-star will have a higher score in terms of the criteria determined. Based on the Rated Tourist Accommodation Premises listing of the ministry, there are 21 four- and five-star hotels in Sabah. 13 of the 21 hotels are in the city of Kota Kinabalu, the capital of Sabah. In this sample population, four- and five-star rated hotels were chosen as these establishments followed standard operating procedures and policies in their regular operations compared to lower-star rated hotel categories (Sidin et al., 2015). In addition, these hotels hire multicultural personnel, attract foreign customers, and concentrate on service delivery and quality. Similar studies were conducted in other parts of the world involving four- and five-star hotels (or equivalent classification) such as Sesen et al., (2019), H.S. Jung and Yoon (2015), and Karatepe and Uludag (2008).

Sabah was chosen as the focus of the study for several reasons. First, the growing trend of tourist arrivals in Sabah has contributed to a rapid increase in demand for hotel accommodation and supporting activities, highlighting the importance of the sector. In 2019, the service sector (comprising of tourism and hospitality and other service activities) is the major contributor to Sabah's GDP at 48.1%, followed by mining, agriculture, manufacturing, and construction at 26.4%, 16.1%, 7.6% and 3.6% respectively (Idris & Mansur, 2020). Additionally, Sabah is the 6th largest contributor to Malaysia's total GDP at 6.0% in 2019 (Department of Statistics Malaysia, 2019). Despite the negative performance of the economy due to the COVID19 pandemic in 2020, Sabah remain a major contributor to Malaysia's national economy (Department of Statistics, Malaysia 2020). Secondly, under the Sabah Development

Corridor (2008 – 2025), the Sabah tourism and hospitality industry was identified as an essential economic driver. Furthermore, the government of Malaysia envisions Sabah to be one of the most livable places in Asia. Finally, there are not many studies conducted in the context of hotel establishments in Malaysia (Foo et al., 2020; Rosli & Zainal, 2020; Ariffin et al., 2015). The paucity of research conducted in Sabah provided little insight into the issue of enhancing frontline employees' perceptions of TL, service-oriented OCB, CCPC, and TI in the hotel sector. Due to the dearth of research in the Sabah hospitality industry, the present study will contribute to academic literature and enable the industry, specifically, hotel operators and human resource practitioners, to achieve excellent organizational performance.

3.4.4. Sampling Method

According to Sekaran and Bougie (2014), a population is defined as all elements (objects, individuals, and events) that meet the sample conditions for inclusion in a study. Sampling is the collection of a sample that is representative of the population. The need for sampling is imperative, as it saves time, money and access, for data collection without compromising on the data quality obtained (Saunders et al., 2016). Non-probability and probability are two techniques used in sampling. In the first instance, individuals are selected based on non-random criteria, and not every individual has a chance of being included while probability sampling allows all members in a population the chance to be selected. Although probability sampling is the best research sampling method (Rowley, 2014), many research experiments in the social sciences are currently focused on non-probability samples. Several authors (Memon et al. 2017b; Bryman & Bell, 2015; Polit & Beck, 2010) opined that non-probability sampling is more likely appropriate in human subject research compared to probability sampling. Memon et al., (2017b) added that although probability sampling is perfect in terms of its sampling generalizability, it may not be suitable in research where the objective is to test theories. Hence, following the objective of the study and in alignment with the compelling arguments presented, this study utilized non-probability sampling, at the same time, observing the protocols of procedural remedies and statistical tools to attain valid and meaningful results.

Consistent with other studies in hospitality management studies, a two-step procedure was used in the data collection. First, emails were sent to all four- and five-star hotels in Kota Kinabalu inviting them to participate in the survey. From a total of twenty-one hotels, only seven hotels agreed. The others declined to participate due to their busy schedules of their employees and concerns of privacy. Given the circumstances, convenient sampling was carried out. The convenience sampling method is widely practiced not only in hospitality, as for example, in studies by Babakus et al. (2017), Karatepe and Karadas (2015) and C.Y. Chen et al. (2014) but also in other fields. Karatepe and Karadas (2015) conducted a study on PsyCap and work engagement which involved nine hotels; likewise, Babakus et al. (2017) and C.Y. Chen et al. (2014) employed a similar sampling method.

In the second step, judgmental sampling was applied to select the front-line employees that fit the criteria of this study. According to Sekaran and Bougie (2014), judgmental sampling "involves the choice of the subject, which are most advantageously placed or in the best position to provide the information required" (p. 252). This sampling approach is most appropriate for use where there are clear requirements for the sample being recruited. Researchers in hospitality studies such as C.M. Wu and Chen (2018), Y.-F. Wang (2013), and Karatepe and Uludag (2008) commonly used this method of sampling. The criteria determined for the sample to be recruited were discussed in Section 3.3.2.

This study acknowledges the weaknesses of non-probability sampling, particularly convenience and judgmental sampling, since the sample may not represent the population (Etikan et al., 2016). Etikan et al. (2016) suggest that these sampling approaches are beneficial in situations when randomization is not practical. The difficulty of obtaining admission to the hotels used in this study impeded the researcher's attempts to get a bigger sample size (Memon et al., 2020b). Additionally, P.M. Podsakoff et al. (2003) warn that the sample obtained will be prone to common method variance. However, with methodological solutions and the use of statistical tools, specific process bias

(which will be discussed in the following section 4.3.4) were identified and alleviated. Overall, sampling of non-probability could provide reliable and important results in careful control sampling (Cooper & Schindler, 2011).

3.4.5. Sample Size

When estimating appropriate sample sizes to research a population, various factors need to be considered. These considerations include the sample size used for similar studies, the approach to research, analytical method, time and resources, completion rate, research supervisor, the complexity of the model, and method of data analysis (Memon et al., 2020b). Bryman & Bell (2015) reported that based on past studies, a range of factors determines the sample size, such as heterogeneity of the population, non-response rate, time, costs, and confidence level. Logically, the bigger the sample, the better the accuracy of the measurement. In most studies, a sample size between thirty and five hundred is appropriate (Sekaran & Bougie, 2014). Comrey & Lee (1992), however, regard one hundred (100) as a poor sample size, three hundred (300) as good, and one thousand (1000) as excellent. In assessing the sample size, the standard practice across studies is taking 95% as the confidence interval and 0.05 as the margin of error (Bartlett et al., 2001). Additionally, Hair, et al. (2017) cautioned that it is essential to "safeguard that the results of a statistical method such as PLS-SEM have adequate statistical power" while working with small sample sizes (p. 23.). This implies that when evaluating a small sample size, power analysis, effect sizes and the number of predictors must be considered.

Renowned researchers such as Kline (2016), Hair et al., (2019), and Ringle et al. (2018) advocate the use of power analysis to determine sample size. Many users of second-generation multivariate data analysis techniques opt to use the power analysis application (Memon et al., 2020b). Hence, in the determination of sample size for the current model, the G*Power analysis software was adopted. G*Power "is a stand-alone power analysis program for statistical tests commonly used in social and behavioral research" (Faul et al., 2007, p. 1). The primary advantage of G*Power analysis software is that it

permits precise and accurate power analysis calculations with negligible errors (Faul et al., 2007).

In conducting the G*Power analysis for the current study, the "*F tests*" analysis from the test family options and "*Linear multiple regression: Fixed model, R^2 deviation from zero*" were selected. The power analysis type was set at "*A-priori: Compute required sample size – given α, power and effect size*". The test used an alpha value of 0.05, a power of 0.80, and a medium effect size ($f^2 = 0.15$). In most social science research projects, 80 percent is considered as the minimum appropriate power (Hair et al., 2017). The number of predictors refers to the largest number of arrows in the model which point to a variable. In the case of the current model, the maximum number of predictors is four. From the calculation, the minimum sample size produced was 85. The G*Power computation is presented in Figure 3.1. The recommended sample size by Green (1991) also supports the notion of the minimum sample size. As presented in Table 3.2, with a maximum number of predictors of four and medium effect size, the minimum sample size required is 85. Hence, in this analysis, the minimum sample size selected is 85, following the G*Power computation.
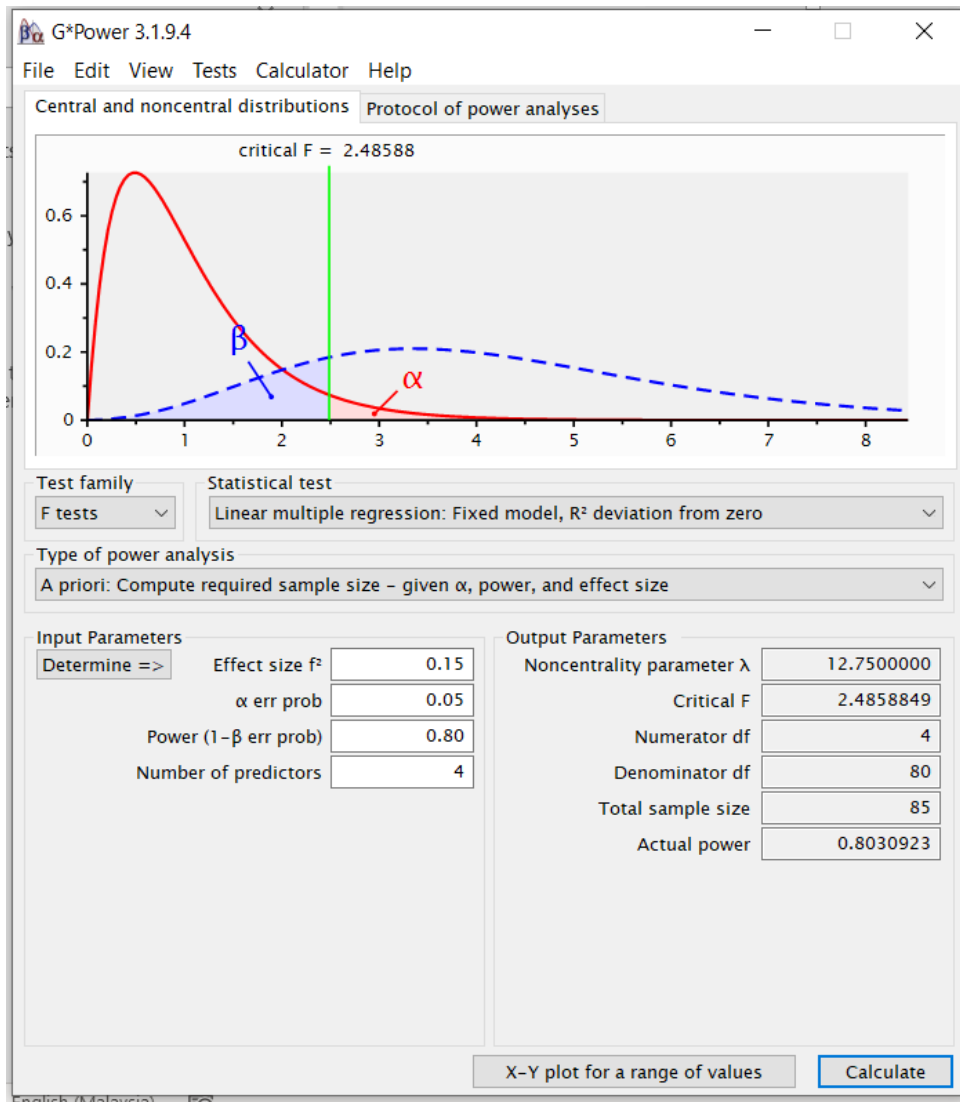
Figure 3.1 G*Power Output

Table 3.2 Sample Size Guideline

Number of predictors	Sample sizes based on power analysis			Sample sizes based on new rule-of-thumb		
	Effect size			Effect size		
	Small	Medium	Large	Small	Medium	Large
1	390	53	24	400	53	23
2	481	66	30	475	63	27
3	547	76	35	545	73	31
4	599	84	39	610	81	35
5	645	91	42	670	89	38
6	686	97	46	725	97	41
7	726	102	48	775	103	44
8	757	108	51	820	109	47
9	788	113	54	860	115	49
10	844	117	56	895	119	51
15	952	138	67	1045	139	60
20	1066	156	77	1195	159	68
30	1247	187	94	1495	199	85
40	1407	213	110	1795	239	103

Source: Green (1991)

3.5. Instrument Development

This section describes the development of survey items, questionnaire translation, instrument pre-testing, format, and administration of the questionnaire.

3.5.1 Development of Survey Items

The survey incorporated four types of instruments, namely the Multifactor Leadership Questionnaire (MLQ) test for measuring the frontline employees' perceived TL, CCPC, TI, and the service-oriented OCB. The respective instruments were validated and used in previous studies. Hence, the instruments were adopted and applied in the current research because of the psychometric properties. Altogether, the questionnaire consisted of a total of 64 questions: the MLQ (TL) and the CCPC Questionnaire had 20 questions each; service-oriented OCB Scale and the TI scale constituted 16 and 8 questions, respectively. The results obtained were analyzed by using PLS-SEM modeling to draw inferences on relationships between the variables and to answer the research questions and objectives. The following sections (3.4.2

to 3.4.5.) describe the development, preparation, and description of the instrument.

Table 3.3 Measuring Instruments

Name of instrument	Number of items	Reference
Multifactor Leadership Questionnaire (MLQ)	20 items	Avolio & Bass, 2018
Cross-culture Psychological Capital Questionnaire	20 items	Dollwet & Reichard, 2014
Turnover Intention Scale	8 items	Olusegun, 2013
Service-oriented Organization Citizenship Behavior Scale	16 items	Bettencourt, Gwinner & Meuter, 2001

3.5.1.1 Transformational Leadership Multifactor Leadership Questionnaire (MLQ)

Leadership has been defined and measured through several models that provide a broad range of instruments. This study utilized the Multifactor Leadership Questionnaire (MLQ- 5X) developed by Avolio & Bass (2018). The instrument measures three higher-order leadership styles – TL, passive-avoidant leadership, and transactional leadership; however, for the current study, only the TL measurement, comprising 20-items, was adopted. Employees were asked to score their supervisor's TL based on four (4) dimensions: individualized consideration, idealized influence, intellectual stimulation, and inspirational motivation.

The researcher obtained permission to reproduce the copyrighted MLQ instrument from Mind Garden Inc. to be distributed both physically and online to the respondents. The instrument developers, Avolio and Bass (2004), examined and validated the MLQ, which has a Cronbach's alpha of 0.70-0.83. In another research project, the total validity score of TL was 0.44, indicating that it has a high and consistent correlation. Additionally, of the three leadership styles, TL has the highest level of validity (Judge & Piccolo, 2004). As for the instrument validation, both the reliability (0.70) and internal

consistency (ranging from 0.64 to 0.92) results across the four dimensions were favorable (Swindell Jr., 2014). This questionnaire demonstrated favorable reliability and validity based on the assessment by various researchers. Additionally, this questionnaire is the most used measure (Banks et al., 2016; Bono & Judge, 2003) in many disciplines of studies. Researchers in hospitality research such as Şeşen et al. (2019), Liang et al., (2017), and C. J. Wang et al., (2014) have applied similar instruments in their work.

The sub-sections that follow discuss the items used to assess each dimension of TL. Due to the copyright agreement, only a few items of the MLQ are allowed to be displayed. Table 3.4. shows some of the measurement items.

3.5.1.1.1. Idealized Influence

This dimension covers aspects of a leader's inspirational appeal and skills that impel and motivate employees to transcend their own interest for the good of the group and organization. Eight items measuring idealized influence were adopted from Avolio & Bass (2018). Using the 5-point Likert Scale, the response choices for the instrument were: Not at all, Once in a while, Sometimes, Fairly often, and Frequently, if not always. The responses were weighted with scores from 1 (Not at all) to 5 (Frequently, if not always). The researcher made a minor adjustment on the scores, as initially the scores were from 0 – 4. The modification was done to suit the context of the current study.

3.5.1.1.2. inspirational Motivation

This dimension covers the motivational aspect of positivity, sharing of goals, and vision. By sharing, the leader promotes close relationships and beneficial interactions with their followers. Hence, the 4 measurement items of this dimension reflect the leader's motivational characteristics in influencing the employee's behavior and attitudes. All the items were adopted from Avolio and Bass (2018). Similar to idealized influence, the researcher used the 5-point Likert Scale, the response choices, and the modified scores. Except for the minor modification on the scores, there were no other modifications nor wording adjustments made on the measurement.

3.5.1.1.3. Intellectual Stimulation

This dimension scale measures the leader's ability to influence an employee to become more innovative and creative in their ideas for improvements. There are four items available measuring this dimension, adopted from Avolio & Bass (2018). The 5-point Likert scale, response choices, and scores as in the previous scale were adopted. Aside from the minor changes to the score numbering, no further edits or phrasing were made to the measurement.

3.5.1.1.4. individualized Consideration

Individualized consideration is referring to the leader's attention in the developmental needs of employees through coaching, mentoring, and support for their personal and professional development. Four items measuring this trait were adopted from Avolio and Bass (2018). As in the previous dimensions, the 5-point Likert scale, response choice, and score numbering were applied in this scale. There were no changes made to the measurement except for the score numbering.

Table 3.4 Item samples for the four dimensions of transformational leadership

Dimensions	Measurement items
Idealized Influence	Talks about their most important values and beliefs regarding education.
Inspirational Motivation	Talks optimistically about the future.
Intellectual Stimulation	Re-examines critical assumptions to question whether they are appropriate.
Individualized Consideration	Spends time teaching and coaching.

Adopted from Avolio & Bass (2018).

3.5.1.2 Cross-Cultural Psychological Capital Questionnaire

The study utilized the CCPC Questionnaire developed by Dollwet and Reichard (2014) to specifically address PsyCap in the cross-cultural realm. This questionnaire was adapted from the PsyCap questionnaire (PCQ12)

developed by Luthans et al. (2007a) in order to suit the cross-cultural environment. Based on their study of two diverse data samples, the questionnaire was tested and validated. The study offered strong evidence for a reduced 20-item measurement framework of the theorized higher-order factor structure. Additionally, the measure showed high internal consistency rendering it to be a reliable measure of good psychometric properties. The measurement was validated in terms of its internal factor structure, convergent, discriminant, predictive, and overall construct, with a Cronbach alpha score of 0.79-0.91 for all subscales and 0.94 for the entire scale (Dollwet & Reichard, 2014).

The research therefore applied the PsyCap questionnaire with the cross-culture emphasis as the respondents that we studied worked in a cross-cultural setting. The hospitality industry has a high workforce diversity, serving increasingly sophisticated guests of different cultures (Bharwani & Talib, 2017). In Malaysia, particularly in Sabah, the workforce consists of people of various races, ethnicity, and religions within an organization. Hence, this questionnaire fits the context of the study for assessing the cross-cultural skills of frontline employees and to enhance these skills to enable them to interact successfully with members and guests from different cultures and backgrounds.

Considering the aim of the current study, the first-order constructs of cross-cultural self-efficacy, hope, optimism, and resilience form the second-order constructs of CCPC. PsyCap is treated as a second/higher-order construct since it has the benefit of attaining model parsimony – thus simplifying the results for interpretation (Johnson et al., 2011). Moreover, most of the extant literature on workplace PsyCap (Sesen et al., 2019; Bouzari & Karatepe, 2017) and CCPC (e.g., Maslakci & Sesen, 2019; Kotze & Massyn, 2019; Reichard et al., 2014) defined the construct based on the total score (as a single construct/variable), rather than the respective dimensions' scores. In addition, workplace PsyCap was found to have a greater predictive ability that can promote positive outcomes such as efficiency and satisfaction in all dimensions (Luthans et al., 2007a). Hence, the current research

operationalized PsyCap anchored in cross-cultural interactions as a second-order or higher-order construct. The items used to assess each facet of CCPC are presented in the subsection that follows.

3.5.1.2.1. Cross-cultural Self-efficacy

This component measures the employees' ability to interact successfully with people of different cultures. Frontline employees working in hotels serve customers from different backgrounds and cultures. Employees need to have high cross-cultural efficacy to interact with customers effectively. Hence, to measure psychological traits, the 9 measurement items from Dollwet & Reichard (2014) were adopted as it fits the contextual background of the current study. The researcher applied a 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree) on all items. Dollwet and Reichard applied a 7-point Likert scale; however, for ease of analysis and context, we have reduced the scale. There were no further modifications made to the measurement items and scale. Table 3.5 presents the measurement items of cross-cultural self-efficacy.

Table 3.5 Measurement Items of Cross-cultural Self-efficacy

Item	Cross-cultural Self-efficacy
1.	I feel confident when interacting with individuals from different cultures
2.	I believe I can succeed at almost anything I set my mind to when working across cultures
3.	I feel confident in analyzing cross-cultural problems to find a solution
4.	I feel confident in contributing to discussions about global issues when interacting with individuals from different cultures
5.	I am confident that I can work effectively with individuals from many different cultures
6.	I am confident that I can perform effectively on many different tasks when working with individuals from different cultures
7.	I believe I can succeed at most, any endeavor to which I set my mind even when working with individuals from different cultures
8.	I am able to learn about new cultures very quickly

Item	
9.	I feel confident analyzing an unfamiliar culture to understand how I should behave

Adopted from Dollwet & Reichard (2014)

3.5.1.2.2. Cross-cultural Hope

This dimension assesses the capacity of employees to set rational objectives that are reached through self-directed behavior, as well as their ability to generate alternatives to those objectives when faced with obstacles. Employees with a high level of hope are likely to pursue cross-cultural work-related goals and come up with ways on how to solve cross-cultural communication problems. To measure this psychological resource, 4 measurements items from Dollwet and Reichard (2014) were adopted. A 5-point Likert-type scale ranging from 1 (strongly disagree) to 5 (strongly agree) was used on all items. Similar to the preceding scale, a minor modification on the scale from 7-point Likert to 5-point scale was made for consistency with other dimensions for this construct. Table 3.6 shows the measurement items of cross-cultural hope.

Table 3.6 Measurement Items of Cross-cultural Hope

Item	Cross-cultural Hope
1.	**Agency** At the present time, I am energetically pursuing my goals related to working with individuals from different cultures than me
2.	At this time, I am meeting most of the goals that I set for myself when interacting with individuals from different cultures
3.	**Pathways** I can think of many ways to reach my goals when interacting with individuals from different cultures
4.	There are lots of ways around any problem that I face when interacting with individuals from different cultures

Adopted from Dollwet & Reichard (2014)

3.5.1.2.3. Cross-cultural Optimism

This dimension refers to the ability of employees to remain motivated while experiencing cross-cultural communications adversities such as misunderstanding and conflicts. Employees high in optimism continue to make an effort to attain their goals and learn from their mistakes, which they attribute to external events (Reichard et al., 2014). For the current study, a 4-item scale was used to measure the psychological resource, adopted from Dollwet and Reichard (2014). The researcher applied a 5-point scale instead of the original 7-point Likert scale for consistency with other dimensions in this construct. The measurement items of cross-cultural optimism are presented in Table 3.7.

Table 3.7 Measurement Items of Cross-cultural Optimism

Item	Cross-cultural Optimism
1.	When facing difficulties in cross-cultural interactions, I usually expect the best
2.	I am optimistic about my future cross-cultural interactions
3.	I always look on the bright side of things regarding cross-cultural interactions
4.	I approach interacting with individuals from different cultures as if 'every cloud has a silver lining'

Adopted from Dollwet & Reichard (2014)

3.5.1.2.4. Cross-cultural Resilience

This component measures the capability of employees to bounce back from negative or positive events in a different context, not only in cross-cultural settings. Employees high in this resource can perform well when working with people of other cultures even when facing communication difficulties or culture shock (Reichard et al., 2014).

Three items measure this dimension, adopted from Dollwet and Reichard (2014). For consistency with the other dimensions in this construct, the scale used a 5-point scale instead of the original 7-point Likert scale. Table 3.8 displays the measurement items of cross-cultural resilience.

Table 3.8 Measurement Items of Cross-cultural Resilience

Item	Cross-cultural Resilience
1.	Even when things are tough, I can perform quite well when working with individuals from different cultures
2.	Even when things are tough, I can interact quite well with people from different cultures
3.	When I interact with individuals from a different culture, I am able to successfully overcome many challenges

Adopted from Dollwet & Reichard (2014)

3.5.1.3 Turnover Intention Scale

Varied scales are used for the measurement of TI (Nouri & Parker, 2020; Viator 2001) with no commonly accepted set of questions for the construct. From the literature in turnover, most of the TI instrument is measured by a relatively small number of items. Examples are a two-item scale by Viator (2001) with the items "thinking about leaving the firm" and "the probability of looking for another job'' and a three-item scale by Cook et al. (1981) in which the items were "It is likely that I will leave my employment with the organization within a year", "I intend to keep working at the organization for at least the next three years" and "I will probably look for a new job in the next year". Three items used by Cammann et al. (1979) were "Often thought of quitting", "Looking for a new job next year probably" and "Leaving the job next year". A measurement scale with a single item is generally criticized for its construct validity (Jacobs & Roodt, 2008). In their hospitality studies, T.J. Chen and Wu (2017) assess TI using the three (3) items from Cook et al. (1981); Nadiri and Tanova (2010) used the three (3)-item scale developed by Cammann et al. (1979) and Robinson et al. (2014) measured TI using four (4) items adapted from a scale developed by Crossley et al. (2002).

In the current study, the scale used is an eight-item scale developed by Olusegun (2013). Using the Likert scale of five-point with 1 = strongly disagree,

and 5 = strongly agree, respondents rated their degree of agreement towards TI. The scale's Cronbach alpha coefficient is 0.86 (Viator, 2001; Olusegun, 2013). Several studies such as Saraih et al. (2017), and Hussain & Ghulam (2017) have used this scale in their studies and found it to have adequate internal consistency. Hence, the TI scale by Olusegun (2013) was adopted for this study. Table 3.9 portrays the measurement items adopted from Olusegun (2013).

Table 3.9 Measurement Items of Turnover Intention

Item	Turnover Intention
1.	I would quit my present job for a similar position with better pay in another organization at the least opportunity
2.	Continuation with my present employer will not fulfill my life expectation
3.	As soon as I can find a better job, I will quit this organization
4.	I often think about quitting my job
5.	I will probably look for a job outside of this organization within the next 3 years
6.	It is very unlikely that I would ever consider leaving this organization
.	I prefer very much not to continue working for this organization
8.	I will likely actively look for a new job in the next year

Adopted from Olusegun (2013)

3.5.1.4 Service-oriented Organizational Behavior Scale

This research used the service-oriented OCB (OCB) scale of 16 items measuring the three dimensions of participation, loyalty, and service delivery by Bettencourt et al. (2001). In developing the measurement, Bettencourt and his colleagues adapted prior citizenship studies in service companies as the basis for producing the 16-item measurement. The measurement was tested and validated in two separate studies of a total of 380 customer-contact employees in a service firm and university libraries with a Cronbach's alpha of 0.87 (Loyalty), 0.80 (service delivery), and 0.82 (participation). Additionally, in a study of the hotel industry, T.W. Tang & Tang (2012) reported a Cronbach

alpha for service-oriented OCB at 0.92. As OCBs are manifested in an employee, this measurement uses the self-report rating (Bettencourt et al., 2001) rather than an alternative rating (by the immediate supervisor or customer). Past studies have shown that it is difficult for managers/supervisors to analyze the citizenship behavior of employees as employees have a broader understanding of their behavior (T.W. Tang & Tang, 2012). Hence, this study uses the service-oriented OCB questionnaire that is considered suitable to measure the frontline employees' OCBs in the service, specifically the hotel industry. An increasing number of researchers have used this measurement for studies in the hospitality industry (e.g., J. Kang & Jang (2019), Y.Y. Tang & Tsaur (2016), T.W.Tang & Tang (2012); and as well as other studies by Chou & Lopez-Rodriguez (2013); Lin & Lin (2011) and Jain et al. (2012) in the mobile, service and pharmaceutical industry respectively. This instrument has evidently shown its global reliability, validity, and consistency due to its wide use across various research disciplines (for example, J. Kang & Jang, 2019; J.S.-J. Lin & Lin, 2011; Jain et al., 2012).

Most of the studies on service-oriented OCBs merge the three dimensions – service delivery, loyalty, and participation into one higher-order construct. Chou and Rodriques (2013) reported service-oriented OCBs as one factor. Additionally, studies by Y.Y. Tang and Tsaur (2016), Karatepe and Kim (2020) also adopted a similar approach. Hence, to measure the service-oriented OCB level of frontline employees, this study adopted the sixteen-item service-oriented OCB scale. The service-oriented OCB is therefore conceptualized as a two-level construct with a reflecting first-order level and a formative second-order one. In the subsection that follows, the items used to assess each aspect of service-oriented OCB are described.

3.5.1.4.1. Loyalty OCB

Employee loyalty refers to the act of serving as a company's ambassador, advocating its products and services to potential customers. Employees who are loyal to a firm will freely share positive information about the organization with others. The present study adopted five items for measuring loyalty from the research of Bettencourt et al. (2011). In this measurement, frontline

employees were asked to indicate the degree to which they agreed with each statement describing their service-related loyalty OCB. A five-point Likert scale measured all statements from 1 - 5 points (from strongly disagree to strongly agree). Table 3.10 presents the measurement and source of items.

Table 3.10 Measurement Items of Loyalty OCB

Item	Loyalty OCB
1.	I tell outsiders that this hotel is a good place to work
2.	I say good things about this hotel to others
3.	I generate favorable goodwill for this hotel
4.	I encourage my friends and family to use the hotel's products (i.e., rooms, food and beverage menus) and services (i.e. Spa package) of this hotel
5.	I promote the hotel's products (i.e., rooms, food and beverage menus) and services (i.e., Spa package) of this hotel

Adapted from Bettencourt et al. (2001)

3.5.1.4.2. Service Delivery OCB

Service delivery OCB refers to frontline personnel's conscientious behavior when serving consumers. Employees who exhibit service delivery OCBs will provide consumers with dependable, responsive, and pleasant service. (Bettencourt et al., 2001). The six questions were adopted without any modification. In this measurement, frontline personnel were asked to rate how much they agreed with each statement defining their service delivery OCB. Similar to the preceding dimension, a five-point Likert scale measured all statements from 1 - 5 points (from strongly disagree to strongly agree). Table 3.11 presents the measurement items of service delivery OCB.

Table 3.11 Measurement Items of Service Delivery OCB

Item	Service Delivery OCB
1.	I follow customer service guidelines with extreme care.
2.	I conscientiously follow guidelines for customer promotions.
3.	I follow up in a timely manner to customer request and problems.
4.	I perform duties with very few mistakes.
5.	I always have a positive attitude at work.
6.	Regardless of circumstances, I am exceptionally courteous and respectful to customers.

Adapted from Bettencourt et al. (2001)

3.5.1.4.3. Participation OCB

Employee participation OCB refers to behaviors such as making the effort to know and understand the needs and wants of customers. This information will be shared with their supervisors for the improvement of the service delivery of the organization. Employees who display participation OCBs are willing to go above and beyond formal job requirements to assist customers and colleagues for the benefit of the organization, while also promoting peer communication for service improvement. All the measurement items from Bettencourt et al. (2001) were adopted in the current study. There were no changes made on the measurement items as all were phrased in easy-to-understand statements. A five-point Likert scale, similar to the prior dimension, was used to rate all assertions on a scale of 1 to 5 (from strongly disagree to strongly agree). The measurement items are presented in Table 3.12 below.

Table 3.12 Measurement Items of Participation OCB

Item	Participation OCB
1.	I encourage my coworkers to contribute ideas and suggestions for service improvement
2.	I contribute many ideas for customer promotions and communications
3.	I make constructive suggestions for service improvement"
4.	I frequently present to others creative solutions to customer problems
5.	I take home brochures to read up on products and services of this hotel

Source: Adapted from Bettencourt et al. (2001)

3.5.2. Questionnaire Translation

Although Malay is the country's official language, the majority of 4- and 5-star hotels place an emphasis on English communication in the workplace. Nonetheless, this research uses a bilingual questionnaire to facilitate responder comprehension. As the measurements are worded in English, the Malay translation of the questionnaire is required to reduce possible variance in culture and language (M.T. Kim & Han 2004). In performing the translation process, Brislin et al. (1973) suggested the translations techniques include back-translation, bilingual techniques, and committee approach. The process of translating the target language back to its source language is known as back-translation. In contrast, the bilingual technique utilizes the service of bilingual respondents to test both source and target language versions for any inconsistencies between the two versions.

In most studies that involve cross-cultural settings, researchers employ the back-translation technique in their translation process (Brislin, 1970; W.L. Wang et al., 2006). In this study, a back-translation procedure was used in administrating the translation. A linguist from the Institute of Language and Literature, Malaysia, translated the instrument to Malay, and a freelance English translator back translated it from Malay to English. Grammatical and correct vocabulary were incorporated to reflect the intended meaning of the questions in both versions. Once completed, the researcher requested a

contact, a hotel HR Manager to review both versions of (English and Malay) and to mark ambiguous words or phrases that do not reflect the appropriate meaning or are not commonly used in the hotel context. It was believed that this process of reviewing the questionnaire by the expert would contribute to the validity of the instrument content. Subsequently, the two translators were requested to scrutinize and deliberate the comments made and select the most appropriate sentences that fit the translated sentences. Finally, the final versions of the questionnaire in Malay and English were produced, and presented to the supervisors and ethical committee, before pre-testing (Brislin,1970). An extract of the final questionnaire of the study can be viewed in Appendix 3.

3.5.3. Instrument Pre-testing

Instrument pretesting is required as part of the research process to confirm an instrument's validity and reliability as a tool for social science research (Collins, 2003) that measures the items accurately, avoiding any misinterpretations by the future respondents (Memon et al., 2017a). In other words, the pretesting of an instrument is a simple technique to ensure both respondents and interviewers understand the questions, and any ambiguities in the questionnaire can be corrected before the actual survey. From the preceding discussions, the validity of the questionnaire content was inspected by a professional in the hotel industry. Content validity is defined as "the extent to which a measurement reflects the specific intended domain of content" Carmines and Zeller (1979, p. 20). Checking this validity is usually conducted by experts or professionals in the respective field for their assessment. After undergoing the translation process and assessment by a professional from the hotel, the final version of the English and Malay questionnaire was subsequently presented to the researcher's thesis committee and the Ethics Committee for comments. Their agreement was obtained over the structure of the questions, contents of the measures, clarity of the statements, and the correctness of the translation before the questionnaire were distributed for pretesting. In determining the number of respondents for pretesting, the researcher employed the general guideline provided from the literature. According to Memon et al. (2017b), the number of respondents for pretesting

is not established. Still, it may be as low as five to fifty individuals, depending on the survey's complexity and length.

Additionally, respondents for the pretesting should be the actual respondents so that they fit the cultural and demographic profile of the more extensive survey, thus enabling the researcher to identify potential problems before the actual survey (Ruel et al., 2016). Hence, in the current study, five frontline personnel in one five-star hotel completed the questionnaire for pre-testing. The results of the pretesting revealed the instrument did not have any serious issues with validity. The respondents found the questions easy to understand and they encountered no ambiguous words or phrases. The survey took about 15 to 20 minutes to complete which is considered reasonable.

3.5.4. Format and Administration of Questionnaire

The final survey instrument was developed with six sections. The first section was the cover page detailing the purpose and criteria for participation. This section also assures the confidentiality and responses of participants. It also indicates that they could withdraw at any time if they were not comfortable about completing the survey. Their incomplete questionnaires would not be considered for further analysis. On the first page of the questionnaire for both paper-based and web-based surveys, the respondents were asked qualifying questions before they could proceed with the survey. This was to ensure their eligibility for participating in the survey. Table 3.13 provides details of the research instrument for each variable, adopted from the previous researcher in the respective domains. As discussed in section 3.4.1, the instruments were adopted due to their good psychometric properties.

Table 3.13 Description of the Questionnaire

Section	Item	Description
Section 1	Cover page	This page invites the respondents to participate in the survey. In this section, the purpose and criteria for participation are explained. It also assures the respondents of their anonymity and confidentiality of their responses. Respondents could withdraw from participation at any time if they were not comfortable about completing the survey. Incomplete questionnaires will not be analysed.
Section 2	Multifactor Leadership Questionnaire (MLQ)	The MLQ developed by Avolio & Bass (2018) comprising of 20 items (TL) was adopted for the study. Respondents were required to respond to a 5-point Likert scale with the end points of "Not at all" (1) and "Frequently, if not always" (5). Some of the adopted items included "My immediate supervisor talks about their most important values and beliefs regarding education", "My immediate supervisor talks optimistically about the future" and "My immediate supervisor re-examines critical assumptions to question whether they are appropriate".
Section 3	Cross-Cultural PsyCap	The 20-item instrument was developed by Dollwet & Reichard, 2014. Respondents were to rate their level of agreement on a 5-point Likert scale with end points of "Strongly Disagree" (1) and "Strongly Agree" (5). Item examples included "At the present time, I am energetically pursuing my goals related to working with individuals from different cultures than me", "At this time, I am meeting most of the goals that I set for myself when interacting with individuals from different cultures" and "I can think of many ways to reach my goals when interacting with individuals from different cultures".
Section 4	Service-oriented OCB	This instrument has 20 items, adopted from Bettencourt et al. (2001). Examples of questions include "I tell outsiders that this hotel is a good place to work", "I say good things about this hotel to others" and "I generate favorable goodwill for this hotel".
Section 5	Turnover Intention	Developed by Olusegon, 2013, this instrument comprised of 8 items. Examples of questions include "I would quit my present job for a similar position with better pay in

		another organization at the least opportunity", "Continuation with my present employer will not fulfil my life expectation" and "As soon as I can find a better job, I will quit this organization",
Section 6	Demographic Background	This section enquires respondent's demographic information such as gender, age and academic qualification.

3.6 Data Collection Method

The current study applied the survey method using a self-report questionnaire for collecting the data. Many researchers prefer this method, as respondents are more likely to answer honestly through self-administered questions than to interview questions (Dillman et al., 2009). The self-report survey questionnaire was administered using offline (paper-based) and online survey methods. Many studies in the hospitality literature apply a similar method of data collection such as those conducted by C.K. Park (2015), Karatepe and Karadas (2015), and Robinson et al. (2014).

As mentioned earlier, there are a total of twenty-one four- and five-star hotels in Kota Kinabalu. This data was obtained from the online portal of the Ministry of Tourism and Culture (MOTAC) website. Out of the twenty-one hotels, only seven accepted our survey invitation. The rest of the hotels declined the invitation due to privacy and the busy schedule of their employees. With regards to the distribution and administration of the questionnaire survey, one hotel chose to participate online, while the others opted to have the questionnaires delivered on-site by the hotel's human resource department. This research gathered 450 questionnaires, 420 of which were completed offline and 30 of which were completed online.

Before the distribution of the offline questionnaires, the respective human resource managers were briefed on the objectives, methods, survey questions, and the targeted respondents. Due to the policies of the hotels, the researcher was not allowed to distribute the forms directly to the employees. While this is a concern, similar circumstances were also reported by other researchers in the hospitality study (Babakus et al., 2017; T.T. Kim, 2012)

where the distribution of the questionnaires was executed through the human resource manager of the hotels. Considering the situation, the author requested the managers to allot the forms to the targeted frontline employees in the front office, Food & Beverage, or any employees that have direct interaction with guests. At the same time, the researcher also sought the support of the managers to encourage their staff to participate in the survey and provide assurances on the confidentiality of their responses.

Employees were required to include their completed questionnaires in the self-sealing envelope included in the recruiting package. The package included a cover letter, questionnaire, and self-sealed envelope. With the agreement of the HR managers of the participating hotels, the completed forms were collected by the researcher after two weeks.

As one hotel had opted for an online survey, the researcher employed the Survey Monkey platform to host the survey. A link was forwarded to the HR manager, who thereafter, emailed it to the hotel's frontline employees. All questions were set as mandatory in the setting so that respondents were expected to answer each question before moving to the next page. Respondents were free to quit or exit the online survey at any time if they decided they did not wish to complete it.

This information was provided on the cover page of both the online as well as the paper-based survey. The format of the questionnaire is further discussed in Section 3.5.4. The data mined from the web survey were subsequently combined and analyzed along with the data collected through the paper-based method.

3.7 Data Analysis Sampling Technique

This section discussed the data analysis used in this study and its justifications for the selection.

3.7.1 Multivariate Analysis

This study used Partial least squares-structural equation modeling (PLS-SEM) technique as it allows for multivariate analysis of multi-causal relationships (Chin, 1998). The multivariate analysis includes the application of statistical methods that analyze multiple variables simultaneously (Hair et al., 2017) and is classified into two categories, namely first-generation techniques and second-generation techniques. PLS-SEM is a second-generation technique applied in primary exploratory analysis (Hair et al., 2017). Table 3.14 illustrates the differences and relevancy of the methods in both exploratory and confirmatory analysis.

Table 3.14 The first-generation and second-generation techniques

	Primarily Exploratory	Primarily Confirmatory
First-Generation Techniques	Cluster Analysis Exploratory Factor Analysis Multidimensional Scaling	Analysis of variance Logistics regression Multiple regression Confirmatory factor analysis
Second-Generation Techniques	Partial least squares in structural equation modelling (PLS-SEM)	Covariance-based structured equation modelling (CB-SEM)

Source: Hair et al. (2017)

First-generation techniques (e.g., logistics regression, analysis of variance, multiple regression) have limitations, such as the performance of a simple model structure, and the expectation that all measures and variables are measurable and observable. In real situation, these expectations may be too restrictive for a more complex investigation (Haenlein & Kaplan, 2004; Shugan, 2002). Furthermore, Kline (2016) reported that in the first-generation techniques, the confirmatory and exploratory analyses were not clearly distinguished.

Therefore, to improve the limitations of the first-generation technique, SEM, one of the second-generation techniques was used. Compared with first-

generation techniques, SEM allows scholars to analyze models that are complex (Gefen et al., 2000) due to its capability of modeling multiple independent and dependent constructs simultaneously. SEM is a statistical approach that enables path modeling, multiple regression, and factor analysis to be performed (Chin, 1998). The first- and second-generation techniques differ in the "ability to test multiple regression models or equations simultaneously" (Ramayah et al., 2018, p. 3). In assessing both measurement and structural models, SEM provides a more detailed approach. Gefen et al. (2000) and Chin (2010) agree that SEM examines not just the link between variables and observed indicators, but also the loadings of observed indicators on their corresponding latent variables. Additionally, with the use of SEM as a statistical tool, higher level of predictions is achieved compared to multiple regressions (Hair et al., 2017). Hence, based on the discussions on the advantages of second-generation techniques, SEM as the primary data analysis technique was applied in this study.

3.7.2 Structural Equation Modeling Overview

SEM has two different variants - Covariance-based SEM (CB-SEM) and Partial least squares-structural equation modeling (PLS-SEM). The first variant, CB-SEM is popularly applied and used primarily to reject or confirm theories; the second variant, PLS-SEM, is applied to advance theories in the exploratory investigation (Hair et al., 2017).

The two main criteria - the philosophy of measurement and the objective of the analysis should be considered when choosing between PLS-SEM and CB-SEM (Usakli & Kucukergin, 2018). CB-SEM is a factor-based measurement that uses the common variance of the indicators, while PLS-SEM is a composite-based method for variance-based SEM.

Notwithstanding, the use of both CB-SEM and PLS-SEM is without criticism. The application of PLS-SEM is not truly a latent variable technique, produces inconsistent and biased estimates, probably due to its relaxed criteria on data normality and sample size restrictions. In contrast, CB-SEM has been seen as inflexible and rigid owing to the parametric assumptions that it made (Sarstedt

et al., 2014). However, research conducted recently has moved beyond the debate (Rigdon et al., 2017), by positioning PLS-SEM as a distinct method for analyzing composite-based path models (Hair et al., 2018). Furthermore, PLS-SEM has drawn increasing interest from a variety of fields, including strategic management, marketing, and management information systems (Ringle et al., 2018; Sarstedt et al., 2014). Therefore, this study has considered the application of the PLS-SEM technique to be the appropriate method that meets the research objectives, data characteristics, and model setup (Memon et al., 2017a). Due to the composite latent variables of this study, PLS-SEM would be the recommended option for the research model due to its composite latent variable proxies (Hair et al., 2018). To recapitulate, the following justify the reasons for the selection of PLS-SEM as the data analysis technique for this study:

i.   the analysis deals with the theoretical framework being tested from a predictive perspective,

ii. the structural model is complex and involves several relationships of variables, indicators, and/or models,

iii. the research objective is to better understand increasing complexity by testing theoretical extensions of existing theories (exploratory research for the advancement of theory),

iv. the sample size is restricted by a small population and

v.   abnormal distribution problem.

Consequently, PLS-SEM was selected over CB-SEM due to the several justifications given in the previous paragraph, which referred to the guideline from Table 3.15 when considering the suitability of PLS-SEM or CB-SEM.

Table 3.15 Comparison between PLS-SEM and CB-SEM

Criteria	PLS-SEM	CB-SEM
Objective	Explanation and prediction	Explanation only
	Exploratory or extension of an existing structural theory	Theory testing, theory confirmation or comparison of alternative theories
Assumptions	Non-parametric	Parametric
Implications	Optimal for prediction accuracy	Optimal for parameter accuracy
Approach	Variance based (Composite-based)	Co-variance based (Factor-based)
Measurement model specification	Formative, reflective or both	Reflective only
Structural Model	Able to support a complex model (many constructs and indicators)	More suitable for non-recursive model
Sample size	Relatively smaller sample size	Need a higher sample size
Model Evaluation	Suitable for researches that use latent variable scores in subsequent analysis	Suitable for researches that require global goodness of fit criterion

Adapted from: Hair et al. (2017).

3.7.3 Rationale for opting PLS-SEM

As discussed in the section above and based on the PLS-SEM and CB-SEM comparisons in Table 3.15, the PLS-SEM method was selected based on the following rationale:

3.7.3.1 PLS-SEM - Predictive Ability

For the objectives of this study, the predictive capacity of PLS-SEM was considered appropriate. Understanding the relationships between the variables enables the identification of the critical drivers of the TL and CCPC roles. The findings of this research were expected to contribute to a better understanding of whether the JD-R, COR, TPB, and SET theories all support the study's context.

3.7.3.2 Complexity of Model

The model involved several variables, namely TL, CCPC, service-oriented OCB and TI. PLS-SEM permits simultaneous estimation of multiple causal links between one or more independent variables and dependent variables (Hair et al., 2011). This research, being a composite-based model, has a large number of indicators, totaling more than 50 items. Additionally, in hospitality research as well as in other fields such as behavioral sciences (Zopiatis et al., 2014), SEM has been recognized as a reliable and relevant method for hypothesis testing (e.g., Bass et al., 2003) and management information systems (e.g., Chin et al., 2003).

Models with mediators, moderators or both are considered complex models, and PLS-SEM is said to be the most suitable technique to analyze a complex model that has mediating or moderating variables (Urbach & Ahlemann, 2010; Hair et al., 2017). PLS-SEM allows researchers to investigate the relationship between several latent variables simultaneously. In addition, PLS-SEM is known in measurement models as the only second-generation technique appropriate for both reflective and formative indicators (Chin & Newstead, 1999; Hair et al., 2017). The independent variable (TL) of this study was measured through three dependent variables – CCPC, service-oriented OCB, and TI. Additionally, CCPC, TL and service-oriented OCB were established as formative constructs. As compared to CB-SEM, PLS-SEM was found to be more suitable for testing the formative model as CB-SEM had the identification problems while analyzing the formative model (Jarvis et al., 2003).

3.7.3.3 Data Distribution

The data distribution of this model is non-normal based on the skewness and kurtosis assessment. Hence, the selection is justified as PLS-SEM is a non-parametric method that can handle non-normal distributed data. This is made possible where the standard error and evaluation of the model parameters from the sample are obtained using bootstrapping technique (Ramayah et al., 2018).

3.8 First-order Constructs

The first-order construct refers to a single layer of constructs that form the second-order constructs in the measurement model of PLS-SEM. The measurement model is also known as the outer/external model covering the indicators and latent variables relationship (Henseler et al., 2009). PLS-SEM is distinguished by its capacity to analyze both reflecting and formative constructs (Hair et al., 2017a). The indicators - formative and reflective are two different indicators that can be identified easily.

3.8.1 Measurement Models - Reflective and Formative

As demonstrated in Figure 3.2, a reflective construct occurs when the causal arrows point to the measured indicator variables (Y1, Y2, and Y3) from the latent variable Y. These indicators reflect and are the causal effects of the construct (Hair et al., 2017; Urbach & Ahlemann, 2010). Reflective indicators are assumed to be unidimensionally correlated since they measure the same fundamental concept (Gefen et al., 2000), meaning that the latent variable's reflective indicators will adapt accordingly if the latent variable changes (Urbach & Ahlemann, 2010). For instance, indicators such as attitudes and personality are viewed as fundamental factors that reflect the latent variable (Diamantopoulos & Siguaw, 2006).

On the other hand, a formative construct is where the causal arrow from the observed, measured construct (X1, X2, and X3) go to latent variable X (Figure 3.2). This construct indicates that the measured construct forms a latent construct or allows it to represent various dimensions on a latent construct (Ringle et al., 2018). This model suggests that all the measures influence a single construct as opposed to a reflective model, all the measures are induced by a single underlying construct (Jarvis et al., 2003).
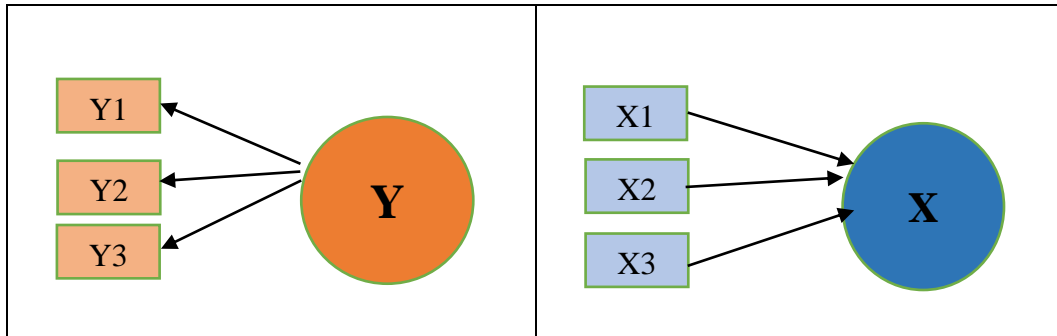
Figure 3.2 Reflective and formative constructs
Source: Ramayah et al. 2018

3.8.2 Reflective Measurement Perspectives

Based on the preceding section, therefore, the indicators to the dimensions of TL, CCPC, TI, and service-oriented OCB produced a reflective measurement perspective. The indicators reflected the effects to the respective dimensions of TL, CCPC, TI, and service-oriented OCB from the theoretical perspective. The indicators within each construct share common themes indicating interchangeability and eliminating either item does not alter the construct's context considerably (Jarvis et al., 2003, Coltman et al., 2008). In the current study, all the indicators to the dimensions of CCPC, TL, TI, and service-oriented OCB have undergone the reflective model assessments such as internal consistency, factor loadings, and convergent validity which are commended by Hair et al. (2017) and Diamantopoulos and Siguaw (2006). The indicator listings of the dimensions can be found in Appendix 1 (survey instrument).

3.9 Second-order Constructs

Second-order constructs or higher-order constructs are also known as hierarchical component models (HCMs). HCMs comprised of two levels – the lower/first-order construct and the higher/ second-order construct (Becker et al., 2012). In the current research, TL, CCPC, and service-oriented OCB variables were modeled as higher-order constructs. HCMs are characterized by 1) the number of levels in the model, often restricted to second-order models (Rindskopf & Rose, 1988) and 2) the relationships—formative or reflective— between the constructs in the model (Ringle et al., 2012). Hair et al. (2018) stated that recognizing the link between the first-order and second-

order constructs is especially difficult when the second-order construct is either represented (i.e. reflecting) or formed (i.e. formative) by its dimensions (lower or first-order constructs). Wetzels et al. (2009) further posited that the use of HCMs enables greater theoretical parsimony and decreases the complexity of the model.

The inclusion of HCMs in PLS-SEM has its advantages. First, it may reduce the number of linkages in the structural model, allowing for a more condensed approach of representing construct relationships. First, it can lessen the number of relationships in the structural model that allows a more parsimonious method of describing the relationships between constructs (Diamantopoulos & Siguaw, 2006; Johnson et al., 2011). Secondly, HCMs are useful if first-order constructs are highly correlated because they can minimize biases due to collinear issues and help to establish discriminant validity. Finally, to solve collinearity issues in the formative indicators, Hair et al. (2017) recommended that researchers split the set of indicators (if supported by theory) and create separate first-order constructs that form a higher-order structure jointly.

3.9.1 Types of Hierarchical Component Models

There are 4 categories of HCMs applied in SEM which are 1) type I reflective-reflective model, 2) type II reflective-formative model, 3) type III formative-reflective model, and 4) type IV formative-formative model. The reflective-reflective type I model shows reflective relationships in all the connections between the first and second-order constructs. The reflective-formative type II model shows reflective indicators measure the formative relationship between first and second-order constructs and all first-order constructs. The formative-reflective type III model explains that the first-order constructs are built on a set of different indicators. The second-order constructs characterize "part of the different first-order constructs" (Hair et al., 2018, p. 46). The last type of HCM, the formative-formative type IV model shows that the first-order constructs formatively connect to the second-order constructs to form a more abstract general concept (Hair et al., 2017). The four types of HCMs are illustrated in Figure 3.3.
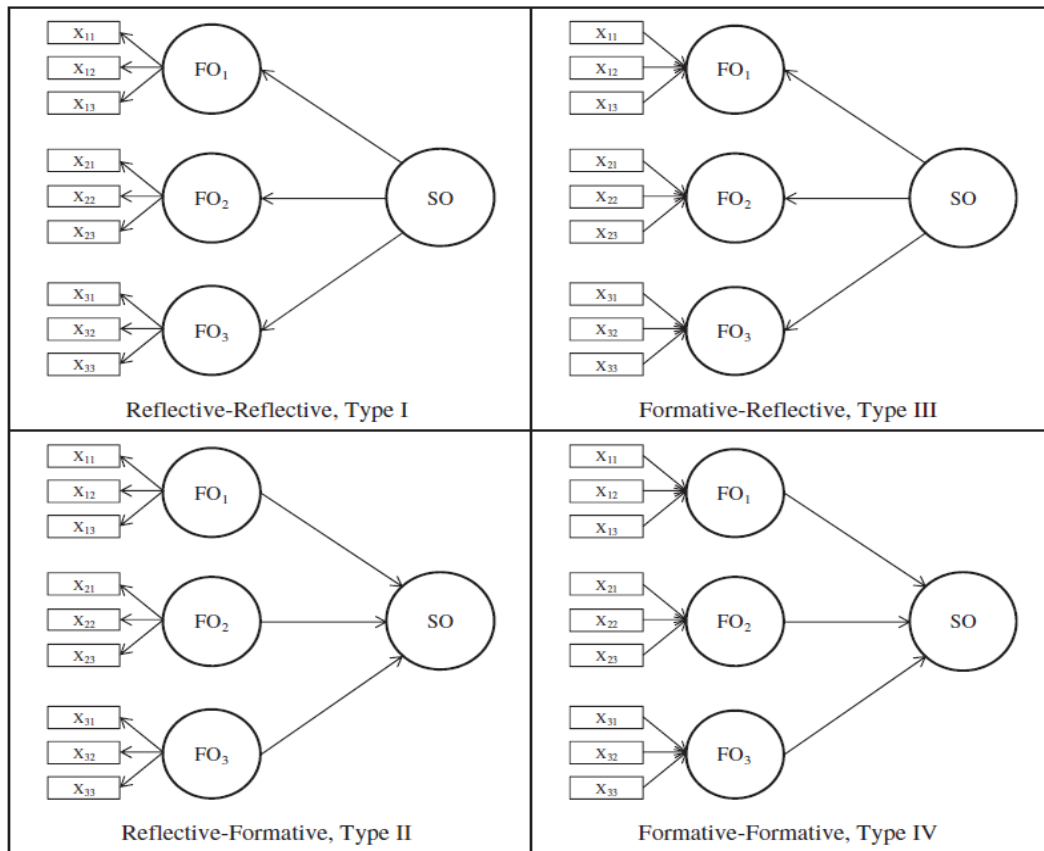
Figure 3.3 Types of HCMs
Source: Becker et al., 2012

3.9.2 Rationale for Type II Reflective-Formative Model

From the preceding discussions, this study fulfilled the reflective-formative type II model for TL, CCPC, and service-oriented OCB for the following reasons:

i.   The first-order constructs between the indicators and the dimensions of the constructs are reflective as the indicators reflect the effects of the different dimensions.

ii. Viewing the relationship between the first-order constructs and second-order constructs being formative. In other words, a formative perspective existed as the first-order constructs were taken in totality to form a composite score (Luthans & Youssef-Morgan, 2017). For instance, TL was derived through the total scores of the first-order constructs for individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence (Thien et al., 2019).

Therefore, the current study viewed TL, CCPC, TI, and service-oriented OCB as having both first- and second-order constructs, thereby adopting a "reflective-formative" model for TL, CCPC, TI, and service-oriented OCB.

3.10 Measurement and Structural Model Assessment

This study adopted a two-stage approach in evaluating the research model of the study (Andersen & Gerbing, 1988). The measurement model is assessed separately from the structural model in PLS model estimation and interpretation (Hair et al., 2011). The first stage involves analyzing the measurement model's appropriateness for first-order constructs. These include the assessments on the internal consistency and reliability, convergent and discriminant validity. The second stage involves analyzing the structural model of the formative second-order construct where collinearity, significance, and relevance of path coefficients and predictive relevance were evaluated. Table 3.16. displays several criteria that the study has adopted for assessing the validity and reliability of the reflective and formative measurement model.

The various assessments on the measurement and structural models will be discussed in the following sections – 3.10, 3.11, 3.12, and 3.13. To analyze the data, SmartPLS (version 3.2.8) was used (Ringle, Wende, & Becker, 2015).

3.11 Reflective Measurement Model Assessment

To evaluate the reflective measurement model, the study has conducted the following assessments to determine the measurement items' reliability and validity.

3.11.1 Internal Consistency

For the assessment of internal consistency, Cronbach's Alpha and the Composite reliability were used. Cronbach's Alpha measures the reliability of a set of indicators and increases with the numbers of indicators. The recommended threshold loading is 0.708 or higher, however, loading between

0.6 and 0.70 is acceptable if other items have high scores of loadings (Ramayah et al., 2018; Nunnally & Bernstein, 1994). Hair et al., (2017) stated that if Cronbach's alpha produces lower values (conservative), the measurement would be less accurate as the items are unweighted (Hair et al., 2017). Hence, Cronbach's alpha approach has received several criticisms. As Cronbach's alpha implies all factors to have equal loading, it is inapplicable for SEM, and it also tends to underestimate the internal consistency reliability due to the influences of the number of items (Ramayah et al., 2018).

Due to the limitations of Cronbach's alpha, the use of composite reliability has been recommended. Unlike Cronbach's alpha, in composite reliability approach, the items are weighted based on the construct indicators' individual loadings, rendering higher reliability (Hair et al., 2019). Composite reliability has the same threshold and interpretation value as Cronbach's alpha, which ranges from 0 to 1, with a greater value indicating a better degree of reliability. In exploratory research, a composite reliability value of 0.60 to 0.70 is considered acceptable, whereas in later phases of study, a value of 0.70 to 0.90 is considered appropriate (Hair et al., 2017). Values of 0.95 and higher indicate that the items are redundant and/or have the possibility of straight-lining responses, hence reducing construct validity (Hair et al., 2019). In line with the preceding discussion, this study applied composite reliability to measure the internal consistency reliability of the measurement model between 0.70 and below 0.95 (Hair et al., 2017; Ringle et al., 2018).

3.11.2 Indicator Reliability

The objective of performing indicator reliability evaluation is to ensure that each indicator consistently measures what it is intended to measure (Ramayah et al., 2018). As a rule, loadings must be more than the standard threshold of 0.708. That is to say the latent variables can account for 50% of the variance in each indicator (Hair et al., 2017). However, in some studies, the loadings may be below 0.708 (Hulland, 1999), such as 0.40, 0.50, 0.60, and 0.70, in which case, these can be considered adequate if other items have high scores of loading to complement AVE and CR. Additionally, Nunnally and Bernstein (1994) and Hulland (1999) advised that items with an indicator loading of less

than 0.40 be deleted since they contribute little to the model's explanation and raise the danger of bias. For the purpose of this study, loadings > 0.40, 0.50, 0.60, and 0.70 were applied.

3.11.3 Convergent Validity

Convergent validity assesses "the extent to which a measure correlates positively with alternative measures of the same construct" (Hair et al., 2017, p. 112). In other words, it tests the extent of the items in the construct intersected. To test the convergent validity, the Average Variance Extracted (AVE) which is the "grand mean value of the squared loading equivalent to communality of a construct" (Hair et al., 2017, p.113) is accessed. An AVE value of 0.5 and above denotes a reasonable convergent validity, which explains half of the value of the variance of the items and measurement scale (Hair et al., 2017; Fornell & Larcker, 1981). Hence, in this study, the value of AVE ≥ 0.5. was applied.

3.11.4 Discriminant Validity

Discriminant validity measures how different a construct is from other constructs and addresses phenomena that other constructs do not reflect (Hair et al., 2017). If discriminant validity is not established, the constructs may influence the variation of more than just the observed variables to which they are theoretically related resulting in a difficulty to ascertain or confirm the results of the structural hypotheses (Henseler et al., 2015). In PLS-SEM, the Fornell-Larcker criteria and the heterotrait-monotrait criterion test (HTMT) (Henseler et al., 2015) are used to assess a construct's discriminant validity.

Cross-loading examines the indicators' discriminant validity, where the value indicator's outer loading on the associated construct should be higher than any of its cross-loadings on other constructs (Ramayah et al., 2018). The second test is the Fornell-Larcker criterion which states that the AVE of a latent construct should be higher than the associated indicators and other latent constructs. While the earlier tests were commonly performed in most research, Henseler et al. (2015) reported that these tests might not reliably detect

discriminant validity issues. Based on a Monte Carlo simulation test that was conducted, Henseler et al. (2015) confirmed that "both the Fornell-Larcker criterion and the assessment of the cross-loadings are insufficiently sensitive to detect discriminant validity problems" (p. 120). Hence, the heterotrait-monotrait criterion test (HTMT) was proposed as an alternative due to its superior performance over the cross-loading and the Fornell-Larcker criterion in the said simulation study. HTMT is the ratio of correlations within the constructs to correlations between the constructs (Ramayah et, al. 2018).

There are two ways of using the HTMT. The first one – using it as a criterion. If the HTMT value is greater than 0.85 (Kline, 2011)) or 0.90 (Gold et al., 2001; Henseler et al., 2015), indicates that there is a problem of discriminant validity (Ramayah et al., 2018; Hair et al., 2017). The second one is using it as a statistical test, that involves the construction of confidence intervals via the bootstrapping method (Henseler et al., 2015). The discriminant validity is lacking if the construct's confidence interval comprises the value of one, on the other hand, if it is beyond the value of one, it signifies the two constructs are distinct (Ramayah et al., 2018).

In view of the above, this study adopted HTMT as the main criterion, although the tests using cross-loading and Fornell-Larcker criterion were also conducted.

Table 3.16 Assessment of Reflective and Formative Measurement Models

No.	Assessment	Criterion/Index	Guidelines
Reflective Measurement			
1	Internal Consistency	Composite Reliability (CR)	CR > 0.90 (Not Desirable) CR > 0.70 - 0.90 (Satisfactory) CR > 0.60 (for exploratory research) (Hair et al., 2017).
2	Indicator Reliability/Factor Loadings	Indicator loadings	Loading 0.708 or higher is recommended, but loading > 0.7, 0.6, 0.5 or 0.4 is adequate if other items have high scores of loadings to complement AVE and CR (Hair et al., 2017).
3	Convergent Validity	Average Variance Extracted (AVE)	AVE > 0.50 indicates adequate convergent validity (Hair et al., 2017).
4	Discriminant Validity	Cross loading	Loadings of each indicator are the highest for their designated constructs.
		Fornell & Larcker's Criterion	The square root of AVE of a construct should be larger than the correlations between the constructs and other constructs in the model.
		HTMT Criterion	• HTMT .85 (Kline, 2011) Stringent criterion. • HTMT .90 (Gold et al., 2001) Conservative Criterion. HTMT inference using bootstrapping technique (Henseler et al., 2015): Does 90% bootstrap confidence level of HTMT include the value of -1 < HTMT < 1 (Liberal Criterion)
Formative Measurement			
1.	Convergent Validity	Redundancy Analysis	If redundancy analysis result of path coefficient is 0.8 and above, it exhibits a high satisfactory level (Chin, 1988). If the redundancy analysis result of path coefficient is 0.7 and above, it

			exhibits a high satisfactory level (Hair et al., 2017). If the redundancy analysis result of path coefficient is 0.6 and above, it can only be used for exploratory study (Hair et al., 2017)
2.	Collinearity	Variance Inflation Factor (VIF)	If VIF is 5 or higher, it indicates a potential collinearity problem (Hair et al., 2011) If VIF is 3.3 or higher, it indicates a potential collinearity problem (Diamantopoulos & Siguaw, 2006).
3.	Significance and relevance of outer weights	Average Variance Extracted (AVE)	The result from the bootstrapping must indicate that the outer weight from each formative indicator is significant. If the indicator is not significant, it can still be retained based on content validity (Hair et al., 2017). Researchers can omit the formative indicators when the outer loading is < 0.5 and not significant (Hair et al., 2017).

Source: Adapted from Ramayah et al. (2018).

3.12 Formative Measurement Model Assessment

After assessing the reflective measurement model, the next stage is assessing the formative measurement model. The formative measurement model assumes that causal indicators form the construct through linear combinations. Based on the recommendations by Hair et al. (2017), this study conducted two tests for formative constructs, which are checking issues in collinearity between indicators, and examining the outer weight's significance and relevance. The other test, assessing convergent validity is not applicable in this study's formative measurement as it is only applicable for first-order construct. It is not required in the case of second-order constructs as this construct is usually multidimensional; hence it will not be effective on the formative second-order constructs (Ringle, 2017). This is evident in the earlier research by Duarte and Amaro, (2018) and Ting et al., (2015) where they did not find convergent validity for formative second-order constructs. Nonetheless, Hair et al. (2017) emphasized the need for verifying content validity before empirically evaluating formatively assessed constructs to

ensure they capture all or the majority of the construct's dimensions. Henceforth, researchers should address the content definition criterion by explicitly defining the content domain to be evaluated by the indicators. Based on the above, this research used instruments that have been extensively employed and validated in a variety of publications and were pre-tested prior to data collection.

3.12.1 Collinearity Between Indicators

This step assesses the collinearity issue for each item in the formative measurement model. The presence of multicollinearity within the formative constructs may cause false interpretation of results and ambiguous conclusions. According to Hair et al. (2017), high collinearity "reduces the ability to demonstrate that the weights are significantly different from zero" (p.142). This is critical when evaluating the significance and validity of formative indicators. Additionally, high collinearity can lead to inaccurate weight measurement. The variance inflation factor (VIF) must be examined to determine the level of multicollinearity. In PLS-SEM, it is recommended that a VIF value of 5 and lower is recommended as a cut-off point to determine multicollinearity (Hair et al., 2011). In other words, a VIF value of 5 and above indicates that multicollinearity exists in the formative measures.

3.12.2 Significance and Relevance of Outer Weights

The second and last test for this study's formative measurement model was to evaluate the significance and relevance of the indicator's (Hair et al., 2011). The outer weight is the outcome of several regressions, and it reflects the construct's relative contribution or significance in its formation (Hair et al., 2017). To assess the contribution, a bootstrapping approach was used to determine if the outer weights are substantially different from zero (Hair et al., 2017). If the outer weight is insignificant, the researcher should determine whether to maintain or eliminate the indications depending on the outer loading and theoretical importance of the indicator. Additionally, if the outer loading is less than 0.10 and is not statistically significant, it may be omitted since it provides no empirical evidence for the indicator's importance (Cenfetelli &

Bassellier, 2009). Table 3.8. shows a summary of criteria that should be met to prove a reliable and valid reflective and formative measurement.

3.13 Structural Model Assessment

In this research model, the criteria namely collinearity assessment, significance, and relevance of relationship and the analysis of the coefficients of determination (R^2), effect size ($f2$), and prediction relevance (Q^2) were assessed to ascertain the relationships between the latent variables that were hypothesized. Table 3.17 presents the summary of the criteria for the structural model assessment.

3.13.1 Collinearity Issues

The previous model (measurement model) analyzes the vertical collinearity issues (Ramayah et al. 2018). In this structural model, lateral collinearity is analyzed. Lateral collinearity occurs when two related hypothesized variables measure the same concept, According to Kock and Lynn (2012), lateral collinearity might impact a biased outcome that is "masked" by the presence of a large causal effect in the model. Kock and Lynn further added that the presence of lateral collinearity would potentially mislead the results and conclusions, especially when researchers pay more attention to causal effects that provide definitive support to the phenomenon that they are investigating. The threshold value of collinearity of each set of predictors is fixed at five and below (Hair et al., 2011).

Table 3.17 Assessment on the Structural Model

No.	Assessment	Criterion/Index	Guidelines
1	Collinearity	VIF	• If VIF is 5 or higher, it indicates a potential collinearity problem (Hair et al., 2011) • If VIF is 3.3 or higher, it means a potential collinearity problem (Diamantopoulos & Siguaw, 2006).
2	Significance and Relevance of Relationship	t-value p-value	• If the t-value exceeds the predetermined critical value, the relationship is concluded as significant. • If p-value is smaller than 0.05, the relationship is significant at a 5% level. • If p-value is smaller than 0.01, the relationship is significant at a 1% level
3	Coefficients of Determination	R^2 value	• Substantial (0.26); Moderate (0.13); Weak (0.02) (Cohen,1988) • Substantial (0.67); Moderate (0.33); Weak (0.19) (Chin 1998) • Substantial (0.75); Moderate (0.50); Weak (0.25) (Hair et al., 2017)
4	Effect Size	f^2	The threshold values of f^2 are: • 0.02 – small effect size, • 0.15 – medium effect size and • 0.35 - large effect size.
5	Stone-Geiser's Q^2 value	Q^2	• Q^2 greater than zero implies the model has predictive relevance. • Q^2 less than zero represent lack of predictive relevance (Hair et al., 2017).
6	q^2 effect size	q^2	As a relative measure of predictive relevance, the following effect size indicates the exogenous construct contribution to an endogenous variable Q^2 value. • 0.02 – small • 0.15 – medium and • 0.35 – large

Source: Hair et al. 2017 and Ramayah et al. (2018)

3.13.2 Significance and Relevance of Relationship

In analyzing the significance and relevance of the relationship of the structural model, bootstrapping is applied in PLS-SEM due to its non-parametric analysis (Ramayah et al., 2018). Bootstrapping offers three main advantages to researchers (Streukens & Leroi-Werelds, 2016). The first advantage is that it is easy to understand and does not require much knowledge of math or probability theory. The second advantage is that the methodological considerations are usually non-restrictive for bootstrapping strategies. The third benefit is that this process is widely acknowledged and would give a solution in instances when traditional procedures would not be able to (Streukens & Leroi-Werelds, 2016, p. 619).

Hair et al. (2017) recommended three approaches to assess the relationship significance. The first one is using a t-value, where the relationship is concluded as significant if the t-value exceeds the predetermined critical value. The second approach is to use a p-value to justify rejecting or accepting the null hypothesis. The third one is through the bootstrap confidence interval, where a relationship would be interpreted as significant if the confidence interval does not include the value of zero or vice versa. The t-value and p-value are the most applied by researchers in testing the latent variables' relationship (Hair et al., 2017). However, lately, many researchers are using the bootstrap confidence interval, given its accuracy to interpret the significance of the relationships. According to Hair et al. (2017), this is because the bootstrap confidence interval is derived from standard errors that provide a range in which the "true population will fall assuming a certain level of confidence" (Hair et al., 2017, p. 155). As a result, the bootstrap confidence interval may be used to illustrate the estimate's stability in general. The narrower the confidence intervals, the more reliable the estimate of the coefficient, and vice versa. The t-value, p-value, and bootstrap confidence interval were used to determine the relationship's significance in this investigation.

3.13.3 Coefficient of Determination (R^2)

The next test applied in this research is the coefficient of determination (R2). This is the measurement of the predictive power of the structural model assessed by the R^2 values of the endogenous variables, that range between 0 and 1 (Hair et al., 2017). Several guidelines on the effect size of R^2 values have been presented, as illustrated in Table 3.9. Cohen (1988) determined the rule of thumb at 0.26, 0.13, and 0.02 as substantial, moderate, and weak, respectively. This study applies Cohen's (1998) guidelines in the determination of the R^2 just as some other researchers from hospitality and HRM disciplines have done.

3.13.4 f^2 Effect Size

This test assesses the predictor variable's significant impact on the dependent variable. The effect size (f^2) is determined using the changes of the R^2 to assess the impact (Boßow-Thies & Albers, 2010). Generally, the threshold values of f^2 are 0.02 (small effect), 0.15 (medium effect), and 0.35 (large effect) (Hair et al., 2017). The formula for calculating the effect size (f^2) is as follows:

$$f^2 = \frac{R^2 \text{ included} - R^2 \text{ excluded}}{1 - R^2 \text{ included}}$$

3.13.5 Stone-Geiser's Q^2 value

This test is an additional measure used to determine the model's fit in PLS analysis (Duarte & Raposo, 2010). The Q^2 "represents a measure of how well-observed values are reconstructed by the model and its parameter estimates" (Chin, 1998b, p. 318). This application of the technique is when the dependent variable has a reflective measurement construct or when the endogenous variable has a single item construct. Using blindfolding procedures in PLS, Q^2 ignores a specified distance D. In this technique, the dth data point in every dependent variable indicator is to be omitted, and the parameters with the remaining data points will be predicted (Hair et al., 2017). The original values are compared with the predicted values, and if the prediction is similar to the

original value, the model can be defined as having a high predictive precision (Ramayah et al., 2018). A higher omission D distance between 5 and 10 was recommended by researchers (e.g., Apel & Wold, 1982; Hair et al., 2017). Models with Q^2 greater than zero imply the model has predictive relevance, whereas models with Q^2 less than zero represent a lack of predictive relevance (Hair et al., 2017).

3.14 Mediator Analysis

In this research study, CCPC is the mediating variable in the TL, service-oriented OCB and TI relationships. This study investigated the mediation effect of CCPC between the variables. According to Preacher & Hayes, (2004), mediation occurs when there is a third variable that intervenes between the independent or exogenous variable and dependent or endogenous variable. As a result, the mediation, the relationship between the two variables will be changed because of the intervention.

Table 3.18 Mediation tests and their limitations

Test	Limitations and advantages
Baron and Kenny (1986)	• has low statistical power (Fritz and Mackinnon, 2007) • does not measure the magnitude of the mediation effects, and do not accommodate models with inconsistent mediation (MacKinnon et al., 2000) • problematic in complex SEMs as different types of mediation could occur within one model (Nitzl et al., 2016).
Sobel Test	• used as a supplementary test to Baron & Kenny approach rather than an independent analysis (Hayes, 2009). • works well only in large samples (Preachers & Hayes, 2008)
Bootstrapping method (Zhao et al., 2010)	• recommended method for a small sample and non-normality of data (Preacher & Hayes, 2008). • several types of bootstrapping: percentile bootstrap, standardized bootstrap, bias-corrected and accelerated (BCa) bootstrap, Davidson and

> Hinkley bootstrap, and Shi's double bootstrap (Ramayah et al. 2018)
> - Hayes and Scharkow (2013) recommended bias-corrected and accelerated (BCa) bootstrap as the best test for PLS-SEM.

Past literature quoted the use of mediation analysis using the Sobel Test and Baron and Kenny (1986). More recently, the use of the bootstrapping method was applied (Zhao et al., 2010; Rather & Hollebeek, 2019). An overview of the tests and limitations is tabulated in Table 3.18. Based on the recommendation by Preachers and Hayes (2008), Zhao et al. (2010), and Hayes and Scharkow (2013), this study applies the bootstrapping method to analyze the mediation.

3.15 Ethical Consideration

All activities related to data collection and research reporting comply with the 2007 National Statement on Ethical Conduct in Human Research. Voluntary involvement in the survey was clearly worded in the invitation and informed consent obtained from all respondents. The anonymity of respondents and their responses were upheld following the rules for ethical conduct. Ethical approval was obtained on 6th April 2018, with the approval number HRE2018-0145 (refer to Appendix 2). Compulsory training on the Curtin Research Honesty Professional Development Curriculum has been completed.

3.16 Chapter Summary

This chapter presented the philosophical assumption and methodology applied in this research. Guided by the positivist paradigm and the overall aim of the study, it was believed that a quantitative research approach was most suited to the current study. A cross-sectional survey-based technique in the form of a self-reported questionnaire was reasoned to be the optimal study strategy for acquiring essential data. This chapter then described the method of data collection, followed by an account of how the survey was developed and administered. There was also a discussion of the data analysis sampling technique. The next chapter addresses data collection analysis, SEM model

development in hypothesis testing, and answering the study's research questions.

CHAPTER 4 DATA ANALYSIS AND RESULTS

4.1 Chapter Overview

The objective of the current research is to examine the relationships between frontline employees perceived transformational leadership, cross-cultural PsyCap, TI and service-oriented OCB in the hotel industry of Sabah, Malaysia. The previous chapter presented a discussion on the research design and methodology. This chapter discusses the results of the research. A description on the procedure for the collection of data is presented, followed by a discussion on the rate of response, the profile of the respondents, and the findings of the survey.

4.2 Data Preparation

All the data were manually entered into the SPSS software, including the paper-pencil edition and online survey responses. To check the correctness of the data entry, the spreadsheet data and questionnaire were compared. One reverse question for TI was recorded by computing the face value and recoding in reverse order using the Statistical Package for the Social Sciences (SPSS) software program.

The questionnaires were distributed through the respective human resource (HR) managers of the participating hotels. Several initiatives were taken to obtain the hotel's participation. Information about the survey, an explanation of its benefits, and a supporting letter from the Malaysian Association of Hotels were emailed to each hotel. According to Fan and Yan (2010), generally, a letter from an official body supporting the survey would result in a higher response rate. Where there was no immediate response from the HR managers, follow-up emails and telephone calls were made after two weeks. Van Mol (2017) emphasized the practicality of sending such reminders in improving the sampled population response rates. Another initiative taken to improve the response from the hotel was to provide a choice between an online and printable version of the questionnaire. Except for one, all the participating hotels preferred the printed version to the online questionnaire. The Survey

Monkey platform was used for the online survey. The link was forwarded to the HR manager of the hotel for onward distribution to their frontline employees. The researcher also included her contact number in the survey form for any queries from the respondents related to the survey questions.

4.3. Response Rate

A total of 450 questionnaires were distributed, of which 420 were offline (paper-based survey) and 30 online. As surveys are associated with low response rates, the number of questionnaires distributed is more than the required sample size (85) to accommodate the non-response of respondents. Past studies have also indicated a low response rate to research surveys (Ali et al., 2021; Amin et al. 2017; Zopiatis et al., 2014).

Despite the various interventions made to improve the response rate, a total of 198 questionnaires were collected. A total of 162 were deemed usable, while the rest were unusable due to missing data and straight-lining responses. Overall, the return percentage was 44%. The rate of response in this research was considered reasonable, as most research in hospitality reported a response rate between 20 – 80 % (Keegan & Lucas, 2005). Amin et al. (2017), for example, reported a response rate of 33% and Zopiatis et al. (2014) reported a response rate of 32%.

Table 4.1 Number of Survey Forms Distributed and Returned

Description	Total	Percentage %	Reasons
Questionnaires distributed	450	100	
Responses received	198	44	
Unusable responses	4	2	Missing data (more than 15%)
	32	16	Straight-line answers
Total usable responses	**162**	**82**	

The overall number of 162 responses was more than enough for the current study's required sample size of 85, as determined at a 0.80 percent confidence level using the G*Power technique. Hence, the number of responses at 162

has more than fulfilled the requirement of sample size criteria for PLS-SEM analysis. Table 4.1. presents the questionnaires' return rate summary.

4.4 Demographic Profile

Frequency analysis was applied to inspect the demographic information of the frontline workers. Listed below in Table 4.2, male participants accounted for 50.6% of the sample population and females constituted 49.4%. The distribution of gender participation between male and female participants is almost equal. Most of the respondents, 57.4%, were from the age range of less than 30 years. 29.6 of the respondents were aged between 31 and 40. Of the remainder, 8.0% were from the age range of 41 and 50 and 4.9% were aged 51 – 60. All the 162 participants were Malaysians, comprising various ethnicities of Sabah. Kadazandusun topped the list at 43.8%, followed by Bajau at 23.5%, Malay at 13.6%, Chinese at 3.1%, Indian at 1.2%, and others at 14.8%. The 'Others' category includes ethnicities such as Kenyah, Rungus, Kedayan, Brunei, and Orang Sungai. Regarding marital status, most of them are single, comprising 56.2%, while the married respondents accounted for 43.2%. The Divorced/Widow/Widower category comprised 0.6% only. A total of 57.4% respondents had secondary education and below, 31.5% were diploma/certificate holders and 11.1% were degree holders. The monthly income of 53.7% fell between RM1001 – RM1500, 18.5% were earning between RM1501 – RM2000, 15.4% were from the income range below RM1000. Only 12.3% drew remuneration packages of RM2001 & above.

Table 4.2 Profile of Respondents (n = 162)

Category	Frequency	Percentage
Gender		
Male	82	50.6
Female	80	49.4
Age		
Less than 30 years old	93	57.4
31-40 years old	48	29.6
41-50 years old	13	8.0
51-60 years old	8	5.0
Nationality		
Malaysian	162	100
Non-Malaysian	0	0
Ethnicity		
Kadazandusun	71	43.8
Bajau	38	23.5
Malay	22	13.6
Chinese	5	3.1
Indian	2	1.2
Others	24	14.8
Marital Status		
Single	91	56.2
Married	70	43.2
Divorced/Widow/Widower	1	0.6
Education		
Secondary school and below	93	57.4
Diploma/Certificate	51	31.5
Degree	18	11.1
Monthly Income		
Below RM1000	25	15.4
RM1001 - RM1500	87	53.7
RM1501 - RM2000	30	18.5
RM2001 and above	20	12.3

4.5 Descriptive Statistics of Variables

Descriptive statistics serve to describe the dataset, in which the measures of the central tendency (mean) and measures of variability or spread of data (range and standard deviation) are analyzed. The standard deviation, mean and range of the latent variables of TL, CCPC, service-oriented OCB, and TI

were displayed to explain the distribution of the response for each factor (Churchill et al., 2010). The standard deviation calculates the distribution of scores across the mean, the mean indicates the average score for each variable and the range defines the difference between the highest and the lowest scores.

Table 4.3 Descriptive Statistics of Instruments

Latent constructs	Dimensions	Indicator	Mean	Standard Deviation
Transformational Leadership	Idealized Influence	TLI 1	3.40	1.08
		TLI 2	2.85	1.26
		TLI 3	3.48	1.05
		TLI 4	3.64	1.09
		TLI 5	3.72	1.05
		TLI 6	3.69	1.09
		TLI 7	3.81	1.04
		TLI 8	3.58	1.01
	Overall		**3.52**	**0.84**
	Inspirational Motivation	TLM1	3.40	1.50
		TLM2	3.59	0.96
		TLM3	3.57	1.07
		TLM4	3.85	1.05
	Overall		**3.60**	**0.87**
	Intellectual Stimulation	TLS1	3.46	0.98
		TLS2	3.60	1.02
		TLS3	3.38	1.25
		TLS4	3.67	1.00
	Overall		**3.53**	**0.86**
	Individualized Consideration	TLC1	3.72	1.09
		TLC2	3.23	1.33
		TLC3	3.33	1.18
		TLC4	3.62	1.07
	Overall		**3.47**	**0.93**
	Hope	HOP1	4.10	0.81
		HOP2	3.82	0.70
		HOP3	3.91	0.71
		HOP4	3.87	0.72
	Overall		**3.93**	**0.56**
Cross-cultural PsyCap	Self-Efficacy	EFF1	3.93	0.76
		EFF2	3.98	0.77
		EFF3	3.84	0.73
		EFF4	3.73	0.76
		EFF5	4.06	0.73
		EFF6	3.99	0.74
		EFF7	4.12	0.77

	EFF8	3.93	0.74
	EFF9	3.91	0.69
Overall		**3.94**	**0.51**
Optimism	OPT1	3.90	0.70
	OPT2	3.91	0.77
	OPT3	4.08	0.79
	OPT4	3.94	0.72
Overall		**3.96**	**0.59**
Resilience	RES1	3.83	0.76
	RES2	3.90	0.69
	RES3	3.77	0.74
Overall		**3.83**	**0.62**
Loyalty	SOL 1	3.60	1.08
	SOL 2	3.73	0.93
	SOL 3	3.64	1.02
	SOL 4	3.58	1.03
	SOL 5	3.64	1.07
Overall		**3.64**	**0.89**
Service Delivery	SOSD1	3.94	0.78
Service-oriented OCB	SOSD2	3.93	0.88
	SOSD3	3.95	0.82
	SOSD4	3.52	0.97
	SOSD5	3.94	0.82
	SOSD6	4.12	0.78
Overall		**3.90**	**0.63**
Participation	SOP1	4.01	0.86
	SOP2	3.77	0.86
	SOP3	3.83	0.78
	SOP4	3.70	0.88
	SOP5	3.08	1.21
Overall		**3.68**	**0.67**
	Q 1	3.84	1.07
	Q 2	3.22	1.07
	Q 3	3.80	1.03
Turnover Intention	Q 4	2.69	1.21
	Q 5	3.51	1.17
	Q 6	3.37	0.99
	Q 7	2.66	1.23
	Q 8	3.18	1.27
Overall		**3.28**	**0.77**

Note: All variables used five-point Likert type scales

All the measured items use a five-point Likert scale. From Table 4.3, all the variables recorded the mean values of above 2.50, which is the midpoint of the scale. Efficacy (EFF7) and service delivery (SOSD6) both recorded a mean of 4.12 which is the highest. Quit intention (Q7) scored the lowest at 2.66. The dispersion values reported through standard deviation ranged from 0.69 to 1.5,

of which resilience (RES2) and inspirational motivation (TLM1) scored the lowest and highest values, respectively. The overall mean score and standard deviation of each construct are also presented so as to offer a comprehensive picture of the respondent's opinion of the study's variables. From the analysis, in general, the respondents have a moderate perception of the construct measured. The minimum value, maximum value, mean, and standard deviation for each item were assessed using the SPSS.

4.6 Data Characteristics Verification

The process of data preparation involves the coding and entry into SPSS and data verification for missing data and suspicious response patterns.

To check the usefulness of the data, data verification was necessary before the data analysis was conducted. Data from the questionnaires were screened using SPSS to identify any missing information and suspicious response patterns before executing the descriptive statistics and analysis. Subsequently, the data normality reliability test of the scales was examined. Harman's single-factor test was performed as this research was conducted in a one-off or cross-sectional study, utilizing a self-report survey from a common source (P.M. Podsakoff & Organ, 1986). The partial least square (PLS) algorithm was used to test the construct's validity and the reliability of amended scales.

4.6.1 Missing Data

Missing data occurs when one or more questions are not answered, either intentionally or otherwise. Some respondents may deliberately skip certain questions due to the sensitivity of the content. Missing data is a natural occurrence in any survey, and there are several ways to treat missing data. Hair et al. (2017) recommended the removal of the response if the missing data exceeded 15% of the total number of questions or if there was a high incidence of missing responses from a single construct. In this survey, there were four responses with missing data in one single construct, hence these were removed.

4.6.2 Suspicious Response Patterns

Suspicious answer patterns emerge when respondents consistently reply in the same way to most of the sampled questions (Hair et al., 2017). There were 32 responses of this nature removed from the dataset because the answers were identical for all the items in the questionnaire.

4.6.3 Data Normality

The distribution of data impacts most statistical analyses. Data normality is essential as data that are too far from the normal distribution may pose a problem in the parametric significance tests (Hair et al., 2017). Although PLS-SEM does not require the data to be normally distributed, Hair et al. (2017) nevertheless commended researchers for ensuring the data are not extremely far from normal, as this may affect the significance of certain relationships in the model. To determine the normality of the data, researchers could apply exploration graphically and formal tests (Yap & Sim, 2011). Other suggested procedures include skewness and kurtosis analysis, and standardized normality test implementation.

Mardia's multivariate kurtosis was used to check the normality of the data. WebPower, an online collection of tools for statistical power analysis, (Zhang & Yuan 2018) was utilized to calculate the multivariate skewness and kurtosis (Cain et al., 2017). The cut-off value of Mardia multivariate skewness is ± 3 and kurtosis at ± 20, as recommended by Hair et al. (2017) and Cain et al. (2017). The results showed Mardia's multivariate skewness at $\beta = 54.77$, $p < 0.1$, and kurtosis at $\beta = 249.05$, $p < 0.00$), suggesting that the data was not multivariate normal. Hence, due to the non-normality, this allows for the bootstrapping procedure to analyze the data, as recommended by Hair et al. (2017) and C. Wang et al. (2020). Additionally, this is another justification for selecting PLS-SEM due to its statistical ability to analyze non-normal data (Hair et al., 2019).

4.6.4 Common Method Bias

As the collection of this data relies on a single method, that is through a self-report survey, common method bias (CMB) is likely to be an issue (Min & Kim,

2016; Podsakoft et al., 2003). This bias can weaken or inflate the correlations of the variables and the validity of relationships between measures. Remedies in the form of procedural and statistical methods are therefore recommended (Podsakoft et al., 2003) to counter this bias as follows:

i. collecting data from different sources and at different points in time,

ii. adopting a series of procedural remedies on questionnaire design and administration (such as assurance of anonymity),

iii. using complex regression models to reduce the likelihood of common method bias (e.g., partial correlation procedure), and

iv. using statistical tools such as single factor test and full collinearity test to detect and control common method bias (Min et al., 2016; Kock, 2015; Podsakoft et al. 2003).

To address this concern, the study applied five strategies to control CMB. First, the order of the questions was mixed; the independent and dependent variables were separated into different sections of the survey. Second, the assurance of confidentiality and anonymity was consistently emphasized during the collection of data at different points. It was emphasized in the cover letter, email (for the online survey), and via a meeting with the HR manager. Additionally, we requested the human resources manager to reassure staff that their replies would remain confidential and anonymous. Third, the issue of an inclination to agree with attitude statements irrespective of content was addressed by reverse scoring one question in the survey, thus minimizing social desirability bias (P.M. Podsakoff et al. 2003). Fourth, Harman's one-factor test was applied to determine whether this research was affected by CMB. The rule of thumb is for Harman's one-factor test to be less than 50 percent of the covariance, indicating that CMB is not an issue for the study. On all 64 items, this test found that the greatest factor explained 27.17 percent of the variance. Hence, this confirms that CMB was not an issue. As per a review by Min et al. (2016), most studies in hospitality have applied this method. Recent studies by Memon et al. (2020), H.J.A. Kang et al. (2020), and C.M. Wu and Chen (2018) used similar tests to check for CMB. Finally, following the suggestions by Kock (2015), a full collinearity test was performed to determine the CMB. If the VIF ≤ 5, it indicates that there is no bias from the single-source

data. The result shows that the VIFs for all constructs range from 1.419 to 3.858 (refer to Table 4.4), further confirming that CMB was not a major issue in this study.

To conclude this section, the different procedural remedies and statistical methods used in the analysis collectively suggested that the CMB was not a critical threat and would not confuse the process of interpretating the findings in this research.

Table 4.4 Full Collinearity Testing

	INF	CON	MOT	STI	EFF	HOP
VIF	3.858	3.315	3.380	3.198	3.067	2.090
	OPT	RES	LOY	PAR	DEL	INT
VIF	2.850	1.820	2.644	2.974	3.022	1.419

Note: INF - Influence, CON - Consideration, MOT - Motivation, STI - Stimulation, EFF - Efficacy, HOP - Hope, OPT - Optimism, RES- Resilience, LOY - Loyalty, PAR - Participation, DEL - Delivery, INT - Intention

4.7 Reflective Measurement Model Analysis

The validity and reliability of the construct are required to be examined in the measurement model assessment (Chin, 1998). In the current study, the dimensions of TL, CCPC, service-oriented OCB, and TI were recognized as reflective first-order constructs in the measurement model. The three main criteria, namely, internal consistency, convergent validity, and discriminant validity were accordingly applied in assessing this model. Table 4.5 lists the indicators of the first-order constructs accordingly.

Table 4.5 Indicators of the First-order Constructs

Constructs	Indicators of Constructs	Number of Indicators
Idealized Influence	TLI1 to TLI8	8
Inspirational Motivation	TLM1 to TLM4	4
Intellectual Stimulation	TLS1 to TLS4	4
Individualized Consideration	TLC1 to TLC4	4
Hope	HOP1 to HOP4	4
Self-efficacy	EFF1 to EFF9	9
Optimism	OPT1 to OPT4	4

Resilience	RES1 to RES3	3		
Loyalty	SOL1 to SOL5	5		
Service Delivery	SOSD1 to SOSD6	6		
Participation	SOP1 to SOP5	5		
Turnover Intention	QI1 to QI8	8		
		Total	**64**	

4.7.1 Internal Consistency and Convergent Validity of Transformational Leadership

Several steps were conducted to assess the measurement model. The first step was to test the reliability and validity. Specifically, the reliability was evaluated using outer loadings while the convergent validity was evaluated using the composite reliability (CR) and average variance extracted (AVE). The factor loadings or outer loadings have been used to decide the deletion or retention of the indicator's items for the reflective model. The current research follows the guideline provided by Hair et al. (2014).

Table 4.6 Internal Consistency and Convergent Validity of Transformational Leadership

First Order Construct	Item	Loading	Composite Reliability	AVE
Influence	TLI1	Dropped		
	TLI2	Dropped		
	TLI3	Dropped		
	TLI4	0.801	0.914	0.726
	TLI5	0.836		
	TLI6	0.870		
	TLI7	Dropped		
	TLI8	0.899		
Motivation	TLM1	Dropped		
	TLM2	Dropped		
	TLM3	0.885	0.899	0.816
	TLM4	0.921		
Stimulation	TLS1	0.914		
	TLS2	0.884	0.894	0.808
	TLS3	Dropped		
	TLS4	Dropped		
Consideration	TLC1	Dropped		
	TLC2	0.774	0.839	0.724
	TLC3	Dropped		
	TLC4	0.921		

The factor loading scores for TL's accepted measurement items ranged from 0.774 to 0.921, exceeding the cutoff value of 0.708 (Ramayah et al., 2018),

indicating the reliability of the construct (as shown in Table 4.6). CR values surpassed the threshold value of 0.7, and the AVE values were greater than the 0.5 benchmarks (Ramayah et al., 2018). Due to the low loading, ten items (TLI1-3,7; TLM1,2; TLS3,4 and TLC1,3) were dropped, and their removal improved the respective construct's AVE.

4.7.2 Internal Consistency and Convergent Validity of Cross-Cultural Psychological Capital

Based on the result shown in Table 4.7, the factor loading scores for CCPC's measurement items ranged from 0.658 to 0.896, where the scores of four indicators, namely Eff3, Eff4, HOP4, and OPT4, were slightly above 0.6. These items were not removed as the score of 0.6 was deemed adequate if other items have high scores of loadings to complement CR and AVE (Hair et al., 2017; Ramayah et al., 2018). Three items, namely EFF1, EFF8, and EFF9, were dropped due to the low loading. Hence, the convergent reliability of CCPC's construct satisfies the conditions required, where the AVE scores were above the threshold value of 0.5 (Hair et al., 2017).

Table 4.7 Internal consistency and convergent validity of cross-cultural PsyCap

First Order Construct	Item	Loading	Composite Reliability	AVE
Efficacy	EFF1	Dropped		
	Eff2	0.728	0.890	0.578
	Eff3	0.666		
	Eff4	0.658		
	Eff5	0.853		
	Eff6	0.832		
	Eff7	0.799		
	EFF8	Dropped		
	EFF9	Dropped		
Hope	Hop1	0.820	0.846	0.58
	Hop2	0.716		
	Hop3	0.812		
	Hop4	0.689		
Optimism	Opt1	0.771	0.87	0.628
	Opt2	0.861		
	Opt3	0.831		
	Opt4	0.697		
Resilience	Res1	0.896	0.881	0.714

| | Res2 | 0.883 | | |
| | Res3 | 0.750 | | |

4.7.3 Internal Consistency and Convergent Validity of Service-oriented Organizational Citizenship Behavior

As shown in Table 4.8, the factor loading scores for service-oriented OCB's measurement items ranged from 0.606 to 0.925. One item, namely SOSD5 scores 0.606, which is below the threshold value (0.70) but considered adequate taking into consideration the high scores of other items and the satisfaction of composite reliability and AVE benchmarks (Hair et al., 2017; Ramayah et al., 2018). SOSD4 and SOP5 were removed due to low loading. Hence, all the composite reliability of the accepted indicators exceeded 0.7, and the AVE values were greater than the 0.5 benchmarks rendering the internal reliability and convergent validity of this measurement model adequate.

Table 4.8 Internal Consistency and Convergent Validity of Service-oriented Organizational Citizenship Behavior

First Order Construct	Item	Loading	Composite Reliability	AVE
Loyalty	SOL1	0.888	0.940	0.760
	SOL2	0.874		
	SOL3	0.925		
	SOL4	0.784		
	SOL5	0.882		
Delivery	SOSD1	0.874	0.901	0.648
	SOSD2	0.863		
	SOSD3	0.833		
	SOSD4	Dropped		
	SOSD5	0.606		
	SOSD6	0.818		
Participation	SOP1	0.809	0.920	0.743
	SOP2	0.877		
	SOP3	0.911		
	SOP4	0.847		
	SOP5	Dropped		

4.7.4 Internal Consistency and Convergent Validity of Turnover Intention

The factor loading scores for TI's measurement items fulfilled the threshold value of 0.70, except for one item, QI1 as presented in Table 4.9. The item

scores 0.642, and as per the preceding case, this item was maintained, taking into consideration the high scores of other items, fulfilling the composite reliability and AVE benchmarks. Only one item (QI6) was removed as it did not meet the loading requirements. QI6 item "It is very unlikely that I would ever consider leaving this organization" is a reverse question, hence it double-loaded on other items of Q1 – Q5 and Q7-Q8. With the deletion of QI6, the composite reliability of the existing indicators exceeded 0.70, thus satisfying the AVE required threshold of 0.5. Hence, the internal reliability and convergent validity of this measurement model were confirmed.

Table 4.9 Internal Consistency and Convergent Validity of Turnover Intention

First Order Construct	Item	Loading	Composite Reliability	AVE
Turnover Intention	QI1	0.642	0.894	0.548
	QI2	0.703		
	QI3	0.801		
	QI4	0.757		
	QI5	0.782		
	QI6	Dropped		
	QI7	0.705		
	QI8	0.779		

4.7.5 Discriminant Validity

Sekaran and Bougie (2014) described discriminatory validity as a situation where two or more distinctly different concepts are not interrelated. By establishing discriminatory validity, the construct demonstrates that it is unique and captures variations not captured by other constructs in the model (Hair et al., 2017). The constructs' discriminant validity can be determined through three methods, namely the cross-loading, Fornell-Larcker criterion, and the recently introduced criterion, the heterotrait-monotrait criterion test (HTMT). The new criterion was tested and advocated by Henseler et al. (2015) as it can detect discriminant validity stringently compared with the other two methods. To evaluate discriminatory validity, the cross-loading, Fornell-Larcker criteria and HTMT were applied.

The model of this study was conceptualized as a hierarchical component model (HCM) or higher-order model of the reflective-formative measurement

viewpoint, rendering the scores of the latent variable to be obtainable from the respective dimensions of TL, CCPC, service-oriented OCB, and TI. As presented in Table 4.10, all the indicator's loading on its associated latent construct was higher than all the remaining constructs.

Additionally, as shown in Table 4.11 Fornell-Larcker Criterion, the AVE squared root for TI is greater than the correlation for each construct which indicated that the model's discriminant validity was further confirmed.

Table 4.10 Discriminant Validity - Cross Loading Analysis

Construct	Transformational leadership	Service oriented-OCB	Cross-cultural PsyCap	Turnover intention
Consideration	**0.993**	0.57	0.454	-0.36
Influence	**0.703**	0.438	0.288	-0.243
Motivation	**0.721**	0.439	0.299	-0.26
Stimulation	**0.608**	0.396	0.255	-0.174
Delivery	0.439	**0.63**	0.335	-0.198
Loyalty	0.521	**0.959**	0.491	-0.492
Participation	0.283	**0.415**	0.272	-0.084
Hope	0.461	0.31	**0.769**	-0.144
Efficacy	0.332	0.17	**0.441**	0.036
Optimism	0.31	0.175	**0.429**	0.032
Resilience	0.347	0.523	**0.907**	-0.209
QI1	-0.206	-0.326	-0.169	**0.637**
QI2	-0.241	-0.328	-0.111	**0.718**
QI3	-0.23	-0.335	-0.121	**0.796**
QI4	-0.374	-0.43	-0.149	**0.776**
QI5	-0.247	-0.388	-0.187	**0.771**
QI7	-0.267	-0.315	-0.23	**0.699**
QI8	-0.294	-0.311	-0.188	**0.771**

Table 4.11 Discriminant Validity - Fornell-Larcker Criterion

Construct	1	2	3	4
Cross-cultural PsyCap				
Service-Oriented OCB	0.516			
Transformational Leadership	0.455	0.573		
Turnover Intention	-0.223	-0.475	-0.366	**0.74**

Note: Diagonals (in bold) indicate the squared root of AVE while the other entries represent the correlations. Cross-cultural PsyCap, Service-Oriented OCB, and Transformational Leadership AVE value had no square root due to the reflective-formative model's nature.

The study also tested the discriminant validity using HTMT. As explained in Section 3.9.4, HTMT was proposed as an alternative due to its superior performance over the cross-loading and the Fornell-Larcker criterion. In this study, the HTMT liberal approach was applied using the bootstrapping method. From the result, it showed that the confidence interval was significantly different from one that further confirmed the constructs were distinct from one another. Table 4.15 shows the bootstrapping results indicating the confidence level of the constructs.

To conclude this section on the evaluation of the reflective model, the reflective construct of the present study achieved the internal consistency, reliability, convergent and discriminant validity successfully. The next step is the formative measurement model assessment which is discussed below.

4.8 Formative Measurement Model Analysis

Based on the PLS-SEM model of this study, the first-order constructs of TL, CCPC, TI, and service-oriented organizational behavior were conceptualized as reflective and the second-order constructs as formative. In analyzing the formative measurement model, issues of collinearity and the outer weights' significance and relevance (Ramayah et al., 2018) in this model were addressed.

4.8.1 Multicollinearity Issues

High correlations are not expected between indicators in formative measurement models as these indicators are basically not inter-changeable. High levels of collinearity between the formative indicators may have an impact on the weight estimation and statistical estimation of the formative measurement model. More specifically, the standard errors will be increased, resulting in weights being incorrectly estimated. To measure the level of collinearity, the variance inflation factor (VIF) will be analyzed. A VIF of less than five indicates that there are no collinearity issues present (Hair et al., 2011). As per table 4.12, the VIF scores of the formative constructs were below 5, which indicates that there were no collinearity issues in this model.

Table 4.12 Collinearity Assessment

Second-order construct	First-order constructs	VIF
Transformational Leadership	Consideration	2.187
	Influence	3.828
	Motivation	2.975
	Stimulation	2.121
Cross-cultural PsyCap	Efficacy	2.381
	Hope	1.848
	Optimism	2.514
	Resilience	1.252
Service-oriented OCB	Delivery	2.593
	Loyalty	1.186
	Participation	2.329

4.8.2 Significance and Relevance of the Outer Weights

In this study, the outer weight of the three latent variables – TL, CCPC, and service-oriented OCB were assessed.

The outer weight refers to the "results of a multiple regression of a construct on its set of indicators" (Hair et al., 2017, p. 323). The outer weight scores expressed the relative contribution of the indicator to the construct, or its relative significance to the construct. Bootstrapping procedure with a

recommended re-sampling of 5,000 was performed to compute the outer weights.

All formative indicators except for Efficacy, Optimism, and Participation were significant (at $p<0.05$ and $p<0.01$), as displayed in Table 4.13. According to Hair et al. (2017) and Cenfetelli and Bassellier (2009), if an indicator's weight is not significant, the indicator's outer loading is to be considered. In the event of an insignificant outer weight and outer loading of an indicator, the decision to maintain the indicator is determined by its relevance in theory and the content overlap potential with other indicators of the said construct. Hence, in this research, the three indicators were retained considering the theoretical relevance of the indicators to the respective latent constructs – CCPC and service-oriented OCB. Prior study of the literature of CCPC and service-oriented OCB has shown that the corresponding variables have sufficient theoretical relevance to be represented as higher-order constructs. Efficacy, optimism, hope, and resilience are the four dimensions that theoretically formed the latent construct of CCPC. Likewise, service-oriented OCB is formed theoretically by the three components, which are loyalty, participation, and service delivery. As lower-order constructs, all the respective components are required to formatively form the higher-order constructs of CCPC and service-oriented OCB (Luthans et al., 2007a; Dollwet & Reichard, 2014; Zacher & Jimmieson, 2012; LePine et al., 2002; Hoffman et al., 2007).

Table 4.13 Path Assessment – Formative Measurement Model

Relationship	VIF	Outer Weight	t-values	p Values	Outer Loading	t-values	p Values
Consideration -> Transformational Leadership	2.187	0.958	2.587**	0.005	0.993	6.894**	0.000
Influence -> Transformational Leadership	3.828	-0.104	0.3	0.382	0.703	2.276**	0.011
Motivation -> Transformational Leadership	2.975	0.206	0.797	0.213	0.721	2.457**	0.007
Stimulation -> Transformational Leadership	2.121	-0.043	0.199	0.421	0.608	2.436**	0.007
Efficacy -> PsyCap	2.381	-0.067	0.189	0.425	0.441	0.942	0.173
Hope -> PsyCap	1.848	0.496	2.905**	0.002	0.769	2.904**	0.002
Optimism -> PsyCap	2.514	0.004	0.016	0.494	0.429	0.975	0.165
Resilence -> PsyCap	1.252	0.713	3.074**	0.001	0.907	5.669**	0.000
Delivery -> Service Oriented	2.593	0.318	0.998	0.159	0.63	1.606	0.054
Loyalty -> Service Oriented	1.186	0.840	3.291**	0.001	0.959	5.719**	0.000
Participation -> Service Oriented	2.329	-0.013	0.049	0.48	0.415	0.995	0.160

Note: t-value >1.65 (p<0.05*); t-value >2.33 (p<0.01**)

4.9 Structural Model Assessment

After confirming the internal consistency, reliability, and the convergent and discriminant validity of the measurement model, the next step is to assess the structural model. This step is vital as it determines whether the hypotheses inferred is supported by the collected data (Urbach & Ahlemann, 2010). More specifically, it evaluates the model's predictive ability and assesses how well it predicts the endogenous construct (Rigdon, 2012). Multicollinearity, the sizes, and significance of the path coefficients, p-values, the coefficients of determination (R^2 value), the f^2 sizes, and the predictive relevance (Q^2) of the model were examined. Additionally, the current study took note of the criticism by Hahn and Ang (2017) on the use of p-values to test the significance of the hypothesis and the suggestions to apply a combination of criteria as those mentioned above.

4.9.1 Assessment of Multicollinearity

In the previous assessment of the formative measurement model, the collinearity between indicators is known as vertical collinearity (Ramayah et al., 2018). The collinearity between two latent constructs in the structural model is known as latent collinearity (Kock & Lyn, 2012). High collinearity between variables may potentially produce misleading interpretations.

Table 4.14 Multicollinearity Assessment

Path Relationship	VIF
Transformational Leadership – Cross-cultural PsyCap	1.000
Transformational Leadership – Service-oriented OCB	1.391
Transformational Leadership – Turnover intention	1.261
Cross-cultural PsyCap - Service-oriented OCB	1.267
Cross-cultural PsyCap - Turnover intention	1.261
Turnover intention - Service-oriented OCB	1.160

Assessment of collinearity is through VIF, of which the rule of thumb is the VIF should not exceed 5 (Hair et al., 2011). From Table 4.14, the VIF for all endogenous constructs and their corresponding exogenous constructs are within

the required threshold of less than five. As a result, it may be inferred that the structural model does not have a multicollinearity problem.

4.9.2 Hypotheses Testing – Direct Effect

The path analysis for the various hypotheses stated in the present research is the second step in the assessment. Path coefficient (Beta, β) examines the link between two latent variables to test the hypotheses inferred by the relationship. The significance of the regression coefficients was examined by using the bootstrapping procedure for 5,000 re-samples. According to Hair et al. (2017), the re-samples should be high, and a total of 5,000 is the best for bootstrapping to estimate path models. The bootstrapping procedure acquires path loadings between two latent constructs to identify the significant level when evaluating the path coefficient (Beta, β).

For a path coefficient to be statistically significant, the t-value should exceed the determined critical value, p-value is smaller than 0.05 at 5% level or the 95% bootstrap confidence interval does not include the value zero or vice-versa (Hair et al., 2017; Benitez et al., 2020). Within this study, the result of the hypothesis is supported when the critical t-value is greater than 1.65 at p < 0.05 (at one-tailed test); t-value greater than 2.33 at p < 0.01 (at one-tailed test), and t-value greater than 1.65 at p < 0.10 (at two-tailed test). Furthermore, in rejecting or accepting a hypothesis, the confidence interval provides additional evidence. Hair et al. (2017) defines a hypothesis as significant if the confidence interval is significantly different from zero. Figure 4.1 and Table 4.15 display the detailed results of the hypotheses testing for direct effect.

Hypothesis 1 postulated that TL would have a considerable beneficial influence on CCPC. It was established that the association is both positive and significant (β = 0.455, p<0.01). The confidence interval of the hypothesis did not include zero, suggesting that this relationship is significant. The link between TL and CCPC has a t-value of 4.768***. p<0.01 suggesting a significant positive relationship. Thus, we accepted this hypothesis.

Hypothesis 2 proposed a favorable and substantial association between TL and service-oriented OCB. As with hypothesis 1, this association was determined to be positive and significant (β = 0.331, p<0.01), and the confidence interval did not contain zero. The association between TL and service-oriented OCB has a t-value of 2.661***, p<0.01, showing that the relationship is both positive and significant. Thus, we accepted this hypothesis.

Hypothesis 3 proposed that TL would have a considerable negative effect on employee TI. The findings corroborate this association which was shown to be both negative and significant (β = -0.334, p<0.01). There was no zero in the confidence interval. The association between TL and desire to leave is negative and significant, with a t-value of 2.852***, p<0.01. As a result, we accepted this hypothesis.

Hypothesis 4 proposed a considerable positive association between CCPC and service-oriented OCB. The findings confirm this hypothesis by demonstrating that the connection is both positive and significant (β = 0.301, p<0.05). Furthermore, there was no zero in the confidence interval. CCPC and service-oriented-OCB have a link with a t-value of 1.993**, p<0.05, showing a positive and significant relationship. As such, we accepted this hypothesis.

Hypothesis 5 suggested that CCPC would have a substantial negative relationship with employee TI. However, this study's findings showed no statistical significance in the relationship (β= -0.071, p = 0.344). Additionally, since the confidence interval contains zero, H5 is rejected. The CCPC and TI relationship is non-significant with a t-value of 0.401[NS], p= 0.344.

Hypothesis 6 proposed that employee's TI has a significant negative relationship with service-oriented OCB. This relationship was determined to be both negative and significant (β = -0.287, p<0.01). Additionally, the confidence interval did not include 0, therefore the hypothesis is accepted. The TI and service-oriented OCB relationship is negative and significant, at t-value of 3.416***, p<0.01.

Table 4.15 Structural Model Hypothesis Testing for Direct Effects Results

	Relationship	Std. beta	Std. error	t-value	P Values	Confidence Interval LL	UL	Results	VIF	R^2	f^2
H1	Transformational Leadership -> PsyCap	0.455	0.095	4.768***	0.000	[0.275;	0.581]	**Supported**	1.000	0.207	0.261
H2	Transformational Leadership -> Service Oriented OCB	0.331	0.124	2.661***	0.004	[0.182;	0.593]	**Supported**	1.391		0.152
H3	Transformational Leadership -> Turnover Intention	-0.334	0.117	2.852***	0.002	[-0.501;	-0.135]	**Supported**	1.261		0.102
H4	PsyCap -> Service Oriented OCB	0.301	0.151	1.993**	0.023	[0.052;	0.550]	**Supported**	1.267	0.481	0.138
H5	PsyCap -> Turnover Intention	-0.071	0.177	0.401NS	0.344	[-0.351;	0.225]	Not Supported	1.261	0.138	0.005
H6	Turnover Intention -> Service Oriented OCB	-0.287	0.084	3.416***	0.000	[-0.414;	-0.192]	**Supported**	1.160		0.137

Note: t-value > 1.28* (p<0.10); t-value >1.65** (p<0.05); t-value >2.33*** (p<0.01), NS – Not Significant

4.9.3 Effect size f^2

The effect size (f^2) measures the resulting impact of the predictive construct on the endogenous construct. As per Cohen's guidelines (1988), the threshold values of f^2 are 0.35 as large, 0.15 as medium, and 0.02 as small effect sizes. Similarly, values that are lower than 0.02 are deemed to have no effect. This guideline is frequently used in hospitality-related studies (Usakli & Kucukergin, 2018; Ali et al., 2018). The effect size of the impact of the predictive construct on the endogenous construct in the present study ranged from medium to small effect sizes.

Table 4.16 Result of the Effect Size (f^2)

Latent Construct	Path Relationship	f^2	Size	Hypothesized Result
Transformational Leadership	TL - CCPC	0.261	Moderate	**Significant**
	TL - SOCB	0.152	Moderate	**Significant**
	TL - TI	0.102	Small	**Significant**
Cross-cultural	CCPC - SOCB	0.138	Small	**Significant**
PsyCap	CCPC - TI	0.005	Small	Not Significant
Turnover Intention	TI - SOCB	0.137	Small	**Significant**

Note: f^2 represents the effect size; TL indicates transformational leadership; CCPC indicates cross-cultural PsyCap; SOCB indicates service-oriented OCB, and TI indicates turnover intention.

TL displayed a medium effect on CCPC ($f^2 = 0.261$) and service-oriented OCB ($f^2 = 0.152$). However, it had a weak f^2 effect size on TI ($f^2 = 0.102$). Meanwhile, CCPC displayed a feeble f^2 effect size on service-oriented OCB ($f^2 = 0.138$) and TI ($f^2 = 0.005$). TI also showed a weak effect ($f^2 = 0.137$) on service-oriented OCB, as presented in Table 4.16.

4.9.4 Coefficient of Determination (R^2)

The Coefficient of Determination (R^2) measures the model's predictive power by examining the extent to which variances of an endogenous variable could be accounted for by an exogenous variable (Hair et al., 2011). R^2 ranges between 0 to 1 with higher values indicating better predictive ability for the model. In this study, the interpretation of the R^2 follows Cohen's guideline of 0.26, 0.13, and 0.02 as substantial, moderate, and weak, respectively (Cohen, 1988).
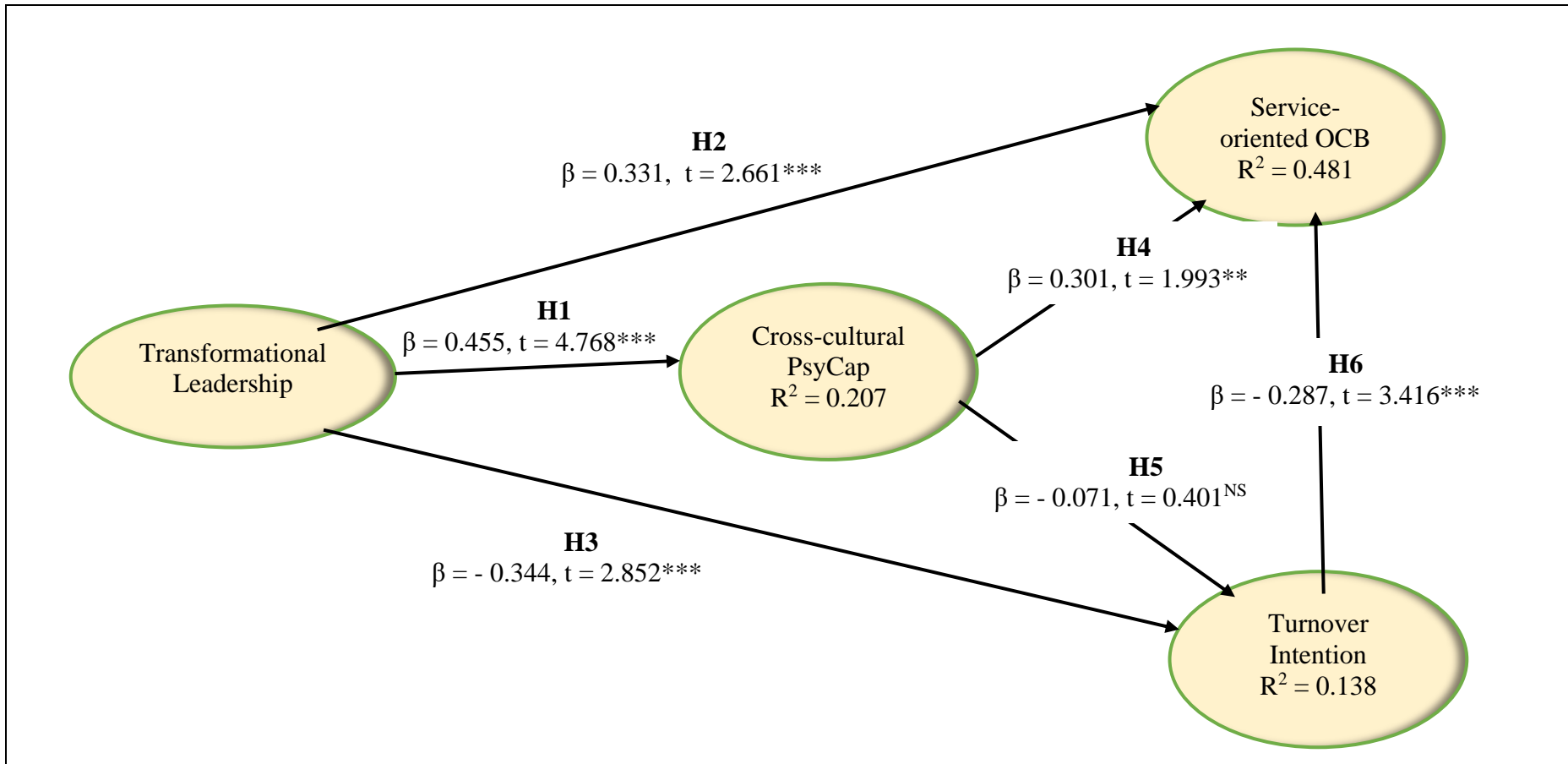
Figure 4.1 Results of Hypotheses Testing.
Note: t-value > 1.28* (p<0.10); t-value >1.65** (p<0.05); t-value >2.33*** (p<0.01), NS – Not Significant

Many studies in the social science discipline (such as Tan et al., 2020; Haldorai et al., 2019 and Memon et al., 2020a) apply Cohen's (1988) guideline to measure the model's predictive power.

The variance of the target endogenous variables, service-oriented OCB, CCPC, and TI are observed through the coefficient of determination, R^2, which is the number inside the circle in Figure 4.1. The R^2 of service-oriented OCB is 0.481, which means the three predictor variables - TL, CCPC, and TI explained 48.1% of the variance in service-oriented OCB. This implies TL, CCPC, and TI have an extremely high ability to justify the frontline workers' level of service-oriented OCB in the hotel industry. Based on the guideline by Cohen (1988), $R^2 = 0.481$ is substantial, which also renders the inner model path coefficients (H2, H4, H6) significant. The inner model path coefficient explains how strong the effect is that the variable(s) has upon another.

As for the endogenous variable, TI, the coefficient of determination, R^2, is 0.138. This effect size is considered moderate (Cohen, 1988), indicating that the variables, TL, and CCPC can moderately explain 13.8% of the variance in TI. This implies that TL and CCPC have a moderate ability to explain the frontline employees' level of TI. As seen in Figure 4.1, the moderate R^2 variance can be attributed to the non-significant path coefficient between CCPC and TI (H5, $\beta = -0.071$, t = 0.401^{NS}). Additionally, the path coefficient between TL and TI is significant (H3, $\beta = -0.344$, t = 2.852^{***}). As per a review in similar literature, the R^2 value for TI conducted by Tan et al. (2020) and Memon et al. (2017a) was at 0.187 and 0.135 which were also moderate and comparable to the current study.

The coefficient of determination, R^2 for CCPC is 0.207. This indicates that the predictor variable, TL, can moderately explain 20.7% of the variance in CCPC. TL has a moderate ability to explain the frontline employees' level of CCPC. Furthermore, the path coefficient shows a significant relationship (H1, $\beta = 0.455$, t = 4.768^{***}) between these two variables, as presented in Figure 4.1.

It is essential to note that R^2 values lower than 0.2 in social sciences research are deemed acceptable as affirmed by Abelson (1985), or even as low as 0.10 (Hair et al., 2019; Ramayah et al., 2018; Falk & Miller, 1992). This is because research in social science involves human behavior which cannot be accurately predicted compared with research in 'pure science' of which the behavior of molecules and/or particles can be reasonably anticipated (Ozili, 2016). Additionally, Hair et al. (2014) addressed the difficulty of providing rules of thumb for acceptable R^2 as it is reliant upon the model complexity and the research discipline.

4.9.5 Stone-Geisser's Q^2 value

The sample predictive ability of a structural model is also assessed by determining Stone-Geisser's Q^2 value. Using a blind-folding technique of the SmartPLS function, the Q^2 value is obtained. The result of the analysis with a value larger than zero describes good predictive relevance (Chin, 1998). A PLS path model is defined to be having predictive relevance that implies its capacity to accurately predict data that was omitted from the estimation model (Hair et al., 2017). As presented in Table 4.17, the endogenous latent variables (CCPC, TI, and service-oriented OCB) achieved Q^2 scores larger than zero, ranging from 0.065 to 0.179 indicating the model's clear predictive relevance provided for by the different endogenous constructs.

Table 4.17 Result of Predictive Relevance

Latent Construct	Q^2
Cross-cultural PsyCap	0.081
Turnover Intention	0.065
Service-oriented OCB	0.179

4.10 Mediation Analysis Assessment

The aim of this research is to investigate the mediating role of CCPC in TL, service-oriented OCB, and TI relationships. As noted in Section 3.12, although there are other methods for determining the mediating impact, this research used the bootstrapping technique as advocated by Preacher and Hayes (2008), Zhao et al. (2010), and Hayes and Scharkow (2013). The mediating

influence of CCPC on the relationship between TL, service-oriented OCB, and TI were assessed by applying the bootstrapping approach (5,000 re-sampling sizes).

Hypothesis 7 postulated that CCPC mediates the relationship between TL and service-oriented OCB. As presented in Table 4.18, CCPC has a significant mediation effect between TL and service-oriented OCB at β=0.137, p<0.10 where p-value is at 0.076* and t-value at 1.774*. Furthermore, the confidence interval did not include the number zero, thus indicating that H7 is supported. The relationship between TL and service-oriented OCB with CCPC as a mediator is at t-value 1.774*, p<0.10. This indicates that CCPC has a motivational effect on the relationship between TL and service-oriented OCB. A similar result was reported in a study by Gooty et al. (2009) focusing on workplace PsyCap, TL, and OCB.

Hypothesis 8 proposed that CCPC would mediate the relationship between TL and TI. The result shows that there is no mediation effect as indicated at β = -0.032, P < 0.10 and t-value > 1-65 where both the p-value at 0.695 and t-value at 0.392 were not significant. Additionally, the confidence interval for the hypothesis contains the value of zero, between 97.5% of the lower limit and upper limit interval, thus rendering H8 as not supported. Hence, H8 was rejected. When CCPC is used as a mediator, the link between TL and TI is non-significant, at t-value 0.392, p = 0.695[NS]. This indicates that CCPC has no impact on the direction or intensity of the association between TL and TI. As explained in Section 4.6.2, the non-significant relationship also exists in the direct relationship between the two variables.

From this model, we can conclude that there is a significant indirect effect between TL and service-oriented OCB mediated by CCPC (H7), but there is no significant indirect effect on TI (H8).

Table 4.18 Mediator Analysis

	Relationship	Indirect Effect	Std.Error	t-Value	p Value	Confidence Interval		Results
						LL	UL	
H7	Transformational Leadership -> PsyCap -> Service Oriented	0.137	0.077	1.774*	0.076*	0.010	0.264	**Supported**
H8	Transformational Leadership -> PsyCap -> Turnover Intention	-0.032	0.082	0.392	0.695^{NS}	-0.167	0.103	Not Supported

Note: t-values > 1.65* (p<0.10); NS – Not Significant

4.11 Chapter Summary

This chapter began with a discussion of the response rate, followed by descriptive statistics of respondents and instruments. For data preparation and verification, issues such as missing data, suspicious response patterns, and common method variance were deliberated.

The focus of this chapter was the discussion on the assessment of the reflective and formative measurement model and structural model. The various assessments to examine the internal consistency and reliability of the models were conducted, and results meet the needed threshold of the different test assessments. All constructs produced a composite reliability score of more than 0.70, and a minimum AVE of 0.50. Indicators with loadings less than 0.40 were eliminated, while those with outer loadings between 0.40 and 0.70 were handled with caution. Their elimination was contingent upon achieving an acceptable level of composite reliability and AVE while keeping the constructs' content validity throughout the procedure.

Validation on the formative measurement yielded satisfactory results as multicollinearity issues did not arise. The significance and relevance of outer weights were measured and tested - those that achieved significance were retained while those found not to be relevant were subjected to further examination. The decision to exclude them depended on their outer load score, and the indicators' theoretical relevance to the model. Three indicators, namely efficacy, optimism, and participation, did not meet the significance and relevance of outer weights but were retained due to their theoretical relevance.

Finally, the coefficient of determination R^2 displayed weak to moderate strength. The summary of the hypothesis testing, both direct and indirect, revealed the result of the predicted hypotheses. From the eight hypotheses inferred, six were supported, and two were rejected, as presented in Table 4.16. The Q^2 value of the endogenous latent variables (which reached a Q^2 score greater than zero) indicated that the model had a strong predictive relevance. At the same time, the effect size f^2 showed that different endogenous variables had different effects on each other, ranging from no effect to medium.

The succeeding chapter will deliberate the results, interpretations, and conclusions, as well as the implications of the research outcomes.

CHAPTER 5 DISCUSSION, CONTRIBUTIONS AND CONCLUSION

5.1 Chapter Overview

The thesis examined the constructs of transformational leadership (TL), cross-cultural PsyCap (CCPC), service-oriented OCB, and turnover intention (TI) in the context of 4- and 5-star hotels in Sabah, Malaysia. This chapter examines the hypothesis testing with the respective research questions. The discussion outlines the nature of the findings and specifies the findings of each hypothesis replicating the inferences found in the literature within a differing context, or whether the findings are original. The contribution of this thesis will then be discussed in terms of the theoretical, methodological, practical, and managerial aspects of the operations of the Sabah hotel industry. This is followed by an examination of the limitations imposed on this study before exploring possible future research avenues. The thesis summary concludes this chapter.

5.2 Review of the Findings of the Study

The tourism industry is a significant driver of the economy of Sabah, contributing to a large percentage of the state's gross domestic product. Given the increased arrival of tourists in the last two decades, the hospitality industry has been competing aggressively for market share and to maintain its competitive advantage. The hotel industry has also faced stiff competition from alternative establishments providing accommodation such as Airbnb, FlipKey, tripping.com, HomeAway, and other marketplace providers (Balasubramanian & Ragavan, 2019). Often, hotels are subjected to non-constructive criticism or reviews from disgruntled guests, as well as complaints from discerning guests, putting pressure on frontline employees. By nature, the hotel industry is highly labor-intensive. As such human resources are an integral asset in service delivery. The contribution of its frontline employees to a hotel's performance is immense and important. "The frontline equals the bottom line" is a well-known expression that aptly describes the role of frontline employees in the success of the hotels that employ them. In the process, leadership plays an important role in the performance of the frontline employees. By providing various supporting conditions to motivate frontline employees in the form of TL, frontline employees will strive to do more for the organization. TL creates a "pull-to-stay" allure for frontline

staff, preventing them from leaving or quitting the company. The present study, therefore, proposed that transformative leaders are regarded as a job resource, CCPC as a personal resource that will generate service-oriented OCB identified as a discretionary behavior and reduce the level of TI which is an adverse behavior.

Underpinning the theories on JD-R, COR, SET, and TPB, this study has demonstrated that transformative leaders motivated frontline employees to perform better, leveraging on their complimentary job and personal resources to meet job demands and challenges, resulting in lower TI. Taken together, this research has integrated the four variables understudied in a single model to address the questions below:

i. Does perceived TL have a significant influence on CCPC service-oriented OCB, TI?

ii. Does CCPC have a significant influence on service-oriented OCB and TI?

iii. Does TI have a significant influence on service-oriented OCB?

iv. Does CCPC mediate the relationship between perceived TL and TI/service-oriented OCB?

As discussed in chapter 3, the current research draws on the theoretical framework based on the theories applied. Traits associated with TL are highly valued in the hospitality industry and are recognized to influence the performance of frontline employees. Furthermore, the present research also found that TL has a positive effect on the CCPC and service-oriented behavior of employees, enhancing organizational performance and reducing the level of TI. Additionally, the research has unraveled that there was not a significant negative association between CCPC and employee TI. There are several reasons for this phenomenon elaborated in Section 5.3.4. Among them are that employees that are high in CCPC are more confident about seeking new jobs elsewhere. Moreover, most of the employees studied in this research belonged to the millennial generation which is characterized as adventurous and more inclined to leave a company for better job prospects. Employers managing human resources should consider the development of their leaders and ensure that supportive conditions are in place to encourage frontline employees to perform well and remain with the organization, thus reducing turnover.

The present research was designed as a quantitative project, utilizing a self-reported questionnaire instrument to gather data. The hotel population of the present study comprised 4- and 5-star hotels in Sabah, Malaysia. This study employed convenient sampling of the hotels and purposive sampling of the frontline employees that met the required criteria. Before the actual survey, five frontline employees in one five-star hotel were selected to do the pre-test study. The pre-test survey was performed online. In the final collection of data, both online and offline methods were used.

As discussed in chapter four, the current research garnered a total of 162 usable data/responses. Recognizing the response error for a single data collection method, the present research applied a full collinearity test to determine the common method bias (CMB). The result shows that the variance inflation factor (VIF) for all constructs ranged from 1.419 to 3.858 confirming that CMB was not a major issue in this study.

The data analysis procedure was divided into two stages, as indicated by Anderson and Gerbing (1988) The first stage is the assessment of the measurement model, and the second stage is the assessment of the structural model. Construct validity and reliability are the fundamental concerns of the reflective model, whereas collinearity is the primary concern of the formative model. Before the analysis can be made, the identification of the type of model for each measurement model is required (section 3.6 and 3.7). In the current study, TL, CCPC, and service-oriented OCB were treated as second-order constructs (formative) and TI was regarded as a first-order construct (reflective).

An overview of the research model is required for the structural model evaluation. In the structural model, this study linked the four variables: TL, CCPC, TI and service-oriented OCB. The path coefficient was assessed to examine the direct relationship inferred in the hypothesis. A total of six hypotheses were made on the direct relationship, which resulted in all having a direct relationship with the endogenous variables. Moreover, the results of the indirect relationship revealed that one hypothesis is supported and the other one is rejected. As a mediator, CCPC did not have any influence on the frontline employees' level of intention to leave. The findings of the direct and indirect effects of the hypothesis are discussed in the following section.

5.3 Hypotheses and Research Aims

This study explores the interaction between TL, service-oriented OCB, TI through CCPC as the mediator. The research objectives are intended to investigate the following relationships:

i.   TL on CCPC, service-oriented OCB, and TI.

ii.   CCPC on service-oriented OCB and TI.

iii. The TI on service-oriented OCB.

iv.   CCPC as a mediator in the relationship between TL, service-oriented OCB, and TI.

Table 5.1 Summary of Hypotheses Testing

	Statement of Hypothesis	Results
H1	*Transformational Leadership positively influences Cross-cultural PsyCap*	**Supported**
H2	*Transformational Leadership positively influences Service-oriented – OCB.*	**Supported**
H3	*Transformational Leadership negatively influences Turnover Intention.*	**Supported**
H4	*Cross-cultural PsyCap positively influences Service-oriented – OCB.*	**Supported**
H5	*Cross-cultural PsyCap negatively influences Turnover Intention.*	Not Supported
H6	*Turnover Intention negatively influences Service-oriented – OCB.*	**Supported**
H7	*Cross-cultural PsyCap mediates the relationship between Transformation Leadership and Service-oriented – OCB.*	**Supported**
H8	*Cross-cultural PsyCap mediates the relationship between Transformation Leadership and Turnover Intention*	Not Supported

The Instruments used in this study include MLQ, CCPC, service-oriented OCB, and TI. PLS-SEM was applied to analyze the data collected. The study proposed a total of

eight hypotheses which were examined and described in Chapter 4. Of the eight hypotheses tested, six were accepted and two were rejected. Table 5.1 presents the statement of hypotheses and its results.

5.4 Discussion of the Results

In the process of answering the four questions related to this research, 8 hypotheses were proposed and tested. The research questions, hypotheses, and findings relevant to each of the proposed relationships are presented below.

5.4.1 Research Question 1

The 1st question "Does perceived TL have a significant influence on CCPC, service-oriented OCB and TI?" was tested using hypotheses 1, 2, and 3 to determine the effect of TL on CCPC, service-oriented OCB, and TI of frontline workers in the Sabah hotel industry. The findings of the hypotheses are described below.

5.4.1.1 Transformational Leadership and Cross-cultural Psychological Capital

Hypothesis 1 stated that TL has a positive relationship with CCPC. The hypothesis was confirmed, with TL having a considerable beneficial influence on CCPC. It demonstrated that frontline staff in the Sabah hotel business have a favorable perception of their supervisors' TL, hence fostering the development of CCPC. This outcome is predicted, since TL's motivating tendency is integrated with the motivational tendency of CCPC, resulting in a positive and significant relationship (Sesen et al., 2019). The four elements of TL - inspirational motivation, Idealized influences, intellectual stimulation, and individualized consideration enhanced CCPC's hope, self-efficacy, resilience, and optimism (Schuckert et al., 2018). The supervisors were able to motivate frontline personnel to set challenging and motivating goals, as well as assess and anticipate positive job outcomes. These inspirations and positive outcomes are connected to optimism and hope, in which frontline employees are optimistic about their ability to accomplish their goals when confronted with cross-cultural adversities. With a strong cross-cultural hope, they will also be able to contemplate a variety of possible solutions to those adversities. Supervisors can also create confidence in frontline personnel which is associated with cross-cultural self-efficacy, enabling them to perform jobs efficiently. Frontline staff that have self-efficacy are highly driven and confident in their capacity to perform successfully in a varied

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work environment. As a result of their supervisor's transformative behavior, frontline staff are able to persevere in the face of hardship which is associated with their cross-cultural resilience. Employees with high cross-cultural resilience are able to bounce back when faced with cross-cultural adversities and enhance their performance. The result of this study agrees with previous findings by Sesen et al. (2019) and Schuckert et al. (2018) in the hotel industry. Similar results in the works of Gooty et al. (2009) and Luthans et al. (2007a) in other settings were also observed.

As discussed in Chapter 2, the JD-R theory can explain this phenomenon. The outcomes are manifested on TL and CCPC as job and personal resources (Bakker & Demerouti, 2017; Xanthopoulou et al., 2007; Karatepe & Olugbade, 2009). TL as a job resource, elicits favorable attitudes and behavior in employees. This, in turn, augments the CCPC of frontline employees—self-efficacy, optimism, hope and resilience. Hence, the finding has illustrated the relationship of favorable TL perception and CCPC in the form of job resources and personal resources, respectively. Additionally, the findings can also be explained based on the Conservation of Resources (COR) theory that these job resources, in turn, create resource caravans (Hobfoll, 2001, 2002) to combat job demands in the workplace. TL stimulates the spiral mechanism in CCPC, generating resource caravans to support frontline workers in meeting the high demands of their jobs. The study broadens our knowledge of COR theory's concept of resource caravans, which demonstrates that resources do not exist in isolation but may generate new resources. In the context of the Sabah hotel industry, it appears that frontline employees perceive their supervisors positively. The supervisors treat their employees well and share their goals, vision, and motivations through the 'morning prayers' conducted every morning before they begin their work. Such sharing elicits mutual trust, respect, and understanding as well as promotes better supervisor-follower relationships, thereby enhancing their job and personal resources to meet high job demands. This study therefore adds to the CCPC literature, as well as the JD-R theory's application to the job and personal resources in the hotel industry.

5.4.1.2 Transformational Leadership and Service-oriented Organizational Citizenship Behavior

Hypothesis 2 proposed that TL positively influences service-oriented – OCB. The hypothesis's findings revealed that TL has a favorable and substantial impact on service-oriented OCB. The result revealed that when frontline workers have a positive opinion of their supervisors' TL, their service-oriented OCB is enhanced. This indicates that supervisors practicing TL foster employees' service-oriented OCB in this sample of the study. The TL of supervisors is beneficial for eliciting the formation of service-oriented OCB of frontline workers in the hotel establishments. Such TL's traits motivate frontline staff to achieve goals, placing organizational goals above individual goals. Supervisors are attentive to the needs of frontline staff, prioritizing their training needs and development, thereby increasing their self-confidence in facing high job demands. Thus, the result supported the findings of A. Khan et al. (2020) and Jha (2014) in the hotel industry. Similar results were obtained in other organizational settings such as studies conducted by Manoppo (2020) in hospitals and E.-J Kim and Park (2019) in the manufacturing sector.

The finding of the present study also supports Social Exchange Theory (SET). According to the SET and the reciprocity norm, if employees have favorable thoughts about the companies they work for, they will react by demonstrating positive actions. Therefore, in the context of the study, the frontline employees perceived their supervisors favorably, and were obligated to reciprocate by displaying extra role behavior which achieved high quality services to satisfy customer needs. In the Sabah hotel industry context, the finding confirms the effect of TL in predicting frontline employees service-oriented OCB. These employees display extra-role behavior which is discretionary, to reciprocate the positive treatment received from their supervisors. Such discretionary behavior encompassed loyalty, delivery and participation that promotes organizational effectiveness. Frontline staff who received favorable treatment from their supervisor's display service-oriented OCB to the organization by sharing positive information about their hotel with potential customers. Additionally, loyalty (one of the components of service-oriented OCB) is regarded as an important value to the culture of the Sabahan employees (Gom et al., 2015). Simultaneously, these employees strived for excellent service-oriented OCB, avoiding mistakes and customers' complaints. These employees also display participatory behavior towards

their organization. Being the "bridge" between customers and the organization, the employees display participatory behavior by providing feedback about their customer's needs and suggesting service delivery improvements to the organization. As a result, this research adds to the body of knowledge on service-oriented OCB as well as the application of social exchange theory to discretionary performance in the hotel business.

5.4.1.3 Transformational Leadership and Turnover Intention

Hypothesis 3 stated that TL negatively influences TI. The result revealed that TL negatively influenced TI. This means the supervisors engaging in TL behaviors do influence the frontline workers' level of intention to leave. In Chapter 2, we examined how TL traits such as inspiring motivation, intellectual stimulation, idealized influence, and customized attention affect the desire of frontline employees to leave. Frontline staff identify and emulate their supervisors as role models because of their charisma, honesty, and visionary abilities. Supervisors inspire their frontline employees by aligning their values with those of their frontline personnel. Through the supervisors' personalized attention and supportive behavior, subordinates' self-esteem is raised, and they feel encouraged and appreciated. Employees become devoted to the company as a result of the supervisor's ability to instill a sense of belonging in them. As a result, these characteristics of TL in supervisors influence the frontline workers' intention to leave. Thus, the results of this third hypothesis support the findings of T.J. Chen & Wu (2017) and Waldman et al. (2015) in the context of the hotel industry.

This finding also provides empirical evidence that TL can be a "pull-to-stay' factor for the frontline employees to stay with the establishment, thus lowering the level of intention to leave. This study adds to the literature that conceptualizes TL as a "pull-to-stay" force in reducing staff turnover of front-line employees in the hotel business. Similar findings were also reported in the research of Waldman et al. (2015) and Eberly et al. (2017).

TL as a job resource elicits positive work attitudes and behavior that ultimately influence frontline employees to remain with an organization. This phenomenon is explained by social exchange theory where frontline employees felt indebted and obligated to reciprocate a supervisor's TL behavior. The supervisor, through the four

traits of TL - is able to induce and develop a strong personalized exchange relationship that transcends frontline employees' self-interests to organizational interests. Such traits of transformative leaders, namely inspirational motivation, intellectual stimulation, idealized influence and individualized consideration, therefore, promote a strong supervisor-employee relationship which, in turn, reduces employee's TI.

Additionally, the Sabahan culture places importance on harmony and respect, specifically respect towards their superiors (Andi Kele, 2020; Gom et al., 2015, Ag Budin et al., 2015). Furthermore, transformative leaders tend to be directive in high power distance culture (Ag Budin et al., 2015; Dickson et al., 2003). The Sabahan culture is categorized as a collectivist society with a high-power distance index, emphasizing the importance of relationships and authority (Ag Budin et al., 2015; Dickson et al., 2003). Based on the discussion above, this study improves our perception of the underlying mechanisms of TL in influencing employees to remain in the organization. Additionally, this study expands our insight and application of social exchange theory in this relationship in the Sabah hotel industry.

5.4.2 Research Question 2

The 2nd research question "Does CCPC have a significant influence on service-oriented OCB and TI?" was tested using hypotheses 4 and 5. This question explores the effect of CCPC on service-oriented OCB and TI.

5.4.2.1 Cross-cultural Psychological Capital and Service-oriented Organizational Citizenship Behavior

Hypothesis 4 proposed the positive influences of CCPC on service-oriented – OCB. The findings demonstrated that frontline employees having a strong CCPC have a higher level of service-oriented OCB. This confirmed that having a higher level of CCPC enhanced the service-oriented OCB of the frontline staff of the Sabah hotel industry. As discussed in the literature review, employees who demonstrate CCPC are self-efficacious, hopeful, optimistic, and resilient. A higher level of these critical psychological resources enables employees to replenish, recharge, and move forward when confronted with obstacles associated with serving customers from diverse cultural backgrounds on a daily basis. CCPC can assist employees in developing more positive emotions, which will result in an increase in positive behavior in employees (Avey et al., 2009). Following that, elevated levels of CCPC reflect an employee's

favorable work-related cognitions. When an employee has a favorable opinion of his or her work environment, he or she is more likely to go above and beyond job responsibilities to perform service-oriented OCBs in order to exceed customers' expectations. Employees who exhibit service-oriented OCB provide high-quality services and actively resolve customer problems with zeal, politeness, and conscientiousness, ultimately satisfying customers (related to service delivery). Similarly, they exhibit pride in representing the organization (related to loyalty) and make suggestions for quality improvement with management based on their interactions with customers (related to participatory engagement). As a result, this study asserts that employees' CCPC positively influences their service-oriented OCB. The result of the current study supports the findings of past research conducted by Wu and Nguyen (2019), Bouzari and Karatepe (2017), and H.S. Jung and Yoon (2015) in the hospitality industry. Other studies by Gupta and Singh (2014) and Luthans et al. (2007a) in different settings revealed similar findings.

This finding lends support to the theory of social exchange and the norm of reciprocity. A social exchange relationship between organization-employee is established when an individual joins an organization as an employee, leading to a chain of interactions that generate reciprocal obligations. From the perspective of this theory, service-oriented organizational citizenship behaviors were performed as a social exchange between the employee and the organization. As CCPC is generated from the positivity gained from the organization, employees are obligated to reciprocate. CCPC is known to be an important element that can enhance positive organizational behavior (H.J. Kang, 2014). The eagerness of employees to display service-oriented OCB is reflected in the four characteristics of CCPC – self-efficacy, hope, resilience, and optimism. When employees possess CCPC, such as an optimistic attitude toward results, service-oriented OCB increases as a result of the positive attitude. As this behavior is discretionary, employees will withhold their service-related OCBs if they believe their contribution is not recognized or appreciated by the organization. Thus, the current study advances our understanding of social exchange theory by focusing on the exchange relationship between organization and employee in CCPC and service-oriented OCB in the hospitality literature. Additionally, this study validated the norm of reciprocity by demonstrating that frontline employees are willing to engage in

extra-role behavior (service-oriented OCB) as a result of psychological resources (CCPC) attained from positive organizational factors.

In the Sabah hotel industry, the display of service-oriented OCB is reinforced when frontline employees are provided with psychological resources to meet the high job demands associated with serving customers from diverse backgrounds. The importance of CCPC is highlighted in the current study as it can induce extra-role behavior of the Sabah hotel frontline employees. The psychological resources, self-efficacy, hope, resilience and optimism, are positively linked to loyalty, service delivery and participation OCBs. Psychological resources reflect positivity that motivates employees to engage in extra-role behavior for the benefit of self and the organization. Personnel with a high degree of CCPC are highly motivated by their works, have enhanced cognitive capabilities, and can devise contingency plans in the event of job obstacles or cross-cultural interaction difficulties, demonstrating positive attitudes about their jobs. These resources motivate employees to demonstrate loyalty OCB (by promoting the organization's good name), service delivery OCB (by meeting customers' needs), and participation OCB (by giving feedback to organizations for the improvement of service). Employers must therefore develop and enhance their employees' CCPC in order to promote helpful behaviors such as service-oriented OCB that contributes to superior service delivery and organizational performance. The current study adds to the literature in the hospitality industry regarding CCPC, service-oriented OCB, and social exchange theory.

5.4.2.2 Cross-cultural Psychological Capital and Turnover Intention

Hypothesis 5 proposed that employees with a high level of CCPC will have a low level of intention to leave. This sample's results revealed that there is no significant association between the variables. This means that frontline workers with higher CCPC levels would still leave the organization. This finding is unexpected considering prior research by Karatepe & Karadas (2014) and Avey et al. (2011) indicated a negative relationship. However, further search in the literature reveals a similar finding by Z. Li et al. (2021) and H.J.A. Kang et al. (2018) on the non-relationship between the two variables. Several variables might account for the negligible relationship. First, workers with a high CCPC display confidence in their skills to tackle problems, which may drive them to quit their company for better employment possibilities (J. He et al.,

2019; Gist, 1987). Second, most of the respondents of the study belong to the millennial generation (age range 20 – 40). Given the high level of CCPC, millennial workers would leave the company for more exciting job prospects (Kong, 2015). Third, the hotel industry regards high staff turnover as the norm (Abo-Murad & AL-Khrabsheh, 2019; Davidson et al., 2010). There is a widespread acceptance of turnover in the hotel industry which has developed into a culture that views this behavior as appropriate (Abo-Murad & AL-Khrabsheh, 2019; Patiar & Wang, 2016; Zopiatis et al., 2014; Iverson & Deery, 1997). Therefore, it is not surprising that workers, who have a high level of CCPC may still leave the organization as and when there is a job opportunity in another organization/industry. These findings confirm that CCPC does not play a role in lowering the TI of frontline workers in the Sabah hotel industry. The result of this study is inconsistent with prior studies (such as Celik, 2018; Karatepe & Karadas, 2014; Avey et al., 2011), however, it agrees with recent studies by Z. Li et al. (2021) and H.J.A. Kang et al. (2018) in the context of the hotel industry. Nevertheless, CCPC is potentially an important factor in determining the behavioral attitudes of frontline employees, and this observation reflects the hospitality literature that is still unclear on the intricate link between CCPC and TI.

Initially, the hypothesis proposed that a high degree of CCPC would reduce TI, as explained by the JD-R theory. However, the finding is non-significant due to inherent factors in the hotel industry and the nature of the psychological resources provided by CCPC, which inspires employees' confidence to seek better job opportunities. In the context of the Sabah hotel industry, frontline workers having a high degree of CCPC will still leave an organization for better job opportunities. This is reflected in them having a high level of psychological resources in self-efficacy, hope, optimistic and resilience. Frontline employees are confident in their ability to secure better job opportunities and succeed in their new job, remain focused on setting and achieving goals in cross-cultural environments and can envision successful career paths in a cross-cultural environment. They are much more confident to attain better job prospects elsewhere and leave their current organization. This research therefore adds to the literature on the linkage between CCPC and TI in the hospitality industry.

5.4.3 Research Question 3

The 3rd question "Does TI have a significant influence on service-oriented OCB?" was tested using hypothesis 6. This question examined the effect of TI on service-oriented OCB.

5.4.3.1 Turnover Intention and Service-oriented Organizational Citizenship Behavior

Hypothesis 6 stated that TI negatively influences service-oriented – OCB. The result indicated that these variables have a negative relationship. This means that frontline employees with an intention to leave may demonstrate a decrease in service-oriented OCB, which can be disastrous for the organization. This is because employees contemplating leaving will have an impact on their relationship with the organization, resulting in less discretionary behavior on the part of employees (Verbruggen & van Emmerik, 2020; Mai et al., 2016). This behavior is critical for the organization because it can help promote high-quality service and improve organizational performance. The finding of the current study falls in line with the few empirical findings of other researchers such as Mai et al. (2016) and Burris et al. (2008). Most studies examined the outcomes of TI to actual turnover and less on behavioral outcomes. The result also finds support from the theory of planned behavior that the outcome of engaging and experiencing positive or negative behavior (such as a lower level of service-oriented OCB) is dependent on one's cognitive appraisal of one's behavior (such as TI) on the job environment and demands (Mai et al., 2016; Verbruggen & van Emmerik, 2020; Burris et al., 2008). As a result, the lower level of service-oriented OCB was conditional on the cognitive intentions of employees to quit. Therefore, the current study advances the theory of planned behavior by examining service-oriented OCB as a direct result of TI. The study addresses a current research gap regarding the use of TPB to explain employee behaviors in the hospitality industry (Ma et al., 2020). While the majority of studies have equated TI with leaving, the current study chose to analyze the behavior of employees who have TI but remain with the organization, an area of research that has received little attention (Verbruggen & van Emmerik, 2020; Mai et al., 2016). Hence, the study contributed to the body of knowledge in hospitality literature by examining service-oriented OCB as the behavioral outcome of TI.

In the context of the Sabah hotel industry, the data collected established that TI negatively influences the service-oriented OCB of frontline employees. Employees having turnover cognitions resulted in lower service-oriented OCB. Hotel establishments must be aware of this outcome and should try to lower staff TI. If left unchecked, employees with TI that remained with an organization will be detrimental to the organization's successful performance. A high level of service-oriented OCB has been shown to benefit an organization's service delivery quality, competitive advantages, and financial performance (Tuan et al., 2021; Y.Y. Tang & Tsaur, 2016). This study therefore contributes to the literature on TI and service-oriented OCB, as well as TPB application to the relationship in the hotel industry.

5.4.4 Research Question 4

Question 4 "Does CCPC mediate the relationship between perceived TL and TI/service-oriented-OCB?" was tested using hypotheses 7 and 8. The question investigates whether CCPC mediates the relationship between TL and service-oriented OCB/TI. The two research hypotheses were developed to strengthen the theoretical evidence relating to the mediating impact of CCPC generated by research. It is based on the idea that a mediating variable can be used to advance new information because it allows for the documenting of a cause-and-effect link, as well as postulating possible mechanisms for the causal relationships (Neuman 2014). This research contributes and provides support to researchers such as Newman et al. (2014) who recognized the need for more studies in PsyCap as a mediator. Newman et al., (2014) indicated that studies related to PsyCap as being a mediator have been largely overlooked.

Hypothesis 7 proposed that CCPC mediated the relationship between TL and service-oriented OCB. The result of the study revealed that CCPC has a mediating effect on the relationship between TL and service-oriented OCB. This suggests that, in addition to having a direct effect on service-oriented OCB (H4), TL also has an indirect effect on service-oriented OCB via CCPC. It confirmed that with CCPC, the frontline employees' perception of TL and service-oriented OCB increased.

This finding might be explained by the JD-R theory, which examines the influence of job resource and job demand on employee behavior. Job and personal resources such as TL and PsyCap have positive effects on employee's OCB (Sri Ramalu & Janadari, 2022; Wu & Nguyen, 2019; Bouzari & Karatepe, 2017; Jung & Yoon, 2015; Gupta & Singh, 2014; Gooty et al., 2009) that clearly demonstrates the theory's motivational process. Similarly, the results can be concurrently explained using the COR theory. The COR theory posits that employees would actively seek to acquire, retain and protect their resources (Hobfoll, 1989). Serving as a resource caravan, these resources encourage employee self-improvement and progress while also assisting in achieving work objectives and reduce job demand (Demerouti et al., 2001). Comparably, these resources play motivating roles by fostering employees' development and progress and enabling the fulfilment of objectives that impact their work attitude and behavior (Sri Ramalu & Janadari, 2022). Hence, in the context of this study, CCPC and TL provides passageways for the frontline employees to tap in meeting their job demands, without it would probably result in poor performance and negative work attitude and behavior (Hobfoll, 2011).

Similar findings on the mediating effect of PsyCap between leadership behavior and other behavioral outcomes were reported in the works of several researchers. For example, a study conducted by Sürücü et al. (2020) found that PsyCap mediates the relationship between three types of leadership (namely transformational, transactional, and laissez-faire) and organizational commitment. Schuckert et al. (2018) revealed a similar finding on the mediating effect of PsyCap in the relationship between TL and service innovation behavior. A further study extending the research in PsyCap as a mediator within the hotel context was found in the works of Bouzari & Kratepe (2017). They reported that PsyCap mediates the relationship between leadership (authentic leadership) and intention to remain with the organization, service-oriented OCB, and other work-related outcomes involving hotel salespeople in Iran. However, based on the literature review, this study probably is the first study within the hospitality context focused on frontline employees to demonstrate empirically the relationship between TL and service-oriented OCB from the perspective of CCPC (as a mediator). To the author's knowledge, no study has investigated the relationship between the three variables in combination. Hence, the current study has enriched the literature on the mediating effect of CCPC, as well as

extended the leadership-related research from the perspective of CCPC in the hospitality industry.

Hypothesis 8 proposed that CCPC has a mediating effect on the relationship between TL and TI. However, the hypothesis outcome in this study showed that there is no mediating effect on the TL – TI relationship. This indicates that CCPC had no effect on the strength of the TL and intention to leave relationships. Additionally, the direct relationship between the two variables – CCPC and TI – was non-significant. Hence, the findings indicates that employees with higher levels of CCPC would still leave the organization, even when CCPC mediates the relationship. The finding of the current study is consistent with a recent study by H.J.A. Kang and Busser (2018). As discussed in the literature review, the direct relationship between PsyCap and TI has produced inconsistent findings. Most researchers have reported a negative relationship between these two variables. Manoppo (2020) found that TL has a significant negative effect on TI, meaning that the higher the TL, the lower the TI of nurses. T.J. Chen and Wu (2017) corroborate the finding in the hotel industry where frontline employees having a favorable perception of TL have less intention to quit. Given the mixed findings on the aforementioned correlations, the current result lends support to the insignificant relationship between the two variables. This study has therefore enriched the literature in the mediating role of CCPC and advanced our understanding of the role of CCPC in frontline employees' TI in the hotel industry.

There are several underlying causes inherent in the hotel industry attributing to the insignificant relationship. First, as one of the sub-dimensions of CCPC, self-efficacy is found to relate to an individual's confidence level relative to taking on and completing given tasks (Luthans et al., 2017). Self-efficacy relates to an individual's belief about their capabilities, and this has a direct effect on the challenges that an individual subsequently attempts (Bandura, 1997). With this assertion, the data appears to empirically demonstrate that individuals who have higher levels of self-efficacy are more inclined to leave their organization for opportunistic reasons.

Second, the other sub-dimension of CCPC is hope, which is a cognitive mechanism that is focused on a person who has the versatility (in the form of willpower and waypower) to take various paths to achieve their goals (Snyder, 2000). Snyder (2000)

further explained that this process creates both inspiration and a real expectation that a person will achieve his or her goals. It is, therefore, rational to believe that individuals who are highly self-efficient and able to imagine effective career paths will feel much more secure in leaving their current organization in search of better prospects.

Thirdly, most research participants were millennials. Given the characteristics of employees from this generation, they are adventurous and willing to try new jobs and careers. Hence, it is expected that these employees will resign from their current jobs for a more exciting career path (He et al., 2019; Kong, 2015)

Finally, another factor that supports the non-significant relationship is that employee turnover is seemingly accepted as a norm, or a "culture" in the hotel industry (Patiar & Wang, 2016; Zopiatis et al., 2014; Davidson et al., 2010). Turnover culture is defined as the employee's normative belief that turnover behavior is reasonably acceptable, and the acceptance of turnover is part of a workgroup norm (Abo-Murad & AL-Khrabsheh, 2019; Iverson & Deery,1997). In Malaysia, a recent study on turnover culture and crisis management of the hotel industry was conducted by Abo-Murad & AL-Khrabsheh (2019). These researchers found that the general sentiment on the turnover culture is reflected in most of the comments made by hotel managers and frontline staff. One human resource manager commented that most of their staff will work for their hotel for three months at the most, as they will leave for better opportunities and pay. A front-line employee also mentioned that this was the third hotel he was working for and that his longest tenure of employment was two years. Hence, turnover has become a norm in the hospitality industry where employees frequently leave one place of employment for another.

5.5 Research Implications

The theoretical, methodological, and managerial implications of the research are presented in this section.

5.5.1 Theoretical Implications

5.5.1.1 Understanding Employees' Attitudes and Behaviors

In response to calls from several researchers to focus on proximal variables in understanding employees' attitudes and behaviors in the hospitality industry, this study

focused on frontline employees' attitudes and behaviors (employee outcomes), with TL (Gui et al., 2020) as an antecedent to the study. To study the impact of the different aspects of the construct simultaneously, four important variables were included, namely TL, CCPC, service-oriented OCB and TI. Thus, this study responded to the literature by exploring a model that integrates these constructs into one single research model that may not have been researched in the hospitality context.

5.5.1.2 Integration of Theories and the Research Framework

The theories underpinning the research framework are the Job Demands Resources (JD-R), Conservation of Resources (COR), Theory of Planned Behavior (TPB), and Social Exchange Theory (SET). In social science research, researchers apply these theories to understand the complexities of human behavior to explain a phenomenon that has come under their scrutiny. Mayer and Sparrowe (2013) refer to this form of theory integration as leveraging many theoretical perspectives to describe a single reality. This synthesis of many theoretical perspectives would result in a more complete knowledge of the underlying phenomena.

The basic principle of COR theory posits that people are motivated to obtain and protect their resources, and they will be stressed if they are threatened by work environment conditions (job demands) or if they fail to obtain enough resources (Halbesleben et al., 2014). Resources are defined as "those objects, personal characteristics, conditions, or energies that are valued by the individual or that serve as a means for the attainment of these objects, personal characteristics, conditions, or energies" (Hobfoll, 1989, p. 516). Although COR theory postulates that the concept of resources comes in many forms, it does not categorize the resources. Hence, the theory of JD-R complements this aspect of COR theory based on two points: firstly, JD-R theory provides the meaning of job and personal resources, and secondly, similar to job resources, personal resources play a motivating role in helping employees to cope with job stresses (Bakker and Demerouti, 2017). In the context of the present study, TL and CCPC meet the definitions of job resources and personal resources, respectively. JD-R theory gives a complete explanation for the manifestations of TL and CCPC by elucidating how the interplay of job demands and job resources may shape both positive and negative work outcomes (Bakker & Demerouti, 2017; Xanthopoulou et al., 2007; Karatepe & Olugbade, 2009). Another

feature of COR theory is that resources do not exist on its own; rather, the existence of one resource could lead to another resource, resulting in the formation of a "resource caravan" that collaborate to achieve beneficial outcomes (Hobfoll, Halbesleben, Neveu, & Westman, 2018; Hobfoll, 2011).

From the study's perspective, TL causes a spiral process in CCPC, resulting in the creation of a resource caravan. These resources allow frontliners to counter adversities and job demands, causing a reduction in TI. Additionally, the frontline workers could use the resources to motivate and inspire their colleagues (spill-over effect). The presence of the resource caravan helps the frontline workers to be resilient in the face of high job demands for effective performance and well-being.

Having established the influences of job and personal resources in the context of JD-R and COR theories, the theory of planned behavior represents a further contribution. The current study offered support for the theory of planned behavior, which has previously been under researched in terms of the relationship between intentions and behaviors (Oh & Chhinzer, 2021; Ma et al., 2020). Intentions were thought to represent the motivational forces that drive behavior. Generally, stronger behavioral intentions were associated with an increased likelihood of engaging in the desired behavior. In the current study, it was predicted that the behavioral intention of frontline employees, that is, the intention to leave, would result in a lower degree of service-oriented OCB while the employees were still employed by the firm.

Social exchange theory complements the theory of planned behavior in determining the motivations of employees to adjust their attitudes toward certain inducements and expected reciprocation from the inducements. Social exchange theory explains how people who receive specific types of advantages or services are obligated to reciprocate by providing something in return (Qi et al., 2020). In the context of the current study, TL and CCPC motivated employees to reciprocate by displaying extra-role behavior, which is service-oriented OCB. As previously stated, transformational leaders inspire, pay attention to employees' needs and intellectually stimulate their employees. With such leaders, employees' psychological resources are further enhanced to meet job demands (Gashema & Kadhafi, 2020; Sesen et al., 2019).

Based on social exchange theory, frontline employees may feel obligated to repay these behaviors with a higher level of service-oriented OCB and a reduced level of TI.

5.5.1.3 Transformational Leadership as a Job Resource

JD-R theory describes TL as a motivational mechanism that can help mitigate the job demands of employees. Previous research has found that TL increases the availability of other job resources (such as interpersonal relationships and social support) while decreasing job demands (such as cognitive, emotional, and physical demands) (Fernet et al., 2015; Breevaart et al., 2014a). Another contribution of this study was entrenched in the effect of TL as a job resource in eliciting other resources and positive work attitudes and behaviors. This is likely the study's most important contribution, since, at the time of writing, there is no research that has looked at the association between these variables. TL alone is not a panacea in reducing TI and improving service-oriented OCB among frontline employees but rather requires a complementing resource to solve the problem correctly. Thus, this research has effectively added to the body of knowledge by demonstrating that when TL as a job resource is accompanied by other resources and positive behaviors, such as CCPC and service-oriented OCB, it eventually has an impact on a worker's decision to stay with a firm.

5.4.1.4 Interactions Between Personal Resources and Job Resources

By seeking to fill in the gaps in the literature about CCPC, this study made a concrete contribution to the current body of knowledge. This was due to a substantial gap in the theoretical development and empirical study on CCPC, since relatively few studies examined the construct's antecedents (Dollwet & Reichard, 2014; Avey et al., 2011). Studies in PsyCap specifically in a cross-cultural context are limited. Furthermore, the existing studies on CCPC were focused on outcomes such as service quality, cultural intelligence, ethnocentrism, work engagement, and burnout (Maslakci & Sesen, 2019; Reichard et al., 2014; Kotze & Massyn, 2019). The current study, therefore, contributes to the existing literature by filling the CCPC literature gap, specifically by integrating TL and CCPC in one research model.

Personal resources are assumed to function similarly to job resources in terms of their ability to impact outcomes (Mayerl et al., 2016) or as mediating variables (Huang et al., 2016; Xanthopoulou et al., 2011). This research may help to clarify the concept of

personal resources within JD-R theory, with a particular focus on CCPC. Additionally, this research helps in understanding how personal and job resources interact within the same model. Thus, the findings of this research provide new insights into how personal and job resources might be combined within the same environment to maximize worker potential in the workplace. It also supports the resource caravan concept, which individuals might draw on to deal with their job demands while achieving the organization's objective simultaneously (Hobfoll, 2014, Hobfoll, 2011). The findings, therefore, addressed the call for more research into how these resources work together to achieve organizational goals (Halbesleben et al., 2014).

The resource caravan concept is based on the findings that describe TL and CCPC's collaborative efforts to boost employee service-oriented OCB and reduce TI. A resource caravan would surely assist frontline employees confronted with employment demands to find a suitable job resource that will enable them to overcome health impairments. According to Hobfoll's (2011) definition of a resource caravan, it is a "collective pool of resources accessible inside that organizational environment, as well as individuals' and groups' capacity to access those resources" (Hobfoll, 2011, p. 118). This description corroborates the study's findings.

Within the concept of resources, a resource caravan is a crucial theoretical proposition of resource crossover, which is described as a "dyadic inter-individual transmission of psychological states and experiences" (Hobfoll et al., 2018, p. 108). The crossover resources are apparent in prior research such as in studies by Gutterman et al. (2017). Breevaart and her colleagues reported that a highly positive leader-follower exchange relationship strengthened employees' performance indicating the crossover of resources to the positive performance of followers (Breevaart et al., 2014a). This is a significant benefit for frontline employees since resource cross-over leads to spirals among their coworkers, increasing their level of service-oriented OCB and triggering a set of resources that improves their CCPC and OCB in the workplace (Hobfoll et al., 2018). The crossover model explains several potential ways by which resource gains are transmitted in social situations from one individual to another, as well as from the dyad to the team and organization.

Understanding the impact of TL and CCPC on each other is important for fostering a long-term favorable working atmosphere. It would be to the benefit of hotel establishments if they could devise interventions that would initiate this process.

5.5.2 Methodological Implications

The PLS-SEM technique of analysis was used due to the intricacy of the structural model of the study, which incorporates both reflective and formative constructs. The PLS-SEM approach differs from other methods, such as covariance-based SEM (CB-SEM), in that it permits simultaneous testing of a complicated model that includes 'reflective-formative' higher-order constructs (Hair et al., 2018). The statistical methodology also allowed us to examine both direct and indirect correlations between independent and dependent variables at the same time (Hair et al., 2017). Furthermore, it is less constrained with regards to sample size and normality due to its nonparametric characteristics. Additionally, the method produces latent variable scores that may be used in subsequent analyses. As a result, PLS-SEM overcomes various constraints of CB-SEM, "particularly in research settings characterized by complex research models and limited data" (Ringle et al., 2018, p. 2). Also, the current study is perhaps one of the first studies to use PLS-SEM to examine the mediating effect of CCPC on the relationship between TL, service-oriented OCB behavior, and TI.

5.5.3 Practical Implications

5.5.3.1 Effectiveness of Transformational Leadership

The high turnover incident in the hospitality industry has been highlighted as a global occurrence, which affects the competitive performance and service quality delivery (Okae, 2018; Faldetta et al., 2013). Past literature cited TI as the precursor to actual turnover. The importance of examining whether TL can be used to supplement an organization's recruitment and retention efforts is undeniable, especially in the light of industry surveys emphasizing the growing importance of TL and the critical role of frontline workers in building a reputable hotel establishment. As a result, this study focused on the influence of TL on service-oriented OCB and TI.

5.5.3.2. Mediating Role of Cross-cultural Psychological Capital

This study effectively made a significant empirical addition to our knowledge of the mediating role of CCPC. Research focusing on PsyCap as a mediator has been largely overlooked (Newman et al., 2014). Furthermore, there have not been many studies conducted that place the constructs of TL, service-oriented OCB, and TI with CCPC as a mediator, into one model. Thus, the research has added new views to the existing literature about its role as a mediator. Additionally, the mediation analysis contributed to the body of knowledge by establishing CCPC as a critical factor in service-oriented OCB and TI relationships. The study has therefore indicated a favorable impact on service-oriented OCB but not on TI. Additionally, there is also no direct impact on the relationship between CCPC and TI.

Furthermore, the study has provided a new way of considering the relationship between job and personal resources and how this relationship will influence the emergence of service-oriented OCB and its impact on TI. The major premise of this study is that job resources can activate personal resources via CCPC, allowing frontline employees to be able to face challenging job demands. As a result, the research contributed to a better knowledge of job and personal resources of frontline employees in the hotel business.

5.5.4 Managerial Implications

This study provides some assertions relevant to providing hotel establishments with empirical evidence aimed at enhancing job and personal resources and reducing employee turnover within Sabah's hotel industry. Additionally, this study reveals unexpected results as there are underlying issues inherent in the hotel industry context. Hence, one of the study's most important attainments is the advancement of a better understanding of the turnover intention in Sabah's hotel industry. This section will begin by presenting the findings, and thereafter its implications.

5.5.4.1 Effectiveness of Transformational Leadership

The research collected empirical evidence demonstrating that TL as a job resource had a beneficial effect on frontline employees' CCPC, service-oriented OCB, and intention to leave. This study confirms previous results that TL has a significant impact on the actions and attitudes of followers in the hospitality business (Gui et al., 2020).

Hence, human resource practitioners need to target an increase in TL within the workplace to enhance the CCPC and service-oriented OCB provided by frontline employees. Also, the data confirmed the findings of researchers such as Sesen et al. (2019) and Schuckert et al. (2018) that frontline employees with higher levels of TL provide a greater level of CCPC. This means that empirical research suggests that employees with positive perceptions of TL will have higher levels of CCPC and service-oriented OCB than those with negative perceptions. Such empirical evidence provides human resource practitioners the assurance when attempting to gain a competitive advantage by employing workers who are high in CCPC and service-oriented OCB while ensuring that they are guided by transformative leaders.

5.5.4.2 Training and Development

In terms of staff retention, the study confirms the findings of T.J. Chen & Wu (2017) and Waldman et al. (2015) that workers working with transformational leaders are not inclined to resign. Therefore, organizations such as those in the hotel industry should embrace the importance of instilling such leadership behavior in their supervisors. To attain this, human resource practitioners are to provide supervisors with the necessary skills and knowledge in TL. According to Bass (1990), TL can be learned and should be the subject of management training and development. Through training, supervisors can learn the techniques and obtain the qualities they need to become transformational leaders. TL qualities such as fostering shared group identity and collective goodwill promote better interpersonal relationships between supervisors and staff. Employees are likely to feel supported by their supervisors and have more autonomy to perform their jobs when their leader pays attention to their needs. As a result, supervisors who have been trained in TL will be able to evoke good emotions, behaviors and attitudes from their staff.

5.5.4.3 Transformational Leadership – a "Pull-to-Stay" Strategy

Under the preceding paragraph, organizations, specifically in the hospitality industry, are striving to reduce their employee's TI. One of the ways is to apply the "pull-to-stay" strategy using TL. Transformative leaders are known to value individual needs and promote effective interpersonal relationships that develop trust, respect, and loyalty among them (T.J. Chen & Wu, 2017). As such, this type of leadership may have a "pull-to-stay" effect on the frontline employees encouraging them to remain in the

organization (Eberly et al., 2017; Waldman et al., 2015; T.W. Lee et al., 2014; Bass et al., 2003).

5.5.4.4 Inherent Issues in the Hotel Industry

With regard to the mediation influence of CCPC between TL and TI, the findings revealed that individuals with high levels of CCPC are more likely to leave their organization. At first glance, these findings appear to mitigate the benefits associated with lowering TI, as mentioned above. Indeed, it may be argued that aiming to achieve a high level of CCPC has no benefit if it also encourages employees to leave the organization. Hence, these findings propel researchers to uncover other underlying issues that are inherent in the hospitality industry. As previously stated in Section 5.3.4, the reason for the insignificant relationship is most likely owing to the underlying causes. One of the underlying causes is the turnover culture in the hotel industry. According to Davidson et al. (2010), the hospitality industry has a seemingly accepted turnover culture. As a result, a highly talented employee would have a relatively easy time quitting and finding new employment. In the cross-cultural context, CCPC as a construct refers to an individual's positive psychological state, which is characterized by several attributes, including self-efficacy and hope. Self-efficacy provides confidence in employees to attain better job opportunities while hope elicits willpower in employees to take various paths to achieve their career goals. To this end, it may be argued that individuals with a high degree of CCPC are more confident in their talents and more likely to quit their jobs in search of better employment opportunities. Workers with a high degree of CCPC are self-assured in their interactions across culture and well able to anticipate profitable career options. As a result, they would feel considerably more confident about leaving their current employer in the quest for better opportunities.

5.5.4.5 Cognitive Appraisals of Leaders

Given the ease with which employees might leave the industry (Davidson et al. 2010), the decision to leave an organization may be influenced by their cognitive appraisals of their leaders, job, and organization. Based on the TPB, a person's behavior is determined by his/her intentions. As discussed in Section 2.1.3, an employee's decision to engage in certain behaviors is influence by three factors: attitude toward behaviors, subjective norms, and perceived behavioral control (Ajzen, 1991). The

behavioral intention stems from attitude and subjective norm evaluated cognitively to form a behavior (Ajzen & Fishbein, 1980; Ajzen, 1991). Perceived control behavior arises when employees want to perform a behavior but due to limited resources and opportunities may not be able to. The frontline employees' cognitive appraisals of their supervisors, job, and organization may determine their behavioral intention to leave or stay with the organization. Unfavorable cognitive appraisals may determine their behavioral intention to leave the organization. And occasionally, employees who have the intention to leave may not lead to turnover, due to intervening factors such as limited job opportunities. Hence, it is suggested that employers and human resource management practitioners look at their human resource management practices so that frontline employees will be influenced to have favorable cognitive appraisals of their supervisors, jobs, and the organization and remain with the organization. Additionally, organizations need to examine their retention strategy which should aim to retain employees while simultaneously mitigating the detrimental impact of unrealized turnover cognitions.

5.5.4.6 Linkages Among the Four Constructs

When the linkages between TL, CCPC, employee TI, and service-oriented OCB are summarized, both good and negative situations emerge. This is because employees who perceive their leaders favorably are more likely to provide a higher level of CCPC, service-oriented OCB, and less intention to leave. Additionally, employees that have a higher level of CCPC contribute to a higher level of service-oriented OCB that results in effective performance. On the other hand, workers with a high degree of CCPC also find it easier to transfer from one hotel to another opportunistically. This is not to say that managers should avoid recruiting such people. Based on the TPB and the "pull-to-stay" strategy, research shows that workers will continue to remain with an organization if their expectations are met. To reduce the level of TI, managers, therefore, need to focus on the development of TL as research strongly supports the notion that TL acts as a "pull-to-stay" strategy in persuading employees to stay. To acquire a competitive advantage, an organization would benefit from hiring employees with high CCPC levels and service-oriented OCB traits. However, procedures must be put in place to guarantee that these employees remain by having transformative leaders that provide support and resources to help them excel in their jobs.

5.6 Limitations of the Research

This study has some limitations in the investigation of the perceptions of TL on CCPC, service-oriented OCB, and TI of frontline employees in the hotel industry of Sabah.

Socially Desirable Bias As the survey applied the use of self-report questionnaires, this research is subjected to socially desirable bias (SDB). In this survey, there are questions about their perceptions of their leaders and TI. These queries are considered sensitive questions and are likely to receive SDB responses. While answers to survey questions are affected by such responses, the frontline employees may have consciously provided misleading responses to present themselves favorably in the light of social norms and standards. In Sabahan culture, the cultural value of respect for authority and preserving one's 'face' (dignity) may influence them to provide neutral responses to sensitive questions. In this research several steps, such as confidentiality and anonymity of respondents, were taken to deter and alleviate SDB. Nevertheless, the limitation in SDB responses is acknowledged.

Sample of Study The sample of four- and five-star hotels used in this research was obtained from the Ministry of Tourism and Culture (MOTAC) website. The listing provided may have excluded new hotels which are yet to be registered with MOTAC. Additionally, the participation of hotels in the survey was constrained due to the reluctance of some hotels to participate due to their policies on research surveys conducted in their establishments. These hotels do not allow such surveys to be conducted on their employees for fear that surveys will disrupt their flow of duty while at work. Hence, the generalizability of inferences from the findings of this research cannot be made.

Cross-Sectional Method Due to time and cost constraints, the research design of this study employs the cross-sectional method of which data was collected at a single point of time (MacCallum & Austin, 2000). Data obtained through this method limits the ability to draw reliable inferences on the causal ordering relating to the observed variables. Notwithstanding, although this study has considered the suitability of this method for fulfilling the research objectives, the longitudinal data method might provide interesting insights on the causality (Sekaran & Bougie, 2014).

Comprehensive Nature of Frontline Employee's Work Finally, this study focused only on the relationship between TL on CCPC, service-oriented OCB, and TI. Given the comprehensive nature of frontline employee's work, this research does not investigate other factors such as work engagement, job satisfaction, and burnout that may influence the frontline employees' level of TI and service-oriented OCB.

5.7 Future Research
The limitations outlined in the previous section spurred on several recommendations to be proposed for future research.

Foremost, an important finding of this study is that TL is beneficial on CCPC, service-oriented OCB, and TI, however the direct relationship between CCPC and TI and CCPC as a mediator between TL and TI does not affect the relationship. Frontline employees would still leave the organization regardless of having a high or low level of CCPC. This finding contradicts the findings of Karatepe and Karadas (2014) and Avey et al. (2011), which indicate that employees with a higher PsyCap influence their intention to remain with the organization. However, the studies by Z. Li et al. (2021) and H.J.A. Kang et al. (2018) reveal a similar finding on the non-relationship. Hence, more research into the variances in the findings on the CCPC – TI link is needed to further support and expand on the evidence in hospitality settings.

Second, it would be interesting to repeat the study, as this would provide further information regarding the nature of the link between TL, CCPC, service-oriented OCB, and TI, as well as provide a basis for causality assessment. Additionally, the current study focused on single-source data, that is the frontline employees. Future study may adopt a multi-informant model that includes the perspective of the leader or supervisor of the frontline employees. This is to provide further insights on the mechanism underlying the relationship between TL, follower CCPC, follower service-oriented OCB, and TI.

Third, future study can also extend to include a mixed method or qualitative data research method to increase the richness of data collected. This method of analysis offers additional insights into the reasoning behind the relationships of the variables under research (Creswell, 2014). Although the quantitative method was adequate for

this study, TL focused on frontline employees' perceptions of their leaders, which could be influenced by the environment in which they work. The same approach applies to CCPC and other resources because the valence assigned to each element is based on a person's life experiences.

Finally, replicating this model in other industries (such as airline and travel services), is another research possibility that could be explored which will be beneficial to the relevant organizations. Additionally, further research is recommended to include Sarawak and West Malaysia to obtain generalized data using the same research model.

5.8 Conclusion

This study attempted and successfully integrated the constructs of TL, CCPC, TI, and service-oriented OCB into a single model. It demonstrated that TL and CCPC promote discretionary behavior and reduced undesirable actions, such as TI. The understanding that TL by itself had a favorable impact on the outcome variables namely CCPC, service-oriented OCB, and TI was reinforced. Thus, this research has provided a better understanding of the influence of TL on frontline employees and its relevancy in the hotel industry. The finding is also consistent with several other studies in reaching the conclusion that the efficacy of transformative leaders is highly regarded by frontline employees in the hotel industry setting as it helps them face their job demands, promotes positive behaviors, and in turn reduces TI.

Another interesting but important finding in this research is the influence of CCPC on frontline employees' TI. Based on the empirical data collected, employees who are high in CCPC are likely to leave the organization for a better opportunity. The result is inconsistent with several studies on CCPC/TI conducted by researchers such as T.J. Chen and Wu (2017), Waldman et al. (2015), and Avey et al. (2011), where workers having a high degree of PsyCap will influence them to remain in the organization. While workers with a high degree of CCPC are more likely to leave the organization, this should not deter employers from hiring these individuals. This is because employees who are more competent/self-efficacious are more likely to perform well at work and contribute to the overall success of the organization. However, the hotel establishments need to provide a supportive environment for supervisors to practice

TL behavior as this behavior has the 'pull-to-stay' effect on employees staying with the organization. Based on the findings, frontline employees that perceived their leaders favorably were found to have a significant positive association with CCPC/service-oriented OCB and a statistically significant negative association with employee TI. Furthermore, it was determined that CCPC mediates the relationships between TL and service-oriented OCB.

Finally, the current study has established TL as an important explanatory variable explaining the relationship between CCPC, service-oriented OCB, and TI. It provided empirical evidence to support the notion that TL promotes CCPC, service-oriented OCB, and reduced the level of TI.

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Remarks

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APPENDICES

Appendix 1. License – Multifactor Leadership Questionnaire

Multifactor Leadership Questionnaire

Multifactor Leadership Questionnaire

Leader Form, Rater Form and Scoring Key
(Form 5X-Short)

English: Leader Form, Rater Form, Scoring Key

Malay: Leader Form and Rater Form

by Bruce Avolio and Bernard Bass

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For Dissertation and Thesis Appendices:

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Appendix 2. Cover letter - Survey

Survey on Leadership, Psychological Capital and Quit Intention
of Front-line Employees in the Hotel Industry
Tinjauan Kepimpinan, Modal Psikologi dan Niat Meletak Jawatan,
di kalangan pekerja barisan hadapan dalam Industri Hotel

Dear respondents,
You are cordially invited to participate in our research focusing on the perception of leadership, psychological capital and quit intention among the front-line employees in the hotel industry. This survey is part of a doctoral research program and aims to enhance and develop positive behavior and personal strength in employees for quality service and organizational success. If you are:

1. currently working in the **Front Office, Food & Beverage departments or in a position that have direct interaction with guests** of a four- or five-star hotel full-time and
2. have been working for **more than 3 months** in any of the departments

we NEED YOU to complete the survey. Your participation in this survey is voluntary and will take about 10 – 15 minutes of your time. There are no right or wrong answers in this questionnaire, but your honesty is important to the success of this survey. Kindly be assured that all answers will be kept confidential and analyzed in combination with other participant's response. If you have any questions about the survey, please email me at daria.gom@postgrad.curtin.edu.my or you can contact me at HP: 013-8805566

We would appreciate if you can submit the survey by _____. Thank you for your time and cooperation.

Responden yang dihormati,
Anda dipelawa untuk menyertai tinjauan kami yang memfokuskan kepada kepimpinan, tingkah laku positif dan niat meletakkan jawatan dalam kalangan pekerja barisan hadapan industri perhotelan. Tinjauan ini adalah sebahagian daripada program penyelidikan kedoktoran dan bertujuan untuk meningkatkan kualiti perkhidmatan pekerja dan kejayaan organisasi. Jika anda:

1. Ketika ini bekerja sepenuh masa di bahagian 'Front Office', Makanan & Minuman atau memegang jawatan yang mempunyai interaksi langsung dengan tetamu di hotel bertaraf empat dan lima bintang di Kota Kinabalu dan
2. telah bekerja lebih dari (3) tiga bulan di mana-mana jabatan di atas.

kami MEMERLUKAN ANDA untuk melengkapkan tinjauan ini. Penyertaan anda dalam kajian ini adalah secara sukarela, dan akan mengambil masa 10 – 15 minit sahaja untuk diselesaikan. Harap maklum soal selidik ini tidak ada jawapan yang betul atau salah, tetapi kejujuran anda adalah penting untuk kejayaan tinjauan ini. Jawapan anda adalah sulit dan akan dianalisis bersama-sama dengan maklum balas yang diperoleh daripada peserta yang lain. Sekiranya anda mempunyai sebarang soalan tentang tinjauan ini, sila e-melkan kepada saya di alamat daria.gom@postgrad.curtin.edu.my. atau hubungi saya pada talian HP: 013-8805566.

Kami amat menghargai jika anda dapat menghantar soal selidik ini pada atau sebelum _____.
Terima kasih atas kerjasama dan kelapangan anda untuk melengkapkan tinjauan ini.

Regards/Salam hormat
Daria Gom, PhD Candidate,
Curtin University Malaysia

Curtin University Human Research Ethics Committee (HREC) has approved this study (HRE2018-0145). Should you wish to discuss the study with someone not directly involved, in particular, any matters concerning the conduct of the study or your rights as a participant, or you wish to make a confidential complaint, you may contact the Ethics Officer on (08) 9266 9223 or the Manager, Research Integrity on (08) 9266 7093 or email hrec@curtin.edu.au.

Appendix 3. Survey Instrument

Survey on Leadership, Psychological Capital and Quit Intention of Front-line Employees in the Hotel Industry
Tinjauan Kepimpinan, Modal Psikologi dan Niat Meletak Jawatan dikalangan pekerja barisan hadapan dalam Industri Hotel

☐	I have received information regarding this research and had an opportunity to ask questions. I believe I understand the purpose, extent and possible risks of my involvement in this project and I voluntarily consent to take part. / *Saya telah menerima maklumat berkaitan tinjauan ini dan berpeluang untuk mengemukakan soalan. Saya percaya saya memahami maksud, tahap dan mungkin risiko penglibatan saya dalam projek ini dan saya secara sukarela bersetuju untuk mengambil bahagian.*

SECTION 1: TRANSFORMATIONAL LEADERSHIP/BAHAGIAN 1: KEPIMPINAN TRANSFORMASI

This questionnaire is to describe the leadership style of your immediate supervisor as you perceive it. Please answer all items; if an item is irrelevant, or if you are unsure or do not know the answer, leave the answer blank. Judge how frequently each statement fits the person you are describing. Use the following rating scale.
Soal selidik ini adalah untuk menerangkan gaya kepimpinan penyelia langsung anda menurut pesepsi anda. Sila jawab semua soalan; jika anda berasa bahawa soalan tersebut tidak berkaitan, tidak pasti atau tidak tahu jawapannya, biarkan kosong. Penilaian berdasarkan kekerapan setiap pernyataan bersesuaian dengan orang yang anda gambarkan. Gunakan skala berikut.

Not at all/ *Tidak sama sekali*	Once in a while/ *Sekali-sekala*	Sometimes/ *Kadang-kadang*	Fairly often/ *Agak kerap*	Frequently, if not always/ *Kerap, jika tidak selalu*
1	2	3	4	5

My immediate supervisor … *Penyelia saya …*

1.	.. re-examines critical assumptions to question whether they are appropriate *.. meneliti semula andaian kritis bagi menilai sama ada hal itu bersesuaian*	1	2	3	4	5
2.	.. talks optimistically about the future *.. bercakap secara optimis tentang masa depan*	1	2	3	4	5
3.	.. seeks differing perspectives when solving problems *.. mencari pandangan yang berbeza ketika menyelesaikan masalah*	1	2	3	4	5
4.	.. talks optimistically about the future *.. bercakap secara optimis tentang masa depan*	1	2	3	4	5
5.	.. spends time teaching and coaching *.. meluangkan masa untuk mengajar dan membimbing*	1	2	3	4	5

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Note: Due to the copywrite agreement, the entire instrument will not be displayed in this survey questionnaire.

SECTION 2: CROSS-CULTURAL PSYCHOLOGICAL CAPITAL/*BAHAGIAN 2: MODAL PSIKOLOGI SILANG BUDAYA*

Below are statements that may describe your thoughts on your current positive behavior. Use the following scale to indicate your level of agreement or disagreement with each statement.

Berikut adalah pernyataan yang akan menggambarkan pemikiran anda tentang tingkah laku psikologi silang budaya anda sekarang. Gunakan skala berikut untuk menunjukkan tahap persetujuan anda atau percanggahan terhadap setiap kenyataan.

Strongly disagree/ *Sangat tidak setuju*	Disagree/ *Tidak setuju*	Undecided/ *Tidak pasti*	Agree/ *Setuju*	Strongly agree/ *Sangat setuju*
1	2	3	4	5

1.	At the present time, I am energetically pursuing my goals related to working with individuals from different cultures than me. *Pada masa ini, saya bersungguh-sungguh mengejar matlamat untuk bekerja dengan individu dari budaya yang berbeza daripada saya.*	1	2	3	4	5
2.	At this time, I am meeting most of the goals that I set for myself when interacting with individuals from different cultures pathways. *Pada masa ini, saya memenuhi kebanyakan matlamat yang saya tetapkan untuk diri saya ketika berinteraksi dengan individu dari budaya yang berbeza.*	1	2	3	4	5
3.	I can think of many ways to reach my goals when interacting with individuals from different cultures. *Saya boleh memikirkan banyak cara untuk mencapai matlamat saya apabila berinteraksi dengan individu dari budaya yang berbeza.*	1	2	3	4	5
4.	There are lots of ways around any problem that I face when interacting with individuals from different cultures. *Terdapat banyak cara menangani masalah yang saya hadapi apabila berinteraksi dengan individu dari budaya yang berbeza.*	1	2	3	4	5
5.	I feel confident when interacting with individuals from different cultures. *Saya berasa yakin apabila berinteraksi dengan individu dari pelbagai budaya.*	1	2	3	4	5
6.	I believe I can succeed at almost anything I set my mind to when working across cultures.	1	2	3	4	5

	Saya percaya saya boleh berjaya dengan hampir apa sahaja yang saya fikirkan ketika bekerja dengan individu dari pelbagai budaya.					
7.	I feel confident in analyzing cross-cultural problems to find a solution. *Saya berasa yakin dalam menganalisis masalah silang budaya untuk mencari penyelesaian.*	1	2	3	4	5
8.	I feel confident in contributing to discussions about global issues when interacting with individuals from different cultures. *Saya berasa yakin untuk menyumbangkan pendapat dalam perbincangan mengenai isu-isu global apabila berinteraksi dengan individu dari pelbagai budaya.*	1	2	3	4	5
9.	I am confident that I can work effectively with individuals from many different cultures. *Saya yakin saya mampu bekerja dengan cekap bersama-sama individu dari pelbagai budaya.*	1	2	3	4	5
10.	I am confident that I can perform effectively on many different tasks when working with individuals from different cultures. *Saya yakin saya dapat melaksanakan tugasan-tugasan yang berbeza ketika bekerja dengan individu dari pelbagai budaya.*	1	2	3	4	5
11.	I believe I can succeed at most, any endeavor to which I set my mind even when working with individuals from different cultures. *Saya percaya saya boleh berjaya dalam apa jua usaha yang saya ceburi walaupun bekerja dengan individu dari pelbagai budaya.*	1	2	3	4	5
12.	I am able to learn about new cultures very quickly. *Saya mampu untuk mempelajari budaya baharu dengan cepat.*	1	2	3	4	5
13.	I feel confident analyzing an unfamiliar culture to understand how I should behave. *Saya berasa yakin untuk menganalisis budaya asing bagi memahami bagaimana saya harus bertindak dan bertingkah laku.*	1	2	3	4	5
14.	When facing difficulties in cross-cultural interactions, I usually expect the best. *Apabila menghadapi kesukaran dalam interaksi silang budaya, saya biasanya mengharapkan yang terbaik.*	1	2	3	4	5
15.	I am optimistic about my future cross-cultural interactions. *Saya optimis dengan interaksi silang budaya saya pada masa depan.*	1	2	3	4	5
16.	I always look on the bright side of things regarding cross-cultural interactions.	1	2	3	4	5

	Saya sentiasa melihat dari sudut yang postif berkaitan interaksi silang budaya.					
17.	I approach interacting with individuals from different cultures as if 'every cloud has a silver lining'. *Pendekatan saya apabila berinteraksi dengan individu dari budaya yang berbeza ialah menganggap bahawa sentiasa ada rahmat yang tersembunyi di sebaliknya.*	1	2	3	4	5
18.	Even when things are tough, I can perform quite well when working with individuals from different cultures. *Walaupun dalam keadaan yang sukar, saya mampu menghasilkan yang terbaik meskipun bekerja dengan individu dari pelbagai budaya.*	1	2	3	4	5
19.	Even when things are tough, I can interact quite well with people from different cultures. *Walaupun dalam keadaan yang sukar, saya mampu berinteraksi sebaiknya dengan orang dari pelbagai budaya.*	1	2	3	4	5
20.	When I interact with individuals from a different culture, I am able to successfully overcome many challenges. *Apabila saya berinteraksi dengan individu dari budaya yang berbeza, saya mampu mengatasi banyak cabaran dengan jayanya.*	1	2	3	4	5

SECTION 3: SERVICE ORIENTED ORGANIZATIONAL CITIZENSHIP BEHAVIOR/ BAHAGIAN 3: TINGKAH LAKU KEWARGAAN ORGANISASI BERORIENTASIKAN PERKHIDMATAN

Below are statements that may describe your current behavior in the workplace. Use the following scale to indicate your level of agreement or disagreement with each statement.

Berikut ialah pernyataan yang boleh menggambarkan tingkah laku anda sekarang di tempat kerja Gunakan skala berikut untuk menunjukkan tahap persetujuan anda atau percanggahan dengan setiap kenyataan.

Strongly disagree *Sangat tidak bersetuju*	Disagree *Tidak setuju*	Neutral *Berkecuali*	Agree *Setuju*	Strongly agree *Sangat setuju*	
1	2	3	4	5	

1.	I tell outsiders that this hotel is a good place to work. *Saya memberitahu orang luar bahawa hotel ini adalah tempat yang baik untuk bekerja.*	1	2	3	4	5
2.	I say good things about this hotel to others. *Saya mengatakan perkara yang baik tentang hotel ini kepada orang lain.*	1	2	3	4	5
3.	I generate favourable goodwill for this hotel. *Saya menjana perasaan muhibah untuk hotel ini.*	1	2	3	4	5

4.	I encourage my friends and family to use the hotel's products (i.e. rooms, food and beverage menus) and services (i.e. Spa package) of this hotel. *Saya menggalakkan rakan dan keluarga saya untuk menggunakan produk hotel (contoh bilik, menu makanan dan minuman) dan perkhidmatan (contoh pakej Spa) di hotel ini.*	1	2	3	4	5
5.	I promote the hotel's products (i.e. rooms, food and beverage menus) and services (i.e. Spa package) of this hotel. *Saya mempromosikan produk hotel (contoh bilik, menu makanan dan minuman) dan perkhidmatan (contoh pakej Spa) di hotel ini.*	1	2	3	4	5
6.	I follow customer-service guidelines with extreme care. *Saya mengikuti garis panduan perkhidmatan pelanggan dengan penuh teliti.*	1	2	3	4	5
7.	I conscientiously follow guidelines for customer promotions. *Saya dengan cermat mengikuti garis panduan promosi pelanggan.*	1	2	3	4	5
8.	I follow up in a timely manner to customer requests and problems. *Saya membuat tindakan susulan sesegera yang mungkin terhadap permintaan dan masalah pelanggan.*	1	2	3	4	5
9.	I perform duties with very few mistakes. *Saya melaksanakan tugas dengan kesilapan yang minimum.*	1	2	3	4	5
10.	I always have a positive attitude at work. *Saya sentiasa bersikap positif di tempat kerja.*	1	2	3	4	5
11.	Regardless of circumstances, I am exceptionally courteous and respectful to customers. *Saya sangat bersopan santun dan menghormati pelanggan dalam apa jua situasi.*	1	2	3	4	5
12.	I encourage coworkers to contribute ideas and suggestions for service improvement. *Saya menggalakkan rakan sekerja untuk menyumbang buah fikiran dan cadangan bagi peningkatan perkhidmatan.*	1	2	3	4	5
13.	I contribute many ideas for customer promotions and communications. *Saya memberikan sumbangan buah fikiran yang banyak dari segi promosi dan komunikasi pelanggan.*	1	2	3	4	5
14.	I make constructive suggestions for service improvement. *Saya memberikan cadangan yang membina untuk peningkatan perkhidmatan.*	1	2	3	4	5
15.	I frequently present to others creative solutions to customer problems.	1	2	3	4	5

	Saya kerap memberikan penyelesaian kreatif terhadap masalah pelanggan.				
16.	I take home brochures to read up on products and services. *Saya membawa balik risalah produk dan perkhidmatan untuk dibaca di rumah.*	1	2	3	4	5

SECTION 4: QUIT INTENTION/ BAHAGIAN 4: NIAT MELETAK JAWATAN

Below are statements that may describe your current thoughts on intention to quit. Use the following scale to indicate your level of agreement or disagreement with each statement.

Berikut ialah pernyataan yang menggambarkan pemikiran anda sekarang mengenai niat untuk meletak jawatan. Gunakan skala berikut untuk menunjukkan tahap persetujuan anda atau percanggahan dengan setiap kenyataan.

Strongly disagree *Sangat tidak bersetuju*	Disagree *Tidak bersetuju*	Uncertain *Tidak pasti*	Agree *Bersetuju*	Strongly agree *Sangat setuju*
1	2	3	4	5

1.	I would quit my present job for a similar position with better pay in another organisation at the least opportunity. *Saya akan berhenti daripada pekerjaan saya sekarang sekiranya ditawarkan pekerajaan yang sama dengan gaji yang lebih baik daripada organisasi lain.*	1	2	3	4	5
2.	Continuation with my present employer will not fulfill my life expectation. *Sekiranya kekal dengan majikan sekarang, hal ini tidak dapat memenuhi harapan saya di dalam kehidupan.*	1	2	3	4	5
3.	As soon as I can find a better job, I will quit this organization. *Sebaik sahaja saya dapat mencari pekerjaan yang lebih baik, saya akan berhenti dari organisasi ini.*	1	2	3	4	5
4.	I often think about quitting my job. *Saya sering berfikir untuk berhenti kerja.*	1	2	3	4	5
5.	I will probably look for a job outside of this organization within the next 3 years. *Saya mungkin akan mencari pekerjaan di luar organisasi ini dalam tempoh 3 tahun akan datang.*	1	2	3	4	5
6.	It is very unlikely that I would ever consider leaving this organization. *Saya tidak mungkin mempertimbangkan untuk meninggalkan organisasi ini.*	1	2	3	4	5
7.	I prefer very much not to continue working for this organization.	1	2	3	4	5

	Saya lebih suka untuk tidak terus berkerja di dalam organisasi ini.				
8.	I will likely actively look for a new job in the next year. *Saya mungkin akan giat mencari pekerjaan baharu pada tahun hadapan.*	1	2	3	4	5

SECTION 5: DEMOGRAPHIC BACKGROUND/ *BAHAGIAN 5*: *DEMOGRAFI RESPONDEN*

This section enquires some questions about you. *Please tick at the appropriate box of the following items.*
Bahagian ini mengemukakan beberapa soalan mengenai anda. Sila tandakan kotak yang bersesuaian pada item berikut.

1. Gender *Jantina*	☐ Male/*Lelaki*	☐ Female/*Perempuan*
2. Age *Umur*	☐ Less than 30 years old/*Kurang dari 30 tahun* ☐ 31-40 years old/*31-40 tahun* ☐ 41 – 50 years old/*41-50 tahun*	☐ 51 – 60 years old/*51-60 tahun* ☐ Above 61 years old/*Melebihi 61 tahun*
3. Nationality *Kewarganegaraan*	☐ Malaysian/*Malaysia*	☐ Non-Malaysian/*Bukan Malaysia* Go to Question 5/*Sila ke Soalan 5.*
4. Ethnicity *Keetnikan*	☐ Kadazandusun/*Kadazandusun* ☐ Bajau/*Bajau* ☐ Malay/*Melayu* ☐ Chinese/*Cina*	☐ Indian/*India* ☐ Eurasian/*Eurasia* ☐ Others/*Lain-lain* _____
5. Marital status *Status Perkahwinan*	☐ Single/*Bujang* ☐ Married/*Berkahwin*	☐ Divorced/Widow/widower/ *Bercerai/Janda/Duda*
6. Education *Pendidikan*	☐ Secondary school and below/ Sekolah *Menengah dan ke bawah* ☐ Degree/*Ijazah muda*	☐ Certificate/Diploma/ *Sijil/Diploma* ☐ Others, please specify *Lain-lain, sila nyatakan* ____
7. Monthly income *Pendapatan sebulan*	☐ Below 1000/*Di bawah 1000* ☐ 1001 – 1500 /*1001 – 1500*	☐ 1501 – 2000/*1501 – 2000* ☐ Above 2001/*2001 ke atas*

Thank you for your time and cooperation.
Terima kasih atas kerjasama dan masa anda.

Appendix 4. Ethics Approval

Curtin University

Research Office at Curtin

GPO Box U1987
Perth Western Australia 6845

Telephone +61 8 9266 7863
Facsimile +61 8 9266 3793
Web research.curtin.edu.au

29-Mar-2019

Name: **Tek Yew Low**
Department/School: CBS International
Email: Tekyew.Low@curtin.edu.au

Dear Tek Yew Low

RE: Annual report acknowledgment
Approval number: HRE2018-0145

Thank you for submitting an annual report to the Human Research Ethics Office for the project **Transformational Leadership as Antecedent of Cross-Cultural Psychological Capital in the Hotel Industry.**

The Human Research Ethics Office acknowledges the project is ongoing and approval will remain current until 04-Apr-2020.

Any special conditions noted in the original approval letter still apply.

Standard conditions of approval

1. Research must be conducted according to the approved proposal
2. Report in a timely manner anything that might warrant review of ethical approval of the project including:
   - proposed changes to the approved proposal or conduct of the study
   - unanticipated problems that might affect continued ethical acceptability of the project
   - major deviations from the HREC approved protocol procedures and/or regulatory guidelines
   - serious adverse events
3. Amendments to the proposal must be approved by the Human Research Ethics Office before they are implemented (except where an amendment is undertaken to eliminate an immediate risk to participants)
4. An annual progress report must be submitted to the Human Research Ethics Office on or before the anniversary of approval and a completion report submitted on completion of the project
5. Personnel working on this project must be adequately qualified by education, training and experience for their role, or supervised
6. Personnel must disclose any actual or potential conflicts of interest, including any financial or other interest or affiliation, that bears on this project
7. Changes to personnel working on this project must be reported to the Human Research Ethics Office
8. Data and primary materials must be retained and stored in accordance with the Western Australian University Sector Disposal Authority (WAUSDA) and the Curtin University Research Data and Primary Materials policy
9. Where practicable, results of the research should be made available to the research participants in a timely and clear manner
10. Unless prohibited by contractual obligations, results of the research should be disseminated in a manner that will allow public scrutiny; the Human Research Ethics Office must be informed of any constraints on publication
11. Ethics approval is dependent upon ongoing compliance of the research with the Australian Code for the Responsible Conduct of Research, the National Statement on Ethical Conduct in Human Research, applicable legal requirements, and with Curtin University policies, procedures and governance requirements
12. The Human Research Ethics Office may conduct audits on a portion of approved projects.

Should you have any queries regarding consideration of your project, please contact the Ethics Support Officer for your faculty or the Ethics Office at hrec@curtin.edu.au or on 9266 2784.

Yours sincerely

Amy Bowater
Ethics, Team Lead

Appendix 5. PLS Algorithm