EFFECT OF SERVANT LEADERSHIP ON AFFECTIVE COMMITMENT AMONG HOTEL EMPLOYEES

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DECLARATION

We hereby declare that:

(1) This undergraduate research project is the end result of our own work and that due acknowledgement has been given in the references to ALL sources of information be they printed, electronic, or personal.

(2) No portion of this research project has been submitted in support of any application for any other degree or qualification of this or any other university, or other institutes of learning.

(3) Equal contribution has been made by each group member in completing the research project.

(4) The word count of this research report is 22,232.

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DEDICATION

Dedicated to:

Ms. Azeyan bt. Awee

We would like express our appreciation to our dear supervisor, Ms. Azeyan bt Awee. She is very supportive in providing us useful guidelines and leading us to the right path during the process of conducting this research project.

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In addition, we would like to thank UTAR for giving us the opportunity to conduct this research project.

Respondents

Furthermore, we also want to express our gratefulness to all the respondents who are willing to spend their precious time in answering the questionnaire with providing accurate information for this dissertation. Their contributions are valuable and important.

Researchers' families

Lastly, we would like to dedicate this dissertation to our parents for their support and encouragements.

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LIST OF ABBRECIATIONS

AC   Affective Commitment

DED   Dedication

SAS   Statistical Analysis System

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PERFACE

This report was written in completion of Bachelor of Business Administration (HONS) Final Year Project (FYP) at Universiti Tunku Abdul Rahman (UTAR). This report was a research project carried out by the students to determine the effective of servant leadership on affective commitment which have beneficial impact on the business outcomes. The research project aims to study on the relationship between empowerment, humility, stewardship, standing back, courage, accountability, forgiveness, authenticity and affective commitment among employee in hotel industry.

For the past few decades, researchers have been focused on the role of subjective work issues and their impact on important worker-related outcomes. However, in attempting to manage today's organization, management should not only focus on the profit but need to consider more on employee because employee is the most valuable assets and play an important role in the organization in order to survive in the high competitive environment.

Upon completion of this study, the relationship between empowerment, humility, stewardship, standing back, forgiveness, courage, accountability, authenticity with affective commitment will be identified and established. Hopefully this study can provide the management a better understanding of the relationship of employee with the manager and at the same time can assist the future academicians or practitioners to gain a better understanding of servant leadership and how it influences the affective commitment of the organization.

ABSTRACT

The study investigates the effective of servant leadership on affective commitment among the hotel employee. The research focuses on hotel employees in Perak. Statistical Analysis System (SAS) version 5.1 had been used in order to run the reliability analysis, frequency analysis, explaining the correlation coefficient analysis and test of hypothesized relationships among the dependent variable and the independent variables. The results of analysis confirmed that positive correlation exists between the empowerment, humility, stewardship, standing back, forgiveness, courage, accountability, authenticity and affective commitment. This study is believed to enhance the literature gap since not much research emphasize on servant leadership on Malaysian context.

Keyword: empowerment, humility, stewardship, standing back, forgiveness, courage, accountability, authenticity, affective commitment, hotel-based employees.

CHAPTER 1: INTRODUCTION

1.0 Introduction

The purpose of conducting this research paper is to explore and understand the influence of servant leadership from those managerial positions especially general hotel managers on employees' affective commitment in hotel industry. In depth, this chapter presents an overview of this research. The flow of this chapter starts from research background which provides readers to identify the research problem. Followed by problem statement, the researchers can define the research objectives precisely, propose research questions and formulate relevant hypothesis. Then, this chapter will also present an overall chapter layout and with a conclusion.

1.1 Research Background

Hotel is a multiservice provider. It provides numerous services such as accommodation, food, and entertainment. In a traditional mode of thinking, people normally tend to perceive hotel is a vacation spot where it provides them lodging. However, in reality, hotels do have provided many other business and social functions for the public and customers. For instance, hotel is an ideal and formal place for organizing business assembly, business exchanges, wedding, ceremony, meetings, social center and other special occasions.

The business nature of operating a hotel could be very complex. It requires a lengthy operating hours (usually 24 hours) and diverse labor intensive workforce. Besides that, hotelier has to face with the dynamic travel patterns, seasonal variation, and growing competition in the market. This has driven hotel operators to demanding a hotel general manager with adequate capabilities to cope with the unique characteristics of the industry.

In Malaysia, hotel industry has been recognized as a promising industry. According to the United Nations World Tourism Organization (UNWTO), Malaysia was ranked at 10th in the World's Top Tourist Destination in 2012 with 25 million of international tourists' arrival. In addition, according to Tourism Malaysia, the tourists' arrival and receipt to Malaysia had been consecutively increasing from 2004 to 2013. In 2013, Malaysia has the highest number of tourists' arrival which is 25.72 million and receipt of RM65.44 billion. Furthermore, Tourism Malaysia also reported that average occupancy rates of hotels in Malaysia in 2012 had increased at a rate of 1.8 as compared to 2011 from 60.6 to 62.4. Based on the average occupancy rates table, it reviews that the hotel average occupancy rates in every states of Malaysia has increased.

Table 1.1 Tourist & Receipts to Malaysia

TOURIST ARRIVALS & RECEIPTS TO MALAYSIA		
YEAR	ARRIVALS	RECEIPTS (RM)
2013	25.72 Million	65.44 Billion
2012	25.03 Million	60.6 Billion
2011	24.71 Million	58.3 Billion
2010	24.58 Million	56.5 Billion
2009	23.65 Million	53.4 Billion
2008	22.05 Million	49.6 Billion
2007	20.97 Million	46.1 Billion
2006	17.55 Million	36.3 Billion
2005	16.43 Million	32.0 Billion
2004	15.70 Million	29.7 Billion
2003	10.58 Million	21.3 Billion
2002	13.29 Million	25.8 Billion
2001	12.78 Million	24.2 Billion
2000	10.22 Million	17.3 Billion
1999	7.93 Million	12.3 Billion
1998	5.56 Million	8.6 Billion

Source: Tourism Malaysia

Table 1.2 Average Occupancy Rates of Hotels 2012

TOURISM MALAYSIA

AVERAGE OCCUPANCY RATES (AOR) OF HOTELS 2012

LOCALITY	2011	2012	DIFFERENCE
PAHANG	79.1	81.8	2.7
KUALA LUMPUR	68.6	69.3	0.7
SELANGOR	66.2	67.3	1.1
LABUAN	65.6	66.9	1.3
PUTRAJAYA	65.8	65.3	-0.5
PENANG	63.5	64.0	0.5
MELAKA	60.8	62.0	1.2
SABAH	58.8	60.8	2.0
SARAWAK	53.3	57.2	3.9
JOHOR	52.0	56.1	4.1
KEDAH	51.5	52.9	1.4
PERAK	47.2	49.6	2.4
TERENGGANU	42.5	46.3	3.8
NEGERI SEMBILAN	40.6	43.0	2.4
PERLIS	37.1	41.2	4.1
KELANTAN	39.0	39.8	0.8
MALAYSIA	60.6	62.4	1.8

Source: Tourism Malaysia

Despite of all growth and promising prospect in hotel industry, yet Malaysia is facing of turnover crisis among the executives in different sectors. According to a study by Malaysian Employers Federation (MEF), average yearly turnover rate of executives from June 2010 to July 2011 in 143 companies from different sectors in Malaysia reported that in non-manufacturing industry, the highest turnover rate of executives was IT/Communication with a rate of 75.72%. Followed by the second highest turnover were Associations/Societies with a rate of 33%, and the third highest turnover was Hotel/Restaurant with a rate of 32.4%. Furthermore, another study conducted by AON Hewitt titled as "APAC Year on Year Attrition Rate (2009-2011)" reported that the staff turnover in Malaysia in 2011 was 15.9%. Among the 12 countries in the Asia Pacific, Malaysia was ranked at sixth in term of high staff turnover.

Table 1.3 Average Yearly Turnover Rate of Executives

Source: The Star

Table 1.4 Year on Year Attrition Rate from 2009 to 2011
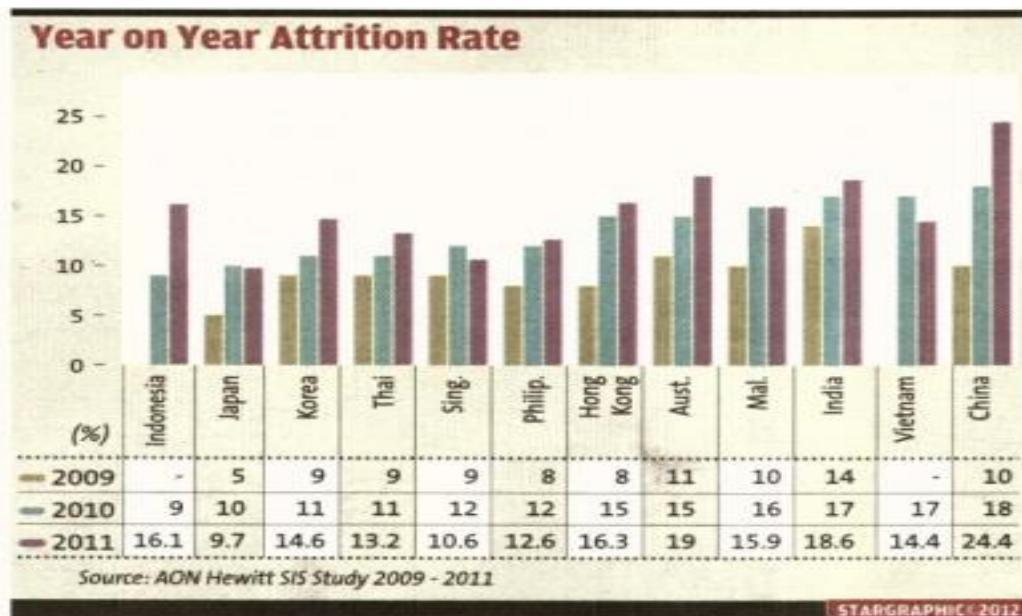
Source: The Star

According to the findings from these 2 surveys, it shows clearly that major changes are required for Malaysian hotels to solve this increasingly staff turnover issue. From the past studies by researchers, organizational commitment has been proven by having important implications for employees and organizations. According to Bennett and Durkin (2000), they stated that absenteeism and turnover are the negative effects associated with an absence of employee commitment. In the service industry, successful firms have recognized the dominant factors that drive the firm's profitability such as quality of service which significantly rely on employee commitment (Little & Dean, 2006). Leadership style is one of the factors that affect organizational commitment. Organizational commitment can be enhanced by appropriate leadership styles (Drury, 2004; Lok & Crawford, 2004; Lee & Ahmad, 2009).

As a service provider, the core value that a hotel provides undeniably is the service it delivers to its customers. Therefore, providing excellent service is the key to corporate success in hotel industry. In order to deliver excellent service, it is vital to have well trained, motivated and committed employees on the frontline to ensure customer satisfaction. How to keep employees to be motivated, committed and loyal is a big challenge for every hotel manager. In this research, we are going to explore how servant leadership as demonstrated by hotel managers will influence the affective commitment of employees.

1.2 Problem Statement

The notion of servant leadership has been attracted the attention and recognition of leadership scholars and practitioners in these recent years (Sendjaya and Sarros, 2002). This is because servant leadership is deemed as a radical way in leading

organizations successfully while empowering the employees through services. According to Levering and Moskowitz (2000) as cited in Sendjaya and Sarros (2002), promotion and implementation of servant leadership were found in certain American companies. Positive outcome has resulted through practicing servant leadership in these companies. Southwest Airlines, TDIndustries, and Synovus are the examples of companies were listed in Fortune's January 2000 of "Top 100 Best Companies to Work in America". These companies were those emphasizing on practicing of servant leadership (Washington, Sutton, & Field, 2006). This indicates that companies which focus in practicing servant leadership are able to attract and make their employees stay committed in their companies.

In Malaysia, Malaysian companies are not only have to encounter with the turnover issue, but also have to confront low leadership quality issue. A trend research was conducted by Development Dimensions International (DDI) titled as "Lessons for Leaders from the People Who Matter" to explore and comprehend the persistence of low rating on leadership quality. This research was conducted among 1279 full time workers between August 31 and September 20, 2011 by partnering with Harris Interactive. These 1279 workers around the world from U.S., U.K., Canada, Australia, Germany, India, China, and South East Asia (includes Malaysia, Philippines, and Singapore). These workers were asked to say about their daily interactions with their leaders and how the employees view their leaders.

In our research, 3 findings were extracted from the trend research to explain the low leadership quality. The first finding reveals that workers are not confident in their bosses' skills. From an employee's point of view, the belief that his or her boss is a skilled leader is worthy of respect and loyalty. Thus, this dim view of leader capability is predicted in resulting to turnover. 39% respondents said that they quit a job mainly because of their leader, while 55% said they have considered quitting a job because of their leader.

The second finding reveals that boss does more harm than good to the employees. Workers often feel hurt and demotivated by their boss's action. In addition to this finding, only nearly half the bosses (54%) involve their employees in making decisions that affect the employee's own, or the employee's team work. Those decisions are decided by the boss without much explanation. 43% of the employees tell that their bosses very seldom to explain the rationale for their decisions.

The third finding reveals that leaders are lacking in fundamental leadership skills. There are a lot of leaders are ineffective in motivating and engaging their people. In other words, this indicates that leaders have poor day-to-day interactions with their team members. According to this finding, employees are not looking for their boss or leader to become their friend but they do expect courtesy, respect, honesty, and tact in their interactions. Nevertheless, a lot of leaders are not delivering on these basic requirements to establish a healthy manager/employee relationship.

Furthermore, there is another survey about relationship between employee and supervisor. According to the Business Wire (2013), there are three main factors that able to influence the employee engagement. These 3 main factors are relationship with immediate supervisor, belief in senior leadership and pride in working for their company respectively. The most impressive finding shows that employees have 80% chance to become disengaged if they are dissatisfied with their immediate supervisor. The statistics reinforces that there is very important to build the positive relationship with their leaders and upper management. Owning a caring manager is one of the factors to maintain the positive and successful employee engagement strategy.

In addressing the turnover issue and low leadership quality, we introduce servant leadership as a way to investigate the both issues encountered in Malaysia's hotel industry. There are limited studies in exploring the relationship between servant

leadership and organizational commitment (Drury, 2004; Hill, 2008; Hoveida, Salari & Asemi, 2011 as cited in Lim & Desa, 2013). According to Lim and Desa (2013), the studies of servant leadership and organizational commitment were mostly discussed in Western context. In addition, they pointed out that there were limited studies had been conducted in Malaysia as well. From the suggestions as proposed by Liden, Wayne, Zhao & Handerson (2008), they deemed that it might be beneficial for examining servant leadership in other countries beyond in United States.

On the other hand, an exhaustive review of literature conducted by Parris and Peachey (2012) identified only 39 empirical servant leadership studies in an organizational context. Besides that, Van Dierendonck (2011) had discovered only 14 peer-reviewed studies on servant leadership and follower outcomes from his comprehensive literature review. Despite the record of an increasing amount of empirical studies on servant leadership, there is still room to discover regarding the construct, antecedents, processes, and outcomes associated with it (Liden et al., 2008; Van Dierendonck (2011).

By acknowledging this gap, we conduct this research with a hope to explore the effect of servant leadership of hotel manager on the employees' affective commitment as well as improve the current issue of turnover and leadership quality. Furthermore, it also helps to contribute to the current pursuit of empirical exploration of servant leadership by examining its relationship with affective commitment.

1.3 Research Objective

1.3.1 General Objective

Our core objective is to identify and investigate the relationship between servant leadership and affective commitment of employees in hotel industry of Malaysia.

1.3.2 Specific Objectives

This study's specific objectives are as follows:

1. To find out the relationship between empowerment of a leader and employees' affective commitment in hotel industry.

2. To find out the relationship between humility of a leader and employees' affective commitment in hotel industry.

3. To find out the relationship between standing back of a leader and employees' affective commitment in hotel industry.

4. To find out the relationship between authenticity of a leader and employees' affective commitment in hotel industry.

5. To find out the relationship between forgiveness of a leader and employees' affective commitment in hotel industry.

6. To find out the relationship between courage of a leader and employees' affective commitment in hotel industry.

7. To find out the relationship between whether accountability of a leader and employees' affective commitment in hotel industry.

8. To find out the relationship between stewardship of a leader and employees' affective commitment in hotel industry.

1.4 Research Question

1) Does empowerment of a leader influences employees' affective commitment in hotel industry?

2) Does humility of a leader influences employees' affective commitment in hotel industry?

3) Does standing back of a leader influences employees' affective commitment in hotel industry?

4) Does authenticity of a leader influences employees' affective commitment in hotel industry?

5) Does forgiveness of a leader influences employees' affective commitment in hotel industry?

6) Does courage of a leader influences employees' affective commitment in hotel industry?

7) Does accountability of a leader influences employees' affective commitment in hotel industry?

8) Does stewardship of a leader influences employees' affective commitment in hotel industry?

1.5 Hypothesis of Study

The establishing of theoretical framework has clearly shown the dependent variable and independent variables. The dependent variable is affective commitment and the independent variable is servant leadership. A total of 8 behavior characteristics (empowerment, humility, standing back, authenticity, forgiveness, courage, accountability, and stewardship) are used for interpreting the servant leadership. All of these characteristics are influencing the affective commitment of employees in hotel industry. Based on the dependent and independent variable, 1 hypothesis is formulated with 8 sub-hypotheses regarding the study. These hypotheses are shown as below:

H1: There is a significant relationship between servant leadership and affective commitment.

H1a: There is a significant relationship between empowerment and affective commitment.

H1b There is a significant relationship between humility and affective commitment.

H1c: There is a significant relationship between standing back and affective commitment.

H1d: There is a significant relationship between authenticity and affective commitment.

H1e: There is a significant relationship between forgiveness and affective commitment.

H1f: There is a significant relationship between courage and affective commitment.

H1g: There is a significant relationship between accountability and affective commitment.

H1h: There is a significant relationship between stewardship and affective commitment.

1.6 Significance of the Study

This study is beneficial to several parties which are organizations, manager and researcher.

1.6.1 Organization Perspective

Currently most of the organization is trying to increase the commitment of employees. Hotel management recently has become increasingly focused on the commitment of employees as to maintain the level of quality service in serving customers (Gunlu, Aksarayli, & Percin, 2010). According to Meyer and Maltin (2010), the employee's commitment is important to organization because without related to this element, it become one of the challenges in the industry. Many researchers have examined that the manager's leadership style has a great influence o employee's commitment (Lok et al., 2004). Therefore, the result of such studies could provide insight and information for leaders concern how important is the employee's commitment influence on their performance in hotel industry as now the market is very competitive.

1.6.2 Manager Perspective

In this research, it helps in identifying what are the characteristics of servant leadership that influence towards organizational commitment. These will help

managers to obtain a better picture in understanding on the importance of employee commitment as well as organizational commitment. Besides, the information provided in this research can help the manager know the way or the key to increase the level of organizational commitment. Furthermore, employees will have an opportunity to learn from the manager on the behavioral part of how to be a successful manager. On the other hand, the turnover rate of the organization definitely will reduce significantly.

1.6.3 Researcher Perspective

It is important to know the ways to increase the employee commitment and now it is increasingly gaining importance among the practitioners and consultants in the region of the world. They may benefit from the feedback of this study and could implement relevant strategies for particular industry's commitment plans to assure their competitiveness. Besides, this study will also be helpful to the academy researchers in a way to find out more with clearer definition and dimensions that will be used for measuring organizational commitment and servant leadership concept (Sturges, Conway, Guest & Liefooghe, 2005). Furthermore, this study may provide the worthiness for future research in which the elements that identified may help researchers to investigate more details about servant leadership and organizational commitment and its consequences. Researchers who their research interest is in the field of servant leadership and organizational commitment may find the information that we have found would contribute to the knowledge base about it. Moreover, further research is required in order to identify the leadership style towards the level of organizational commitment.

1.7 Chapter Layout

A total of 5 chapters are included in this study.

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Chapter 1: Introduction

The first chapter is an introductory chapter. It provides a general picture in highlighting the servant leadership and affective commitment in hotel industry. This chapter will begin with a discussion on the research background and problem statement. Afterwards, research objectives and research questions will be set and determined. Then, hypotheses will be tested and the significance of this study will be discussed as well.

Chapter 2: Literature Review

The focus of this chapter is studying the published and unpublished secondary data which had been previously done by the researchers for this topic. In this chapter, we would discuss clearly on literature review and review of relevant theoretical models. We would then propose theoretical or conceptual framework. Moreover, we would formulate the hypotheses development and come out with a conclusion.

Chapter 3: Research Methodology

This chapter describes the outlook of research methodology used in this research. It covers research design, data collection methods, sampling design, research instrument and constructs measurement. We would then process and analyze on the data with the aid of Statistical Analysis System (SAS) version 5.1 in examining the reliability of each dimensions of servant leadership.

Chapter 4: Research Results

The analysis of the results will be presented by using table and chart with the aid of SAS. Besides, the interpretation of results will also be presented in detail in this chapter.

Chapter 5: Discussion and Conclusion

This chapter includes a summary on the research finding and the discussion on the major findings. Besides, the limitation on this study also discussed and the recommendation for future research are provided as well. At the end of this chapter, it comes with a final conclusion for this research project.

1.8 Conclusion

In a nutshell, Chapter 1 is only providing a brief overview on the research. Hence, it can be served as a foundation for the investigation, discussion, and the hypothesis test in the coming chapter. In proceeding to Chapter 2, readers could have a better view in the discussion and understanding of the studies in servant leadership and affective commitment done by previous researchers.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

Literature review will be discussed in this chapter. The information we used is secondary source. The sources of our information are gathered from journals, articles, newspapers, internet, and so on. At the beginning of this chapter, we would first discuss the review of the literature. We will then review the relevant theoretical models by coming out our conceptual framework and also hypotheses development. Both recent and past researches will be studied by the researchers in order to understand how the other researchers in the similar study field of servant leadership in relation to employees' organizational commitment.

2.1 Review of the Literature

2.1.1 Dependent variable:

Affective Commitment

Over the past decades, organizational commitment has been increasingly received attention by the academicians. Therefore, organizational commitment

has become a subject of many studies for the researchers (Mathieu & Zajac, 1990; Mowday, Steers & Porter, 1979). According to Abdul Karim and Mohammd Noor (2006), the topic of organizational commitment has also become the subject that being studied extensively in the domain of organizational behavior, organizational psychology and human resource management. Organizational commitment is an issue of great significance to an organization because it is related with an employee's eagerness to go above and beyond the job requirements while performing his or her duties. Besides that, it also indicates the desire of an employee to maintain and continue his or her membership with an organization.

According to Meyer and Allen (1991), they came out with a new model of commitment after they had reviewed the theories and researches on organizational commitment. They are further named their new model as the "Three-component model of organizational commitment". Their model consists of affective commitment, continuance commitment, and normative commitment. A conclusion made by Meyer and Allen indicated that commitment was a psychological state with these 3 components. These 3 components reflect a person's desire, a need, and an obligation to preserve his or her employment within an organization.

According to them, affective commitment was defined as an employee's emotional attachment to, identification with, and involvement in a company's activities. Strong affective commitment as displayed by the employees would tend to continue to stay in the company because they have a positive attitude toward the company's goals and values. Such a positive commitment is resulted due to the emotional attachment of the employees. Thus, employees are devoted and loyal to the employer. In addition, these employees are more likely to go for an extra mile for the company.

Employee commitment is important because having high levels of commitment could lead to several positive organizational outcomes. For instance, employees with strong organizational commitment are less likely to leave and accept other job offers. In addition, late and absenteeism are less likely to be found and happened among these employees. In general, committed employee will have good attendance records, adherence to company rules and regulations and lower turnover. Besides that, they tend to be more compatible, satisfied and productive as compared to those with less or low committed employees. Committed employees tend to work with greater commitment and responsibility, and thus manage to avoid and cut down the unwanted cost for their company (Bateman & Strasser, 1984; Suliman, 2002).

Steers (1975) states that various previous studies are similar in their findings about organizational commitment has a negative correlation with absenteeism and turnover. Conversely, Porter, Steers, Mowday, & Boulian (1974) as cited in Goh and Low (2013) found out organizational commitment was positively correlated with job involvement and job satisfaction. In addition, positive correlation with organizational commitment can also result in higher work motivation, higher job performance and greater organizational citizenship as well (Meyer, Stanley, Herscovitvh & Toponytsky, 2002; Newstrom, 2009, Wasti, 2003 as cited in as cited Olesia, Namusonge & Iravo, 2013). Furthermore, studies have also proved that having high level of organizational commitment can lead to an outcome of achieving higher organizational effectiveness (Arthur, 1994; Whitener, 2001).

Meyer and Allen's three-component framework has received sufficient studies and empirical support from the researchers (Eisinga, Teelken & Doorewaard, 2010; Abdul Karim et al., 2006; Culpepper, 2000; Md Zain & Gill, 1999;

Hackett, Bycio & Hausdorf, 1994 as cited in Lim and Desa, 2013). Hence, we decided to adopt their model in our study in order to explore the effect of servant leadership on employees' affective commitment. According to Leveson, Joiner, & Bakalis (2009), affective commitment can be mostly likely to reflect an employee's attitude in response to how their organization manages cultural diversity. Furthermore, affective commitment possesses association with other key organizational outcomes like the desire to enaage in professional activities, enhanced individual performance and organizational citizenship behaviors. Beyond that, Meyer and Allen (1997) as cited in Olesia et al., 2013 states that the most pleasing form of commitments for the companies that most likely to choose and instill to their employees is affective commitment.

According to Somers (1995), affective commitment was found among the 3 commitments appeared as the only predictor for absenteeism and turnover. Furthermore, a specific leadership style could also influence the organizational commitment among the employees. These studies had indicated conceptually and empirically on the influences of servant leadership on employees' organizational commitment (Hamiltion and Bean, 2005; Hale and Fields, 2007; Cerit, 2010; Pekerti and Sendjaya, 2010; Han, Kakabadse & Kakabadse 2010). In addition, the studies also reported that increasing of employees' job satisfaction can lead to greater commitment to the organization (Mayer, Bardes & Piccolo, 2008; Cerit, 2009; Jenkins and Stewart, 2010; Chung, Jung, Kyle & Petrick, 2010 as cited in Parris and Peachey, 2013) and subsequently decreasing employees' turnover (Jaramillo et al., 2009; Babakus, Yavas & Ashill, 2011).

2.1.2 Independent variable:

Servant leader

Long time ago, the term of leadership had been identified as a person who has strong characteristic, power, expertise and lead the others. Transformational and transactional leadership are most of leadership theories mainly focus in the organization (Gardiner study as cited in Bass, 1990; Burns, 1978; Kark & Shamir, 2002).Transformational leaders mean the leader shared vision through a meaningful and creative basic from where the change is bought in people and contexts (Bass, 1985). The transactional leader is defined as the leader who operates with the old system or culture, risk averse, pay attention to time constraints and efficiency and the transactional leader are likely to control their employees (Bass, 1985). Greenleaf was shift from the old paradigm to new paradigm known as servant leadership concept. The servant leadership knows as the Center for Applied Ethics in 1964. In year 1985, the leadership was renamed as servant leader and nowadays serves the organizations around the organization in the world. Some of successful organization was applied the servant leadership in their organization. For instance, TD industries is 100 Best Companies to Work in America, the servant leadership styles become circulates organization and provides guideline to TD industries in their business philosophy (Spear, 2004).

According to Schneider and George study as cited in Greenleaf (1997), defined servant leaders who are put their member's needs, interests and others as priority than themselves. Servant leadership is leadership styles that provide the organization opportunities in order to help the followers to grow. Servant leadership is concerned to serve the followers and makes sure that follower achieving their personal well-being and grows. On the other hand, other leadership focuses on the organization goal and objectives and less focuses on the needs of employees in the organization. Servant leadership theory is more concern the needs of followers than any other leadership theory.

According to Mayer, Bardes & Piccolo (2008) stated that employee performance will increase when they view their managers as servant leader. Servant leader willing invests time and energy in order to understand the needs of individual and work together to satisfy individual needs. Harrison, Newman & Roth (2006) stated that foundation of servant leaders is serve others and helping them to grow, and not established on the traditional power model of leadership. Graham (1991) confirms that a servant leader would focus the needs of followers first, the organization's goals become the second and their needs placed the last. Franke & Park (2006) stated through the servant leadership effort will increase loyalty to the organization due to the reduced intensities of work anxiety and greater degrees of job satisfactions.

According to Van Dierendonck (2011) state that authorizing and developing employees, authenticity, humility, interpersonal acceptance, delivering direction and stewardship are the characteristic of servant leader. Empowering and developing employees are one of the characteristic of leader which giving the power or autonomy to their employees to carry out the job, to make decision and let employees to involve in effective self-leadership (Conger & Pearce study as cited in Shah & Ali, 2012). Besides, humility is another characteristic of leader has capability to out their interest, strength and achievement in the correct ways (Van Dierendonck, 2011). Authenticity is known as the leader able to bring honest about oneself and willing to share their inner thinking and feelings (Harter, 2002). "Understand and experience the feelings of others and where the person comes from" as defined as the interpersonal acceptance. The providing direction is the followers know what is expected from the leaders and employees will perform job well. The last characteristic of the servant leader is the stewardship which refers to the leader is willing to care and take responsibility for the whole organization such as the stakeholders.

2.1.2.1 Empowerment

Empowerment has been known as an important step in increasing the commitment of leaders and subsequently to enrich the organizational outcome. There are some advantages of empowering such as greater job satisfaction, increase productivity of an organization, more consistent ethical behavior, and so forth. According to Conger & Kanungo (1998), defined empowerment is a process of increasing staff's personal effectiveness within an organization. Empowerment is a form task motivation which expresses in four cognitive dimensions such as meaningfulness, competence, choice and impact (Thomas & Velthouse study as cited in Ahadi, 2011). However, Spretizer (1995) had constructed the model by extending and operating the model and this model previously developed by the Thomas and Velthouse.

According to Choong, Wong, & Lau study as cited in Liu, Fellows & Chiu (2006); Krishna (2007), organizational commitment will increase when the perception of work empowerment grow. By turns to increase commitment in an organization, organization ought to provide staffs with some opportunities to perform challenging work (Meyer & Allen, 1991). Individual will feel more empower when they are given more responsibilities, opportunities to make significant decision and chances to voice out their opinions. As a result, empowerments tend to be more willing to remain individuals within the organization and work harder. According to Kirkman & Rosen (1999), higher levels of commitment of the organization as the result of the highly empowered team members in the organization. Leader-member exchange theory proposes that the perfect circumstances are the whole staffs in the organization experience high quality of social exchanges.

According to Sparrowe & Linden study (as cited in Farr-Wharton, Brunetto & Shacklock, 2011) high quality supervisor-subordinate relationships will benefit to access the information and resources required. On the other hand, individuals who have poor levels to access the information and didn't involve decision making in the organization, they will be perceived as lower levels of empowerment (Wayne, Shore & Liden, 1997; Yrie, Hartman & Galle, 2003 as cited in Farr-Wharton et al., 2011).

In-group is known as top quality of social exchanges, guarantee high level of mutual assistance, easier to access the information and the resources required and also have power to make decision in the organization (Gerstner & Day, 1997; Mueller & Lee, 2002). Next, the in-group will also gain tangibles benefits while the supervisors gain the advantages through higher level respect and fidelity (Basu & Green study as cited in Farr-Wharton et al., 2011). On the other hand, the out-group is known as people who experience low level of empowerment and some of them did not receive the support and information for making decisions.

2.1.2.2 Humility

As we know that no one is perfect in this world, not even leader. Leader may make mistake and cause the employee to feel upset through their word, behavior or their action in the working life. Decrease the satisfaction in the work, feeling lower levels of organizational commitment; lose trust to their leader are some actions of employees when they feel upset.

Some of the researchers suggest humility have several dimension such as open-mindedness. Individuals with characteristic of humility understand that some matters are beyond them and beyond their control; able to understanding themselves and knowing the own limits and understand own strength and weakness. In addition, people with humility knowing that they are imperfect so they continue to learn from the mistake (Collins, 2001). The people must know their starting point and being honest to correct themselves in order to develop moral and characters. Next, humility people understand they need to respect others, and not appear overbearing or self-seeking (Mayer, James & Schoorman, 1995). Humility can be way of getting along with people and understand them well.

According to Etzioni (1989) the concept of humble decision making where the basic spirit of the leader must not be self-satisfied or strongly opinionated. Leadership needs to maintain openness and flexibility. Humility leaders are be aware of the limits of their knowledge and avoid being too opinionated. Humility is accepting that something than greater than themselves, willing to accept the criticism, respect to others, low self-focus and accept their imperfections.

2.1.2.3 Standing back

Standing back is defined as the leaders are given a thing that is regarded as more important to others first and also provided assistance or support. The followers develop respect in their heart if servant leader gives importance to them. In addition, standing back also view as someone to fall back on. Therefore, be respected for asking to be helped and not humiliated and able to

handle situation. Standing back is closely related to the most aspect of servant leadership. Standing back refers to sacrifice and leaders have better understanding of the part being servant leader.

2.1.2.4 Authenticity

In order to be effective and successful in long-term, leadership in the organization should to be authentic. Many people such as philosophers, religious leaders and others have give emphasis on the importance and benefits of authenticity for leaders. According to Shamir & Eilan (2005) mention the characteristics of authentic leaders is they are not copied but original and who act are based in values and belief.

Harter (2002) defined authenticity as being true to oneself. An authentic people is real and does not make believe qualifies or beliefs that people does not actually possess. The autehntic leaders is true to him/her-self and their behavior are positively transforms or develop associates into leaders themselves (Luthans & Avolio, 2003). The authentic leaders are able to build others' loyalty and commitment through the relationship rather than they control and compelling. They are knowing of their own personality, stengths and weakness and by others' as well. Their behavior are able to motivate as, enable them to learn, grow and succeed. In order to be authentic, leader must make sure their actions are consistent with their intention and rhetoric.

Authentic leaders are focused and concentrated on the development of their employees such as treat their employees like their leaders. They present

themselves in the front of employees as the role models in order to motivate them to becoming future leaders (Avolio & Gardner, 2005). Authentic leaders can be defined as a person who build enduring organizations, inspire their worker and by turn, provide better sevices, benefits and others to the owner in the organization (George, 2003). The leaders who are able to develop autheticity in the followers and in turn, the follower's authenticity also can contribute to their well being and increases the performance of the organization (Gardner et. al, 2005). In addition, authentic leaders are not selfish and stereotypes. For instance, they are motivated for doing well of their subordinates welfare, organization and others and not only focus on themselves.

2.1.2.5 Forgiveness

Organizational research has recognized the significance of a leadership philosophy that serves employees as valued asset rather than treat them as manual labor or physical labor in the organization. Servant leaders who serve their subordinates with respect, honor and fulfill their best interest have found that improved the performance of the organization. In addition, the behaviors of the leaders also increase employee initiative and responsibility. Forgiveness is defined as a decision to release suffering and to give up revenge. We know that relationships are an essential element to the successful organization operation. Some of the research shows the forgiveness is important in an organization because forgiveness has the latent to comprise the broken relationship in the workplace.

According to Akin, Ozdevecioglu, & Unlu study as cited in Grant (2008), most of the organizations rely on their staffs or employees to perform their job accurately and efficiently to accomplish organizational goal or objective. But some mistake in the organization may due to failure of planned action or the defective plan (Roberts, 2007). So, forgiveness is an alternative to accept and look the mistaken by others. Forgiving employees or others frees from the past mistakes and also gives their second chances to correct it. According to Enright (2001) stated that forgiveness bring the benefits or advantages to the forgiver than the person who being forgiven, forgiveness is also giving freedom to both parties. Forgiveness is not only important in repairing the relationships, but it also becomes an important or essential element to create cooperation culture and also commitment between leader-follower in the organization (Zhang study as cited in Ren & Gray, 2009).

Apology will sincerity affect the follower reactions such the followers in the organization who perceiving sincere apologies from their leader reporting that greater trust in leadership, leader-member exchange quality and organizational commitment. On the other hand, a leader who apology is perceived as insincere may cause negative follower reactions. In such case, the followers may suspect that leader's apology is leader desires to save their face rather than concerns the follower's well-being (Regehr & Gutheil, 2002). In addition, in such case will decrease the trust in leadership, leader-member exchange quality and organizational commitment.

2.1.2.6 Courage

Leadership researchers and numerous theories have attempted to explain what makes a great leader, how the organization should select and develop their leader in order to bring benefits to the organization and others. But, one commonly observed failure on the part of the leader is lacking of courage to do the right things. There are many leadership researches recognize the important role of courage in leaders.

The meaning of courage is originate from Latin word which defined as "courage means to have heart" to the basis of the definition (Jablin, 2006). Leaders who are courageous is not scared to empower other. On the contrary, leaders will recognize that their power from empowering others (Kouzes & Posner, 2007). Furthermore, the definition of courage is the leaders' willingness to take personal risks, resolution to achieve one's preferred objective, and resolve problems.

The leaders who are courage will promise and recognize the mistake they doing and learn from the mistake. Besides, speak with persuasion because they express what they are trust, and they are seeking new opportunity and identify risks. There are some of themes being associated with leadership courage which are making the tough choices, striving for mission accomplishments, taking the responsibility and willingness to learn from the mistake, confronting fear and risk without showing fear feelings or action, lead as example to others and selflessness (Hartley, 2011).

2.1.2.7 Accountability

According to McClellan (1999) defined as climate of trust and leaders is the accountability of the leaders in building and support the proactive step. Accountability is often thought by most of people as an idea when something mistaken or when someone is trying to determine the cause or find out fault (Conners, Smith & Hickman, 1994). In addition, Conners, et al. (1994) defined accountability is a process of seeing it, possess it, settle it and doing it". In addition, Chaffee (1997) define leaders accountability as assumed the one who accepting privilege to guide the community, make decision or act on behalf on them. Besides that, Bavly (1999) defined accountability as acceptance of responsibility and someone willing to accept to hold accountable such as leader or agent. Kraines (2001) suggested that there are two perspectives to make leaders and managers become more accountable which are responsible to the organization itself and build relationship with subordinates.

According to Conners et al. (1994) defined as accountability is willing to accept of duty of responsibility mean that those accountable leaders knowledgeable such as they known how to solve the problems and challenges. They would never hide the truth from anyone, including themselves (Conners et al., 1994). According to Conners et al. (1994) also say accountability leaders are willing to accept duty or responsibility, listening to different point of views, do not hide the any problems, and seek out for broaden scope in order to understanding variety of resources. Accountable managers not only accept their personal output, but they also accept their subordinate's output (Kraines, 2001).

In order to identify the difference between excellent and bad choice, accountable leaders are able to distinguish themselves by the ability. According to Kouzes & Posner (1993) propose that accountable leaders are person who willing to correct their mistake and apologize for their mistake. On the other hand, accountability suggest leader to justify their own action when the choice is good (Silva & Simoes study as cited in Tetlock, 1999). According to Beu & Buckley (2001) suggest the lack of the leader accountability will affect the unethical behavior in the organization.

2.1.2.8 Stewardship

Stewardship is an individual who willing to subjugate or bring domination to personal interest to protect other's long-term benefits. In order to find out the meaning of stewardship, it is required to understand or know the concept of a covenantal relationship. Some of the stewardship theorists stated that individuals who hold a covenantal relationship with the organization that represent a moral commitment and they are bound together to achieve the common goal and do not taking advantages of each other.

According to Block (1993), stewardship defined as "holding something in trust for other." As the view of Robbert Greenleaf stated that all organization become one which includes CEOs, workers and trustees whom are playing an important roles in keeping their organization in believe and confidence on them in order to give the greater good of society. According to Pazy and Ganzach study as cited in Deckop, Mangel & Cirka (1999) defined that stewardship theory judge and conclude a tight alignment between the organization and the values of managers. According to Davis, Schoorman &

Donaldson (1997) stewardship theory focuses intristic motivation and reward. Steward is motivated to make good decisions that will bring the interest or profit to the organization.

2.2 Review of Relevant Theoretical Models

2.2.1. West and Bocarnea (2008)

Figure 2.1: The effective of servant leadership, service; servant leadership, humility; servant leadership, vision on organizational commitment and job satisfaction.

Figure 1.
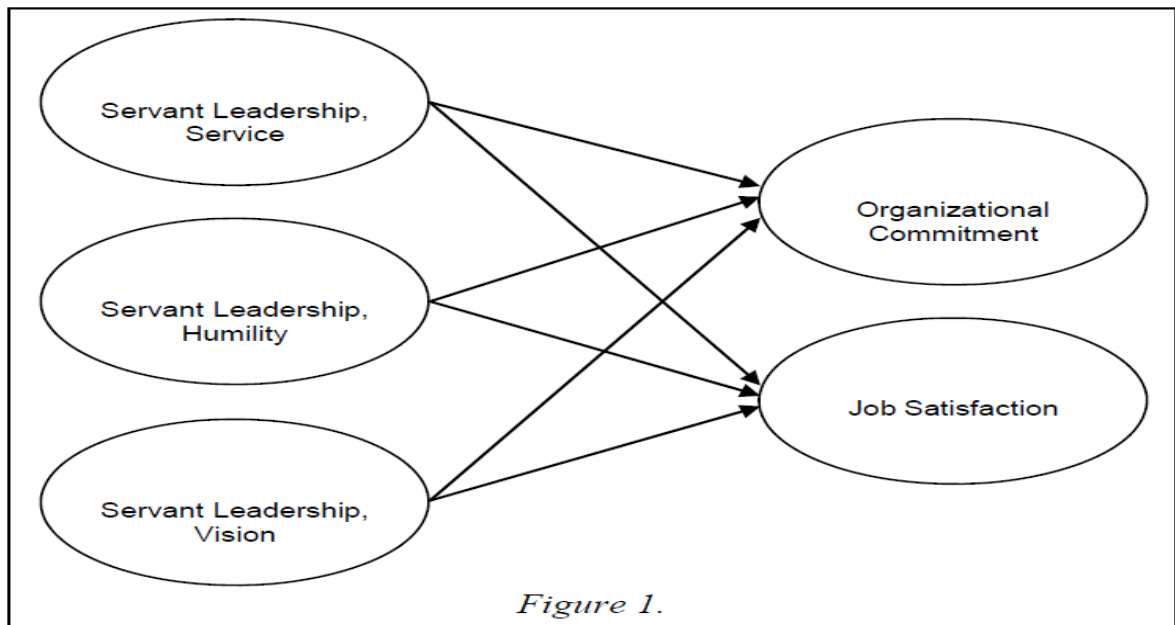
<u>Adapted</u>: West, G. B., and Bocarnea, M. (2008). Servant leadership and Organizational Outcomes: Relationships in United States and Filipino Higher Educational Settings. *Servant Leadership Roundtable at Regent University, Virginia Beach, VA*.

According to the study conducted by West and Bocarnea (2008), the conceptual framework was created. In the conceptual framework, the independent variable is servant leadership which comprises of 3 constructs: service, humility and vision. Organizational commitment and job satisfaction are the 2 dependent variables in this framework. Exploring the affective commitment and job satisfaction is the focus of the researchers. This is because affective commitment and job satisfaction have tight relationship with other organizational outcomes such as organizational effectiveness (Nyhan, 1999; Walumbwa & Lawler, 2003; Walumbwa, Wang, Lawler & Shi, 2004). However, hypothesized relationships in this study are not supported largely by their findings. Nevertheless, their findings reported that servant leadership does still correlate partially to affective organizational commitment and job satisfaction (West and Bocarnea, 2008).

2.2.2 Cerit (2010)

<u>Figure 2.2: The effects of servant leadership on organizational commitment</u>

```
┌─────────────────────────────┐
│  Servant Leadership         │
│                             │
│  • Valuing people           │
│  • Developing               │
│    people                   │                    ┌──────────────────────┐
│  • Building                 │                    │                      │
│    community                │                    │   Organizational     │
│  • Displaying               │ ────────────────▶  │   Commitment         │
│    authenticity             │                    │                      │
│  • Providing                │                    └──────────────────────┘
│    leadership               │
│  • Sharing leadership       │
│                             │
└─────────────────────────────┘
```
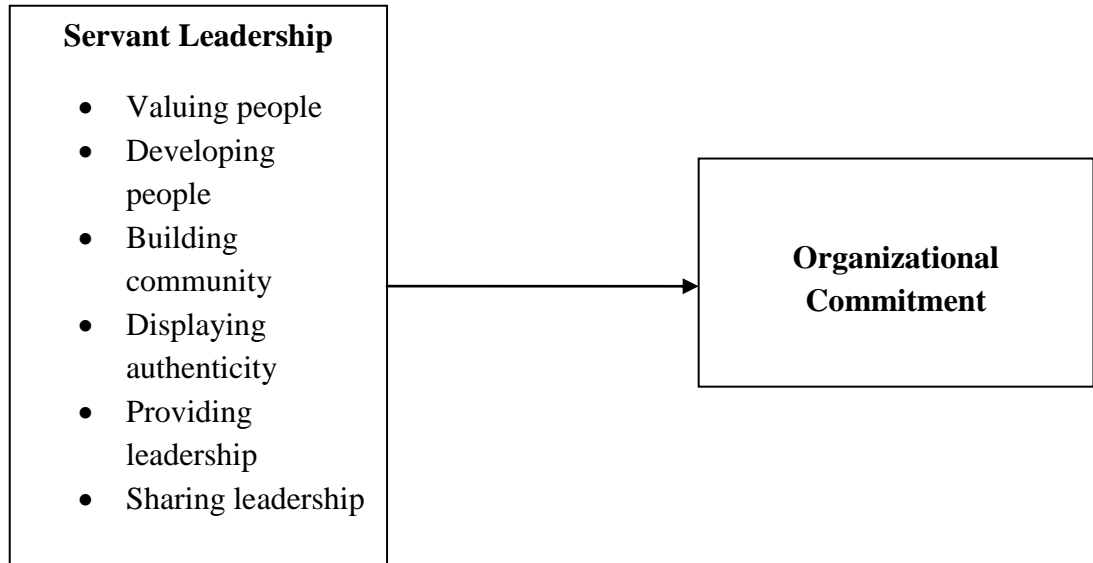
 Source: Cerit, Y. (2010). The effects of servant leadership on teachers'
organizational commitment in primary schools in Turkey. *Educational
Management Administration & Leadership*, 37(5), 600–623.

According to the study of Cerit (2010), this conceptual framework was
developed. In this conceptual framework, the independent variable is servant
leadership. Based on their framework, valuing people, developing people,
building community, displaying authenticity, providing leadership, and sharing
leadership are the 6 key areas covered in the servant leadership. The
independent variable is organizational commitment. Analyses from the
researcher revealed that significant and positive correlation was found with
teachers' organizational commitment. Therefore, this result has proved that
there is a positive correlation between the 6 key areas of servant leadership and
organizational commitment.

2.2.3 Bobbio, Van Dierendonck, & Manganelli (2012)

Figure 2.3: Servant leadership in Italy and its relation to organizational variables
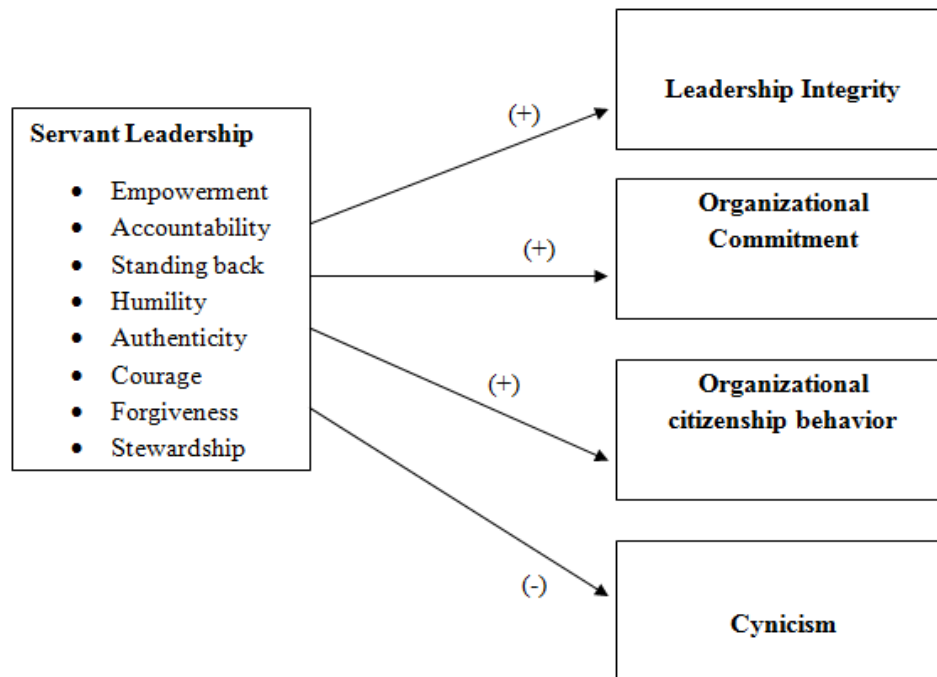
Source: Bobbio, A., Van Dierendonck, D., & Manganelli, A. M. (2012). Servant leadership in Italy and its relation to organizational variables. *Leadership*, *8*(3), 229-243.

Based on the study of Bobbio, Van Dierendonck, & Manganelli (2012), this conceptual framework was created. In this framework, the independent variable is servant leadership. It consists of 8 dimensions to measure the servant leader behavior. The 8 dimensions comprise of empowerment, accountability, standing back, humility, authenticity, courage, forgiveness, and stewardship. On the other hand, leadership integrity, organizational commitment, organizational citizenship behavior, and cynicism are the 4

independent variables. In this framework, the result proved that servant leadership has a positive correlation with leadership integrity, organizational commitment and organizational citizenship behavior. In contrast, servant leadership has a negative correlation with cynicism.

2.2.4 Mahembe and Engelbrecht (2013)

Figure 2.4: The relationship between servant leadership, affective team commitment and team effectiveness.
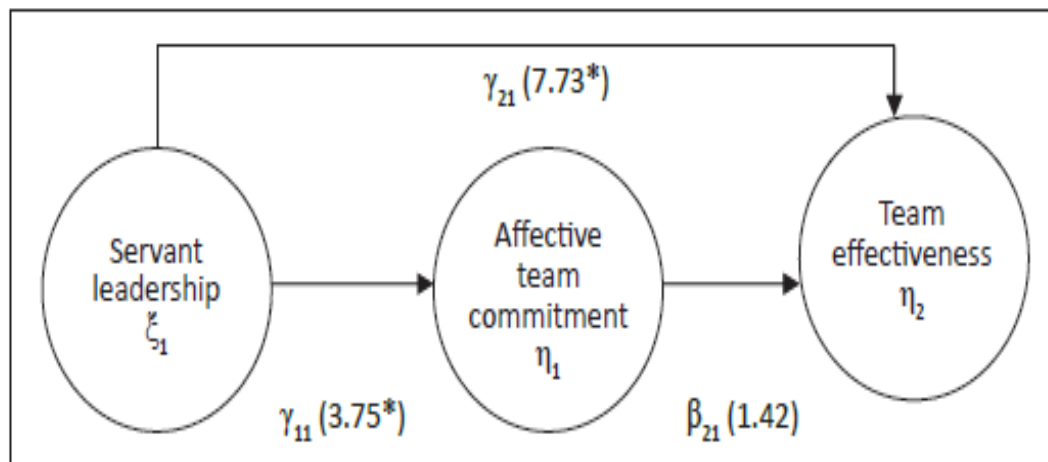
*, *t*-values ≥ |1.96| indicate signifiant path coefficients (*p* < 0.05).

Adapted: Mahembe, B., & Engelbrecht, A.S. (2013). The relationship between servant leadership, affective team commitment and team effectiveness. *SA Journal of Human Resource Management/SA Tydskrif vir Menslikehulpbronbestuur*, 11(1), Art. #495, 10 pages. http://dx.doi.org/10.4102/sajhrm.v11i1.495

Based on the study Mahembe, B., & Engelbrecht, A.S. (2013), this conceptual framework was created. In their framework, the independent variable is

servant leadership which consists of 5 dimensions. These 5 dimensions are altruistic calling, emotional healing, persuasive mapping, organizational stewardship and wisdom. Team effectiveness is the dependent variable in this framework, whereas affective team commitment acts a moderator which is moderating the relationship between servant leadership and team effectiveness. In this study, the result proved that servant leadership was positively correlated with affective team commitment and team effectiveness. Furthermore, affective team commitment moderated the relationship between servant leadership and team effectiveness was proved in this study too.

2.3 Proposed Theoretical/ Conceptual Framework

Servant Leadership

- Empowerment
- Humility
- Standing back
- Authenticity
- Forgiveness
- Courage
- Accountability
- Stewardship

Affective Commitment
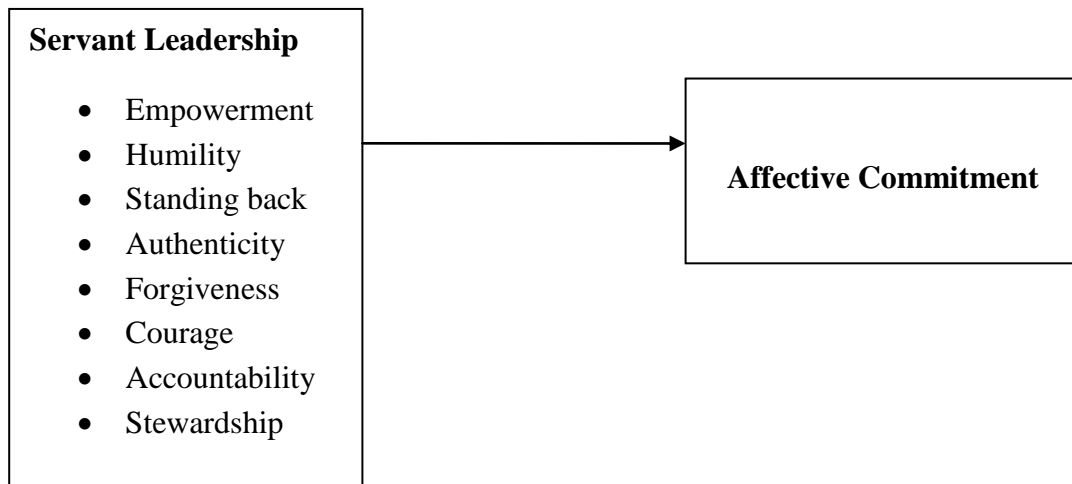
Independent Variable (IV)   **Dependent Variable (DV)**

Source: Developed for the research

A theoretical or conceptual framework has been proposed and developed based on the literature review. This is a diagram that visually displays and connects the variables in which to be tested in this research. In this framework, the independent variable is servant leadership which comprises of 8 dimensions: 1) empowerment, 2) humility, 3) standing back, 4) authenticity, 5) forgiveness, 6) courage, 7) accountability, and 8) stewardship. The dependent variable will be examined to determine the influence of all the 8 dimensions of servant leadership is affective commitment.

2.4 Hypotheses Development

2.4.1 Relationship between Servant Leadership and Organizational Commitment

Positive relationship was found and proved from various empirical studies related to servant leadership and organizational commitment (Liden et al., 2008). According to Liden et al. (2008), with an organizational sample of 182 individuals, servant leadership was reported as a significant predictor of followers' organizational commitment, community citizenship behavior, and in-role performance.

Similarly, a study by West and Bocarnea (2008) found out servant leadership, affective organizational commitment and job satisfaction were significant and positive correlated. In addition, a study conducted by Jaramillo et al. (2009) in 501 full time sales people revealed that servant leadership was correlated to person organization fit, organizational commitment and turnover intention.

This study demonstrated that effects of servant leadership lead to positive behaviors which subsequently influence the individual-level outcomes.

Besides that, another similar study conducted by Cerit (2010) on the servant leadership and organizational commitment. 563 teachers in primary schools were used in this research. Based on their findings, servant leadership behaviors of principals and the teachers' commitment were found to be significant and positively correlated.

Furthermore, a study was conducted by Schneider and George (2011) in voluntary service organizations on servant leadership versus transformational leadership. Based on their findings, the perceptions of transformational leadership and servant leadership styles were highly correlated. In addition, this study indicated that servant leadership was found to be a better predictor for the organizational commitment, satisfaction, and intention to stay among the voluntary club members.

Beyond that, another study also proved that servant leadership had positive correlation with the leadership integrity, organizational commitment and organizational citizenship behavior, and having a negative correlation with cynicism. This study was conducted by Bobbio et al. (2012) with using a participation of 800 adults from profit and non-profit organization.

Besides that, another study conducted by Mahembe et al. (2013) reported the similar findings. 202 teachers of primary and secondary school were chosen from 32 schools to participate in this study. Based on their findings, servant leadership, team effectiveness, and affective team commitment were reported

as having positive relationships. In overall, servant leadership and organizational commitment has been proven to be positively correlated by various empirical studies. Therefore, a detail relationship between the 8 dimensions of servant leadership and affective commitment will be studied in our research.

Leader member exchange (LMX) is a theory aims in explaining the nature of relationship between a leader and his or her followers. LMX indicates how such relationship affects the leadership process. According to Sparrowe and Liden (1997), the quality of the member's exchange relationship with the leader depends on the degree of emotional support and exchange of valued resources. This is very crucial in determining a member's fate in an organization. Masterson, Lewis, Goldman & Taylor (2000) describes LMX is a social exchange relationship between a manager or supervisor and an employee.

In practical, a leader is unlikely to treat all followers on an equal basis. Therefore, the relationship between a leader and every single follower will be different. Subsequently, ranging of high to low quality among their relationship will be resulted (Dienesch and Liden 1986; Liden and Graen, 1980). According to Dienesch et al. (1986), a high quality relationship is described by high level of trust, interaction, support, formal and also informal rewards. Therefore, a follower could then receive greater attention from his or her leader and also benefits as well. In comparison, a low quality relationship is described by task orientation and mistrust. Therefore, a follower is reportedly received less attention or benefits from his or her leader.

However, the theory social exchange posits that employees tend to be more effective in a high quality LMX relationship (Sparrowe et al., 1997). A major principle of social exchange theory explains this process is called as the norm

of reciprocity. Positive norm of reciprocity suggests that people who are being treated well by others will have a sense of obligation to respond positively or favorably in return (Blau, 1964; Gouldner, 1960 as cited in Walumbwa, Mayer, Wang, Wang, Workman, & Christensen, 2011). Thus, in a workplace where high quality LMX exists, subordinates would tend to pay back by exerting more effort to their leader (Wayne & Green, 1993 as cited in Walumbwa et al., 2011).

Empirically, there are several studies have been proven that employees will reciprocate their employers through adjusting their perceived obligations when their employer had fulfilled their promises to the employees (Coyle-Shapiro & Kessler, 2002; Robinson, 1996; Robinson & Morrison, 1995). On the other hand, several studies also found that LMX was positively correlated with job performance (Bauer, Erdogan, Liden, & Wayne, 2006; Walumbwa, Cropanzano, & Hartnell, 2009).

There are the reasons we believe that servant leadership could facilitate the establishment of high quality. This is because LMX, in turn, could positively contribute to followers' job performance. Besides, servant leadership is a theory that advocates serving and meeting the needs of others from the role and motivation of a leader. In addition, servant leaders also help to develop people, helping followers to strive and flourish (Russell & Stone, 2002, McMinn, 2001).

On the basis of this reason, we believe that when leaders demonstrate the servant behavior or characteristics, they could influence their followers' affective commitment. Accordingly, researchers propose that:

H1: There is a significant relationship between servant leadership and affective commitment.

2.5 Conclusion

Relevant literature in our proposed framework and hypotheses development are discussed in this chapter. Next, research methodology that used in this study will be further discussed in detailed in Chapter 3.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 Introduction

In this chapter, we will provide an outline to give a way and process for researchers to complete the objective of research by collecting data. Besides, research design also implemented for our research. We also discussed data collection methods such as primary method and secondary data. Meanwhile, we determined sampling design, instrument of research, and measurement in the report too. Data processing and data analysis will also important for researchers to carry on in the study. This chapter showed the way of collection data and method of analyze to interpret into result of study.

3.1 Research Design

This section describes the study design of affective commitment in hotel industry. The research design is a logical and orderly method in planning and directing a piece of study (Zikmund, Babin, Carr, & Griffin, 2010). It shows a general project of how the researcher plans to carry out their projects in practice (Draper, 2004). It is also a framework to guide researchers in the gathering and study of the data (Mark, Philip, & Adrian, 2009).

Research method refers to how, when, where and which practical ways that the researcher wishes to collect and analyses data (Draper, 2004). The qualitative and quantitative research are the major types of research. Quantitative method uses to count and measure of things which contain structured questionnaires, rating scales, structured observation. A method used to collect, analyze, and interpret data known as qualitative method which used to observe the achievement of people either through semi-structured or un-structured interviews, participant observation, narrative analysis and content analysis (Draper, 2004).

Quantitative method is method that we carry out in the study instead of qualitative. According to Mark et al. (2009) stated that quantitative method is a collection way to gather data which will produce numerical data. Furthermore, it enclosed broader population therefore quantitative method is more suitable and efficient to test hypotheses. There are different types of methods to collect data for survey (Sekaran & Bougie, 2013).

We spread the questionnaire to the staffs or workers who works in hotel industry in Perak in order to get the data. In addition, we applied mathematical and statistical way to investigate the relationship between all the hypotheses. Our questionnaires in this research were measured in term of numeric rating scales. Moreover, distribution of questionnaires used to collect the source of information for pilot study.

This study is a causal study which uses to identify the effect on how independent variables influence the dependent variable. Causal research determines the cause-and-effect relationship between variables (Zikmud et al., 2010). Researchers target to determine relationship between independent variables (empowerment, humility, interpersonal acceptance, accountability, stewardship of leader) and dependent variable (employees' affective commitment) in hotel industry. Positive relationship is

one variable decreases, the other variable also decrease and vice versa (Thomas, 2003).

3.2 Data Collection Method

Data is an important role for research study. It can consider as digits, images, terms, or ideas. Researcher need to interpret the data into meaningful information. Primary data and secondary data collection are the two types of data collection. We use the questionnaire survey in our research to get the primary data whereas we also use secondary data which is got from the database through online to obtain information about this research in various areas.

3.2.1 Primary data

Primary data is the data collected from first-hand researchers to solve an exact marketing research problem (Mark et al., 2009). Primary data is more reliable, authentic and objective due to have not published, therefore it is more valid than secondary data. In this research study, we used self-administered questionnaires to gather the information needed. The advantages of questionnaire are it can be collected easily, more quickly and more economically compared to other data collection method. It is helpful to answer the research questions set in Chapter 1, and to develop hypotheses through the feedback of relevant respondents. The questionnaire for this study was adopted and modified from several related research journals. This is ensure a higher validity of the questions which distribute to target respondents rather than constructed own questionnaire.

3.2.2 Secondary Data

Secondary data is convenient, faster, and less expensive to gather compare to get primary data. Some questions from the secondary data can possibly been answer by other investigators. Therefore, we used the internet database to search the articles and journals which have been conducted by the researchers to interpret the results. Internet resources refer to online database system such as ProQuest, ScienceDirect, EBSCOhost, and Oxford Journals are used to retrieve journals and articles. These are available in the UTAR online database (OPAC) to support the literature review. Besides, we also searched for the book material related to our research topic in library. Nevertheless, there might be deficiency of experiential data to support our study, hence questionnaire is important for our research.

3.3. Sampling Design

Samples can be defined as a division of items in population which have the same probability (Susan, 2010). Since it is difficult for researcher to gather information from the entire population, researchers can use several of sampling technique to gather more interconnected information to make the research's decision making more efficient and effective. However, researchers must careful when using the sampling techniques which can reduce the error during the process. There are several steps in sampling design such as the defining the population, determining the sampling frame, selecting sampling technique, determining the sample size and execute the sampling process.

3.3.1 Target Population

Target population is the first step of the sampling design. Target population is the way to know the essential characteristics of the population respond to the question in this research.

Target population is very important in this research because it has well-defined the volume of sampling and group which involved in the research. The reasons for choosing this target population because there have respondents which is suitable for the researchers to collect data. In this study, the target population in our research is employees who are working in hotel industry at Perak. According to the latest updated information from accommodation services' statistics, the figure refer to year 2010 which collected from Economic Census 2011. The report showed the total number of hotels in Malaysia had 3,129 which increased around 32.5%. Therefore, the workforces at Perak who worked in hotel industry will count in as the population for our study.

3.3.2 Sampling Frame and Sampling Location

In this study, sampling frame could not be well-defined due to there have 272 registered hotels in Perak. It is difficult for researcher to collect data and information in large sample size. Furthermore, not all employees who work in the hotel feel eager to fill in questionnaires since it is sensitive for them to speak out the viewpoint about the affective commitment of employees

towards their leader of management. Researchers not just specially focused on bottom level employees due to different group of people have different reason to commit to the company.

We targeted our sampling location on the registered hotel which based in Perak State. Our targeted sampling location in Perak consists of city areas such as Ipoh, Taiping, Pulau Pangkor, and Kampar. These areas might provide highest percentages to reach target population in the research. As we know that Perak is home to country's third largest capital. Its tourism sector has seen an effective growth in recent years. According to chairman of Tourism and Culture Committee, Nolee Ashilin Mohd Radzi showed a statistics from Tourism Malaysia stated that the number of domestic and foreign tourist visited Perak increased 0.15 million from 5.7 million till December 2012 (Chan, 2013). The increased of tourists show positive relationship with the tourists resided to the hotels. The targeted location for the entire research is depending on the location which is convenient for researcher to reach to.

3.3.3 Sampling Elements

Sampling elements are the respondents who involved in study. The employees in operational levels of hotel management are the main respondent of this research is the employees in operational level of hotel management such as customer representative, chefs, and hotel's supporting staff involves persons like waiters, room service, cleanliness staff, and others.

The employer and trainee are not included in the sampling element. The employer is legal entity who hires and controls the employees in an

organization such as directors and manager. Besides, trainee is a person who working or learning in hotel industry and have not building employee affective commitment towards employers.

Besides, questionnaires also distributed to respondents in different ranges based on their age, gender, education levels, income levels and races. As a result, this can help to generate different perspectives among the respondents in order to obtain accurate and reliable results.

3.3.4 Sampling Technique

There are two ways of sampling technique namely probability and non-probability samples to investigate an entire population.

There are few types of probability samples such as simple random, systematic sampling, stratified sampling and cluster sampling. Nevertheless, non-probability is a subjective method is based on personal judgment to decide the components of the sample and it is randomly choosing the units of sample in non-probability sampling. Convenience, judgment, quota, and snowball sampling are the four types of non-probability sampling.

In this research, researchers decided to practice non-probability sampling as sampling technique. It is being used in conducting the research due to the most convenient and accomplished in order get sample of elements. The best ways to get the information and economically is the convenience sampling.

Through the convenience sampling, researchers can get most completed questionnaire and information due to limited budgets and time management. It is available and upfront sampling from numerous types of non-probability sampling method. The researchers selected the sampling location based on convenience sampling. Therefore, researchers have targeted the hotels conducted business more than 5 years rather than new opening hotels. It helps to increase the accuracy of result rather than conduct research in new hotels.

3.3.5 Sampling Size

Sample size is important to explain our research's total target population. The suitable sample size for total population of 81,763 employees are 382 in the needed for 75000 number of population (Sekaran and Bougie, 2013). Therefore, generate a greater sample size is better than smaller sample size. An inordinate sample size helps researchers to get more accurate result for the total population. 30 sets of questionnaires had been distributed for the pilot test purpose. It is to make sure the validity of the questionnaires and made corrections before distribute to the employees in the hotel industry. Therefore, researchers will distribute the total 400 survey questionnaires to employees who work in all hotels in Perak.

Table 3.1: Table for Determine Sample Size from a Given Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size

"S" is sample size.

Source: Sekaran, U., & Bougie, R. (2013). *Research methods for business: A skill building approach* (6th ed.). Chichester, West Sussex: John Wiley & Sons, Inc., *(page229).*

3.4 Research Instrument

3.4.1 Questionnaire Survey

According to the researcher, questionnaire is a technique to collect data which requires the respondents to answer the same set of questions in predetermined order. If compare to interview and observation, questionnaire is the most appropriate methods to collect significant data from respondents (Zikmund et al., 2010). It is time consuming and save cost method for researcher to obtain data requirements.

Self-administered questionnaires are the research instrument used to conduct this survey questionnaire. It was used as a tool to collect the primary data. The questionnaire is being design by using fixed-alternative questions which have simple-dichotomy, determined-choice question, frequency-determination question, and checklist question. There was only simple-dichotomy and determination question being used in our questionnaire.

Simple-dichotomy question is requires the respondent to choose one of two alternatives such as gender. Determinant-choice question is requires the respondent to choose one response from among multiple alternatives such as age and race. The paper questionnaires will be print out and the in-person drop-off survey method will be used.

There were 450 sets of questionnaires distributed to the respondents and each questionnaire is collected back within one day and around one week is being using to collect all of the questionnaires. However, the actual number of questionnaire needed is 400 sets of survey questionnaires for respondents. For those unreturned questionnaire from respondents which may reduce our sample size and final result.

The actual number of questionnaire needed is 400 sets only. Those questionnaires which consist of the problem of illogical response such as outline response-abnormal answer, and answer given is not provided in the question will be taken out.

Example of Simple-Dichotomy Question

1. Gender

☐ Female ☐ Male

Example of Determinant-Choice Question

4. Race?

☐ Malay ☐ Chinese ☐ Indian

☐ Others (Please specify): _____

3.4.2 Questionnaire Design

All the questions in this research were adopted and modified from other researcher paper. The questionnaire was separated into three main sections. Section A requires the respondents to fill up their demographic data such as age, gender, race, nationality, monthly income, highest education level, current position, and years of working experience. Section B consists of the questions for the eight dimensions which are empowerment, standing back, accountability, forgiveness, courage, authenticity, humility, and stewardship. There are two to seven questions have been conducted in each dimensions of independent variable. Section C was to measure dependent variable which has seven questions for each dimension of affective commitment.

3.4.3 Distribution Method

Non-probability sampling design method is used to distribute questionnaire. If components in the population is unknown or the chance to select as sample subjects are forgone known as non-probability sampling design (Sekaran et al., 2013). It is cost saving but it requires all the respondents to be homogenous and zero probability (not everyone have the chance to be selected) of selection.

The convenience sampling from the non-probability sampling method is being selected as the distribution method. Convenience sampling method is the way for the researchers sent the questionnaires to the respondent randomly without

choosing. Convenience sampling is the efficient and convenient way to collect basic information. (Sekaran et al, 2013).

3.4.4 Reasons of Sampling

The reasons for using sample because it is time consuming for researcher to collect data and save cost, less errors due to less fatigue, and destruction of elements avoided instead collecting data from all population. Sampling is cost and time saving because in real world, there will limitation and barrier for researchers to test on whole population. Besides that, it can lower down the errors occurs due to less fatigue because the size of data needed to key in is smaller than the actual number of total population. Lastly, due to the reason that certain item is impossible to be tested as a whole, sampling is used to avoid destruction of elements.

3.4.5 Pilot Studies

Before researcher conducts an actual survey, researcher normally would conduct a pilot study to test the design of questionnaires where thirty respondents were being chosen as respondents. The main purpose to conduct the pilot test is checking the understanding of respondents toward the survey questions. It is pre-testing process to check on the reliability of the questionnaires to ensure the effectiveness and internal consistency of the questionnaire.

The 30 sets of questionnaires are being distributed through online and on the spot. Online questionnaires also known as internet surveys, it is a self-administration questionnaire posted on a Website. Data collected from the respondents is vital to identify problem and error, therefore researchers able to correct the error to get more accurate dat. The Statistical Analysis System (SAS) version 5.1 is being used to run the reliability result of the questionnaires in the pilot test. Table 3.2 shows the internal consistency of the variables and Table 3.3 displays the result of the reliability analysis.

Table 3.2: Internal Consistency (Cronbanch's Alpha)

Coefficient Alpha (α)	Level of Reliability
0.80 to 0.95	Very good reliability
0.70 to 0.80	Good reliability
0.60 to 0.70	Fair reliability
< 0.60	Poor reliability

Source: Sekaran, U., & Bougie, R. (2013). *Research methods for business: A skill building approach* (6th ed.). Chichester, West Sussex: John Wiley & Sons, Inc., *(page229).*

Table 3.3: Reliability Analysis

Variables	Dimensions	Number of Items	Cronbach's Alpha
Dependent Variable (DV)	Affective Commitment	8	0.751106
Independent Variable (IV)	Empowerment	7	0.723107
	Standing back	3	0.652541
	Accountability	3	0.645103
	Forgiveness	3	0.748987
	Courage	2	0.768603
	Authenticity	4	0.801630
	Humility	5	0.792837
	Stewardship	7	0.733066

Source: Data generated by SAS version 5.1

Interpretation of Affective Commitment

The reliability test shows the alpha value is 0.751106. This value 0.751106 falls within the range 0.70 to 0.80 showing good reliability on the 8 items which measuring affective commitment.

Interpretation of Empowerment

The reliability test shows the alpha value is 0.723107. This value 0.723107 falls within the range 0.70 to 0.80 showing good reliability on the 7 items which measuring empowerment.

Interpretation of Standing Back

The reliability test shows the alpha value is 0.645103. This value 0.645103 falls within the range 0.60 to 0.70 showing the 3 items measuring standing back have fair reliability.

Interpretation of Accountability

The reliability test shows the alpha value is 0.652541. This value 0.652541 falls within the range 0.60 to 0.70 showing the 3 items measuring accountability have fair reliability.

Interpretation of Forgiveness

The reliability test shows the alpha value is 0.748987. This value 0.748987 falls within the range 0.70 to 0.80 showing good reliability on the 3 items which measuring forgiveness.

Interpretation of Courage

The reliability test shows the alpha value is 0.768603. This value 0.768603 falls within the range 0.70 to 0.80 showing good reliability on the 2 items which measuring courage.

Interpretation of Authenticity

The reliability test shows the alpha value is 0.801630. This value 0.801630 falls within the range 0.80 to 0.95 showing very good reliability on the 4 items which measuring authenticity.

Interpretation of Humility

The reliability test shows the alpha value is 0.792837. This value 0.792837falls within the range 0.70 to 0.80 showing good reliability on the 5 items which measuring humility.

Interpretation of Stewardship

The reliability test shows the alpha value is 0.733066. This value 0.733066 falls within the range 0.70 to 0.80 showing good reliability on the 7 items which measuring stewardship.

With reference to table 3.1, all of the variables must have an alpha value, α in the range of 0.6 to 0.95. The overall results of between eight independent variables and one dependent variable show a good reliability and indicate there is an internal consistency of reliability in this study.

3.5 Constructs Measurement (Scale and Operational Definitions)

3.5.1 Origins of Construct

Table 3.3: The Origins of Construct in the Research

Construct	Items	Adopt From
Demographic Profile	• Gender • Age • Nationality • Race • Monthly income • Highest education level • Current position • Years of Working experience	Omar, Majid & Johari, 2012; Omar et al., 2012; Tang et al., 2012; Rivera et al., 2011)
Servant Leadership Characteristics	• Empowerment • Standing back • Accountability • Forgiveness • Courage • Authenticity • Humility • Stewardship	Van Dierendonck, D., & Nuijten, (2010); Barbuto, J. E., & Wheeler, D. W. (2002)
Affective Commitment		Meyer and Allen (1997)

3.5.1.1 Modified Operational Definition of Construct

Item	Construct Measurement	Author	Modification	Remark
Empowerment	My manager gives me the information I need to do my work well.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	My manager encourages me to use my talents.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	My manager helps me to further develop myself.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	My manager encourages his/her staff to come up with new ideas.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	My manager gives me the authority to take decisions which make work easier for me.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	My manager enables me to solve problems myself instead of just telling what to do.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	My manager offers me abundant opportunities to learn new skills.	Van Dierendonck and Nuijten, (2010)	-	Adopt
Humility	My manager learns from criticism.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	My manager tries to learn from the criticism he/she gets from his/her	Van Dierendonck and Nuijten, (2010)	-	Adopt

	supervisor.			
	My manager admits his/her mistakes to his/her supervisor.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	My manager learns from the different views and opinions of others.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	If people express criticism, my manager tries to learn from it.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	My manager emphasizes the importance of focusing on the good of the whole.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	My manager has a long term vision.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	My manager emphasizes the societal responsibility of our work.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	My manager believes that our organization needs to function as a community.	Barbuto, Wheeler, (2002)	-	Adopt
Stewardship	This person believes that the organization needs to play a moral role in society.	Barbuto, Wheeler, (2002)	My manager believes that the organization needs to play a moral role	Modified and used "My manager" to replace the term "This person" to make all

				consistent.
	This person encourages me to have a community spirit in the workplace.	Barbuto, Wheeler, (2002)	My manager encourages me to have a community spirit in the workplace.	Modified and used "My manager" to replace the term "This person" to make all question consistent.
	This person is preparing the organization to make a positive difference in the future.	Barbuto, Wheeler, (2002)	My manager is preparing the organization to make a positive difference in the future.	Modified and used "My manager" to replace the term "This person" to make all question consistent.
Accountability	My manager holds me responsible for the work I carry out.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	I am held accountable for my performance by my manager.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	My manager holds me and my colleagues responsible for the way we handle a job.	Barbuto, Wheeler, (2002)	-	Adopt

Forgiveness	My manager keeps criticizing people for the mistakes they have made in their work. (R)	Van Dierendonck and Nuijten, (2010)	My manager does not keep criticizing people for the mistakes they have made in their work.	Modified and used "does not" to replace the negative question to make all question consistent.
	My manager maintains a hard attitude towards people who have offended him/her at work. (R)	Van Dierendonck and Nuijten, (2010)	My manager does not maintains a hard attitude towards people who have offended him/her at work.	Modified and used "does not" to replace the negative question to make all question consistent.
	My manager finds it difficult to forget things that went wrong in the past. (R)	Barbuto, Wheeler, (2002)	My manager finds it easy to forget things that went wrong in the past.	Modified and used "easy" to replace the term "difficult" to make all the questions consistent and

				in positive status.
Standing Back	My manager keeps himself/herself in the background and gives credits to others.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	My manager is not chasing recognition or rewards for the things he/she does for others.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	My manager appears to enjoy his/her colleague's success more than his/her own.	Van Dierendonck and Nuijten, (2010)	-	Adopt
Courage	My manager takes risks even when he/she is not certain of the support from his/her own manager.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	My manager takes risks and does what needs to be done in his/her view.	Van Dierendonck and Nuijten, (2010)	-	Adopt
Authentically	My manager is open about his/her limitations and weaknesses.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	My manager often touched by the things he/she sees happening around him/her.	Van Dierendonck and Nuijten, (2010)	-	Adopt
	My manager is prepared to express his/her feelings even if this might	Van Dierendonck and Nuijten, (2010)	-	Adopt

	have undesirable consequences.			
	My manager shows his/her true feelings to his/her staff.	Van Dierendonck and Nuijten, (2010)	-	Adopt
Affective Commitment	I would be very happy to spend the rest of my career with this organization.	Meyer and Allen (1997)	-	Adopt
	I enjoy discussing about my organization with people outside it.	Meyer and Allen (1997)	-	Adopt
	I really feel as if this organization's problem are my own.	Meyer and Allen (1997)	-	Adopt
	I think that I could easily become as attached to another organization as I am to this one.	Meyer and Allen (1997)	I do not think that I could easily become as attached to another organization as I am to this one.	Modified and used "do not" to replace the negative question to make all question consistent.
	I do not feel like "part of the family" at my organization.	Meyer and Allen (1997)	I feel like "part of the family" at my organization.	Modified the reversed question to make all question

			consistent and in positive status
I do not feel emotionally attached to this organization.	Meyer and Allen (1997)	I feel emotionally attached to this organization.	Modified the reversed question to make all question consistent and in positive status
This organization has a great deal of personal meaning to me.	Meyer and Allen (1997)	-	Adopt
I do not feel a "strong" sense of belonging to my organization.	Meyer and Allen (1997)	I feel a "strong" sense of belonging to my organization.	Modified the reversed question to make all question consistent and in positive status

Source: Developed for the research.

3.5.2 Scale Measurement

Scale of measurement is an instrument accustomed differentiate the relationship of variable between objects which having different scale values. Nominal, ordinal, interval, and ratio are four types of scale measurement (Sekaran and Bougie, 2013).

3.5.2.1 Nominal Scale

Nominal scale known as a scale for researches to design the questionnaire with assigns a value to a subject. It was not representing any ranking and quantities. It is simplest level in measurement scales which the respondents fill up the questionnaire by tick the choices. In section A, there are total three questions (gender, nationality, and race) are designed by using nominal scale. The example of nominal scale question is existing in our questionnaire:

Example of Nominal Scale Question:

3. Nationality

☐ Malaysian

☐ Others: _____

3.5.2.2 Ordinal Scale

A scale is used to categorize qualitative differences in the variable of interest, and also can have rank-ordered attributes known as ordinal scale (Sekaran and Bougie, 2013). Nevertheless, there is no meaning for the qualities or characteristics of the distances. In Section A, only one question (highest educational degree earned) is designed by using ordinal scale.

Example of Ordinary Scale Question:

6. Highest educational degree earned

☐ Post-basic certificate / advanced diploma

☐ Diploma

☐ Bachelor degree

☐ Master degree

☐ Doctorate degree

☐ Others (Please specify): _____

3.5.2.3 Interval Scale

A multipoint scale is used to show the differences, ordering, and quality of the greatness of the responses known as interval scale (Sekaran et al, 2013). It shows the differences, order, and distance. The questions in questionnaires that are designed by using interval scale are in Section B and Section C. The 5-Likert scale is adopted to permit the respondents to show the respond with the statement of the questions. The range is from "strongly disagree, SD", "disagree, D", "neutral, N", "agree, A", to "strongly agree, SA".

Example of five-point Likert Scale

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

	SD	D	N	A	SA
1. My manager gives me the information I need to do my work well.	1	2	3	4	5
2. My manager encourage me to use my talents.	1	2	3	4	5
3. My manager help me to further develop myself.	1	2	3	4	5
4. My manager encourage his/her staff to come up with new ideas.	1	2	3	4	5
5. My manager gives me the authority to take decisions which make work easier for me.	1	2	3	4	5
6. My manager enables me to solve problems myself instead of just telling what to do.	1	2	3	4	5

3.5.2.4 Ratio Scale

Ratio scale is a scale that has an absolute zero origin, and hence indicates the magnitude, proportion, and the differences (Sekaran et al, 2013). It is the

highest form of measurements which have the properties of interval scales. The ratio scale can overcome the difference, order, distance and it has a unique origin. In section A, demographic profile of the questionnaire are designed by using ratio scale.

Example of Ratio Scale

5. Monthly income

☐ Below RM1500.00

☐ RM1501.00 – RM2500.00

☐ RM2500.00 – RM3500.00

☐ RM3501.00 – RM4500.00

☐ Above RM4501.00

3.6 Data Processing

Researchers need to develop the date into useful information, after collected the questionnaire from respondents (Sekaran et al., 2013). Data processing is defined as process to organize and manipulate the numeric data and convert into useful information. The preliminary steps are important in data processing to make sure the data collected are accurate, complete and appropriate for further analysis.

3.6.1 Data Checking

The first step of data processing is data checking. This step is to ensure all the questionnaires are complete constructed. Each of the questions in the questionnaire is checked carefully to ensure that it was being filled properly and to avoid any error. Thirty questionnaires were distributed and the data collected were used as reliability test. The reliability test is to ensure the measurements are reliable and consistent.

3.6.2 Data Editing

Then, data editing is the second step. Researchers need reviewing the collected questionnaires from respondent. This step is identify the imperfect, varying, unclear answer that provided by the respondents. Incomplete, inconsistent and ambiguous answer may occur due to reason of some of the respondents did not answer all questions in the questionnaire, the respondent might not understand the questions or they are not willing to answer it. So data editing is conducted to ensure that the information provided by the respondent in the hotel industry is complete, accurate and consistent.

3.6.3 Data Coding

Data coding is the third step. It is a step for researcher to assign a number to the responses of participants. It used to ensure respondents able entered into the database. For Section A of the questionnaire which is about the personal details of the respondent, the question are designed in nominal and ordinal scale. For instance, under the race, we assigned "1" for Malay, "2" for Chinese, "3" for Indian and "4" for Others whereas for the alternatives unders monthly income, we assigned "1" to "5" for all the responses. We code likert scale in both Section B and Section C of the questionnaires. For instance, 1 is strongly disagree, SD, 2 is disagree, D, 3 is neutral, N", 4 is agree, A, 5 is strongly agree, SA, and 99 is missing data.

3.6.4 Data Transcribing

After all the responses have been coded, data transcribing is a must to insert the data from 400 set of questionnaires into computer and will be transcribed into Statistical Analysis System (SAS) 5.1 for data analysis.

3.7 Data Analysis

Based on researcher, Zikmund (2003) stated that a way used to interpret the data collection into useful information known as data analysis. The data are brought together from the 400 respondents which had been coded and analyzed by using the SAS 5.1.

In this research, researcher used SAS 5.1 which consist Pearson correlation analysis and Multiple Regression analysis to investigate the association of servant leadership toward employee affective commitment in hotel industry in Perak. Hypotheses findings of research can be estimated by using this SAS and can determine whether the hypotheses in our research are supported.

3.7.1 Descriptive Analysis

Descriptive analysis is known as the process of transforming data into useful information by interpreting the data from respondents. Descriptive analysis is usually used to calculating the average, frequency distribution and distribution percentage of demographic data in Section A of questionnaires.

In other words, the information that collected from the respondent will be presented in table, bar or pie chart to ensure the researchers to understand the content. In this research, the descriptive analysis was conducted to gather the detail about eight personal particular of the respondents such as gender, age, nationality, race, monthly income, higher educational degree earned, current position and years of working experiences in the hotel.

3.7.2 Scale Measurement

Reliability is a quality of measure which are consistent and give same result therefore it will provide the consistent and stable results. We use the reliability analysis to test whether we can get the reliable result in the scale measurement. Coefficient alpha ranges in value from 0 to 1 which means from not consistency to complete consistency.

According to Sekaran and Bougie (2013), the poor reliability value of Coefficient alpha in a reliability analysis is less than 0.60. Value of 0.60 to 0.70 considered fair reliability while value of 0.70 to 0.80 considered as good reliability. The coefficient alpha value more than 0.80 is considered very good reliability. Thus, coefficient alpha was computed to access the internal consistency reliability of independent variable (empowerment, humility, standing back, authenticity, forgiveness, courage, accountability and stewardship). The higher the internal consistency reliability, the closer the Cronbach's alpha (Sekaran et al, 2013). Table 3.6 below shows the standard coefficient alpha (α):

Table 3.6: Coefficient Alpha Ranges (α)

Coefficient Alpha (α)	Level of Reliability
0.80 to 0.95	Very good reliability
0.70 to 0.80	Good reliability
0.60 to 0.70	Fair reliability
< 0.60	Poor reliability

Source: Sekaran, U., & Bougie, R. (2013). *Research methods for business: A skill building approach* (6th ed.). Chichester, West Sussex: John Wiley & Sons, Inc., *(page229)*.

3.7.3 Inferential Analysis

In this study, researcher using Pearson's Correlation Analysis and Multiple Regression Analysis to test all the hypotheses in study.

3.7.3.1 Pearson's Correlation Analysis

Table 3.7: Rules of Thumb about Correlation Coefficient Size

Coefficient Range	Strength of Association
± 0.91 to ± 1.00	Very Strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.01 to ± 0.20	Slight, almost neglible

<u>Source:</u> Hair, J. F. Jr., Money, A. H., Samouel, P., & Page, M. (2007). *Research methods for business.* Chichester. West Susseex: John Wiley & Sons, Inc.

Table 3.7 shows the Rules of thumb about correlation coefficient size. Pearson's Correlation Analysis use to examine the direction, strength, and significance of the relationships between dependent and independent variables which measured at interval or ratio level. According to Sekaran (2013), correlation shows the direction and strength of linear relationship between two variables. The coefficient range ± 0.90 to ±1.00 mean the stronger linkage or the level of association.

3.7.3.2 Multiple Regression Analysis

Based on Sekaran & Bougie (2013), multiple regression analysis is an analysis used to examine impacts of one or more independent variables to one dependent variable. Through these analyses, we can identify on the most

influential factor (independent variables) that impact on employee affective commitment (dependent variable).

3.8 Conclusion

The research methodology is important for future development of study which explains the researchers using several ways (research design, data collection methods, sampling design, and others) to carry out proposal. We also discussed the sample size and target population by distributing the questionnaire, using sampling methods to guide us to run analysis from the collected data.

Besides, we are using Pearson Correlation Coefficient and Multiple Regression Analysis to test all the hypotheses to indicate the association between independent variable and dependent variables. In a nutshell, we can conclude whether the relationship between servant leadership towards affective commitment significant or not significant. The next chapter, chapter 4 will be explained in detailed about the demonstrating and interpreting the gathered data from pilot and actual study.

CHAPTER 4: RESEARCH RESULTS

4.0 Introduction

Conduct this chapter is analyzed the outcomes of questionnaire. The purpose is to investigate and interpret the data throughout the survey. Researchers will analyze the data collected from respondents in Perak by using Statistical Analysis System (SAS) version 5.1. The result will be analyzed and divided into several parts.

4.1 Descriptive Analysis

Descriptive analysis can be defined as a designed to obtain data that used to describe the basic features of the data in this research. Normally descriptive analysis involves the presentation of information in a fairly simple form which provided summaries about the sample and the measures. Moreover, descriptive analysis can also be used to disclose the pattern of respondents for example, gender, race, highest education and age.

4.1.1 Respondent Demographic Profile

This section provides an analysis of the demographic characteristics of the respondents which includes the gender, age, nationality, race, monthly income, highest education level, current position, and working experience in particular based on one-way frequencies analysis.

4.1.1.1 Gender

Table 4.1: Gender

1= Female, 2= Male, 99= Missing Data				
Gender	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	267	66.75	267	66.75
2	133	33.25	400	100.00

Source: Data generated by the SAS system version 5.1

Figure 4.1: Distribution of Gender
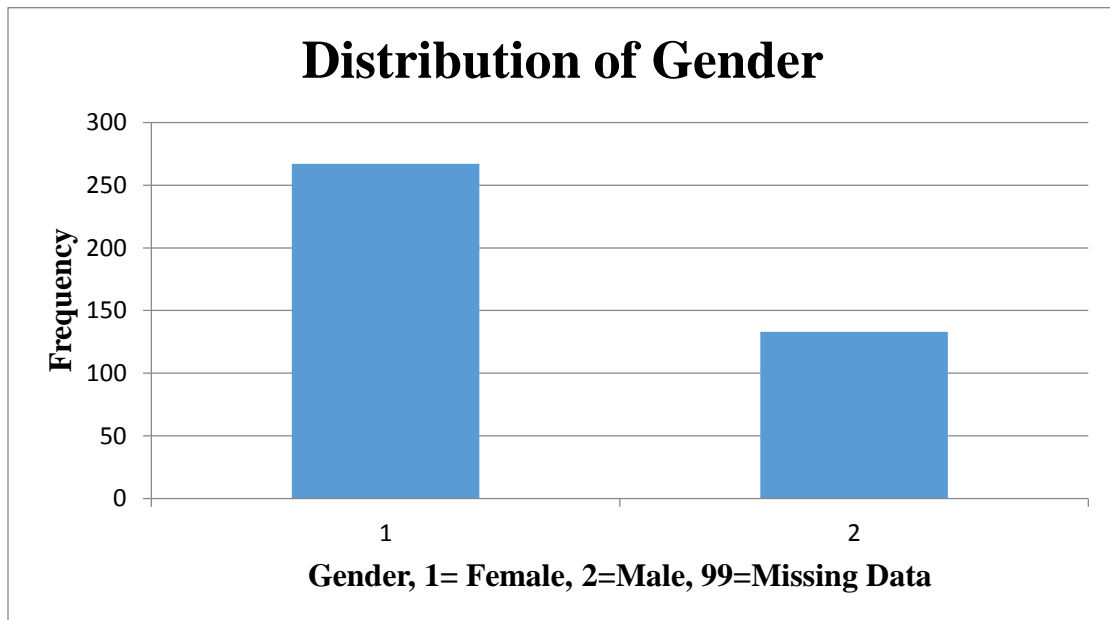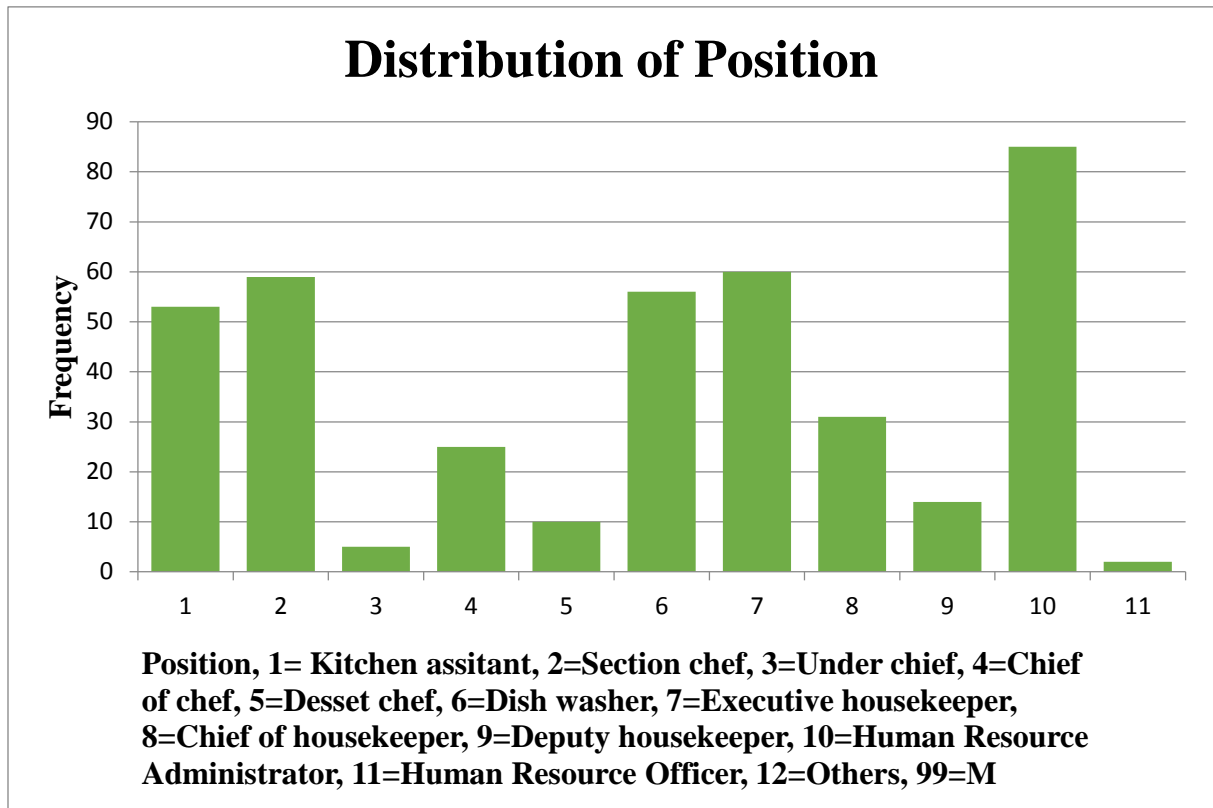

Source: Data generated by the SAS system

Table 4.1 and figure 4.1 illustrate the frequency of male and female respondents who joined in questionnaires. Out of the total respondents (N= 400), 267 respondents (66.75%) are female and 133 respondents (33.25%) are male.

4.1.1.2 Age

Table: 4.2 Age

1= below 20, 2= 21-30, 3= 31-40, 4 =41-50, 5 =51-60, 6= above 61, 99= Missing Data				
Age	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	32	8.00	32	8.00
2	235	58.75	267	66.75
3	63	15.75	330	82.50
4	40	10.00	370	92.50
5	29	7.25	399	99.75
6	1	0.25	400	100.00

Source: Data generated by the SAS system version 5.1

Figure 4.2: Distribution of Age

Distribution of Age
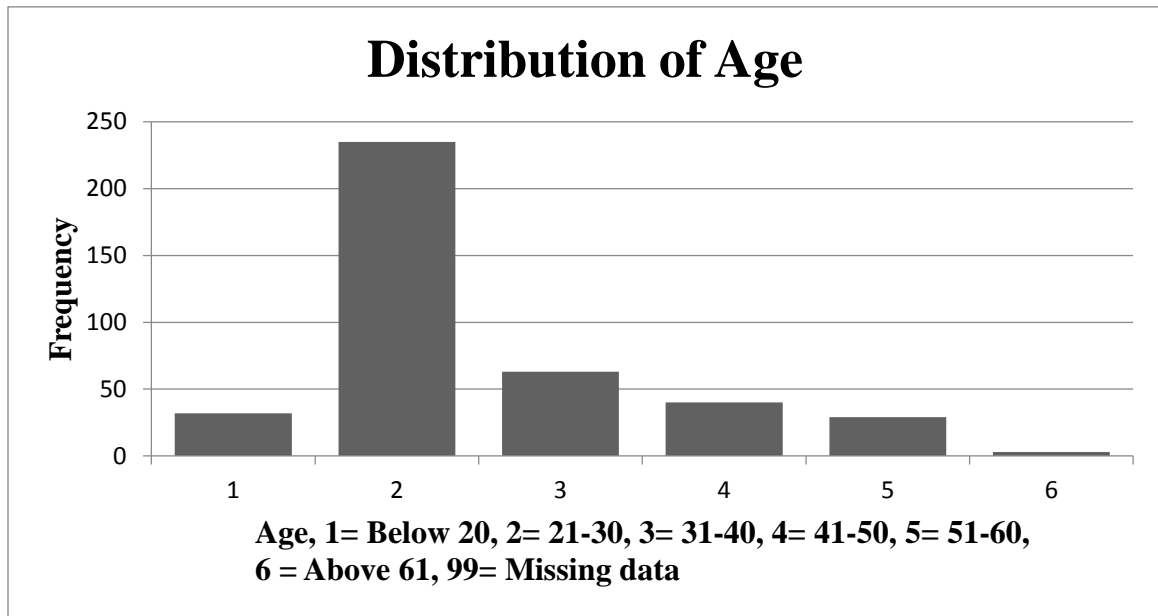
Source: Data generated by the SAS system

Table 4.2 and figure 4.2 illustrate the frequency of different age range of respondents who joined in questionnaires. From the total respondents (N=400), 32 respondent (8.00%) is below 20 years old, 235 respondents (58.75%) are from the range of 21-30 years old, 63 respondents (15.75%) are from 31-40 years old, 40 respondents (10.00%) are from 41-50 years old, 29 respondents (7.25%) are from 51-60 years old and 1 respondent (0.25%) above 60 years old participate in this questionnaire.

4.1.1.3 Nationality

Table 4.3: Nationality

1=Malaysian, 2=Others, 99=Missing Data				
Nationality	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	323	80.75	323	80.75
2	77	19.25	400	100.00

Source: Data generated by the SAS system version 5.1

Figure 4.3: Distribution of Nationality
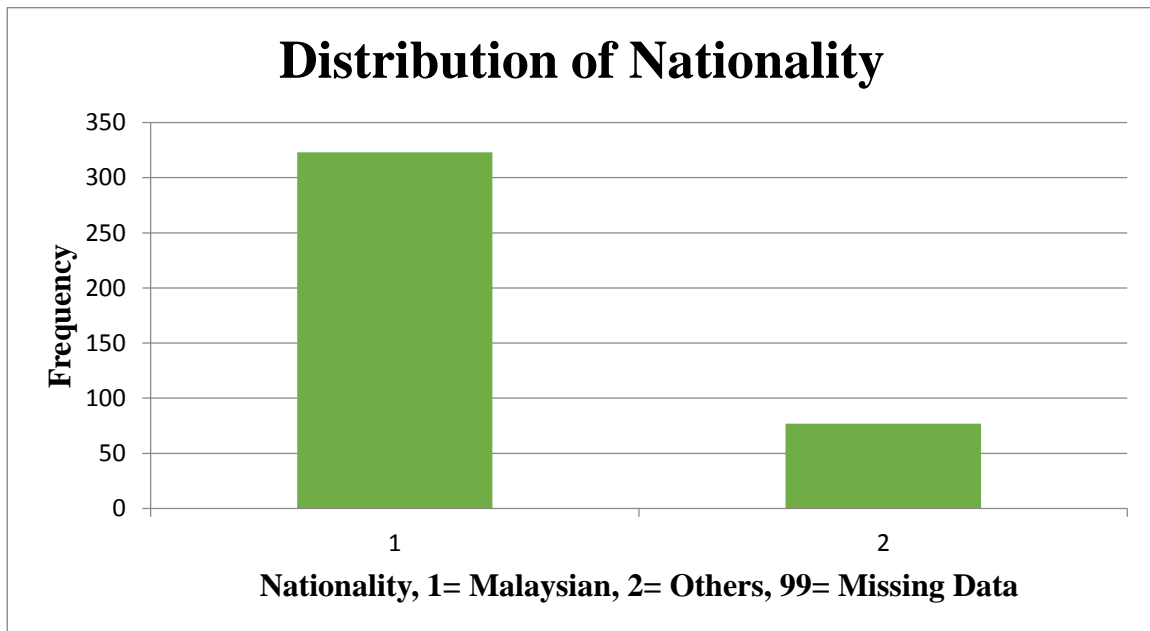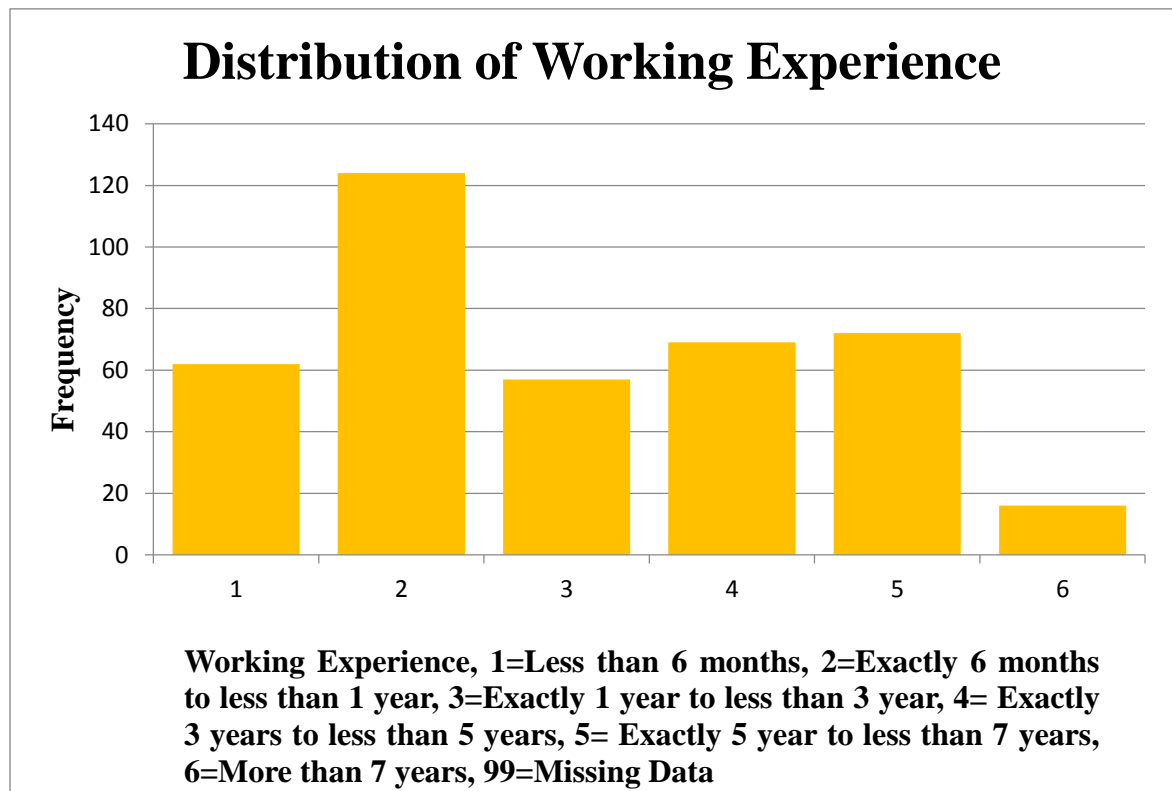

Source: Data generated by the SAS system

Table 4.3 and figure 4.3 illustrate the frequency of nationality of the respondent who joined in the questionnaires. From the total respondents (N=400), 323 respondents (80.75%) are Malaysian, 77 respondents (19.25%) are not Malaysian.

4.1.1.4 Race

Table 4.4: Race

1=Malay, 2=Chinese, 3=Indian, 4=Others, 99=Missing Data				
Race	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	150	37.50	150	37.50
2	127	31.75	277	69.25
3	46	11.50	323	80.75
4	77	19.25	400	100.00

Source: Data generated by the SAS system version 5.1

Figure 4.4: Distribution of Race
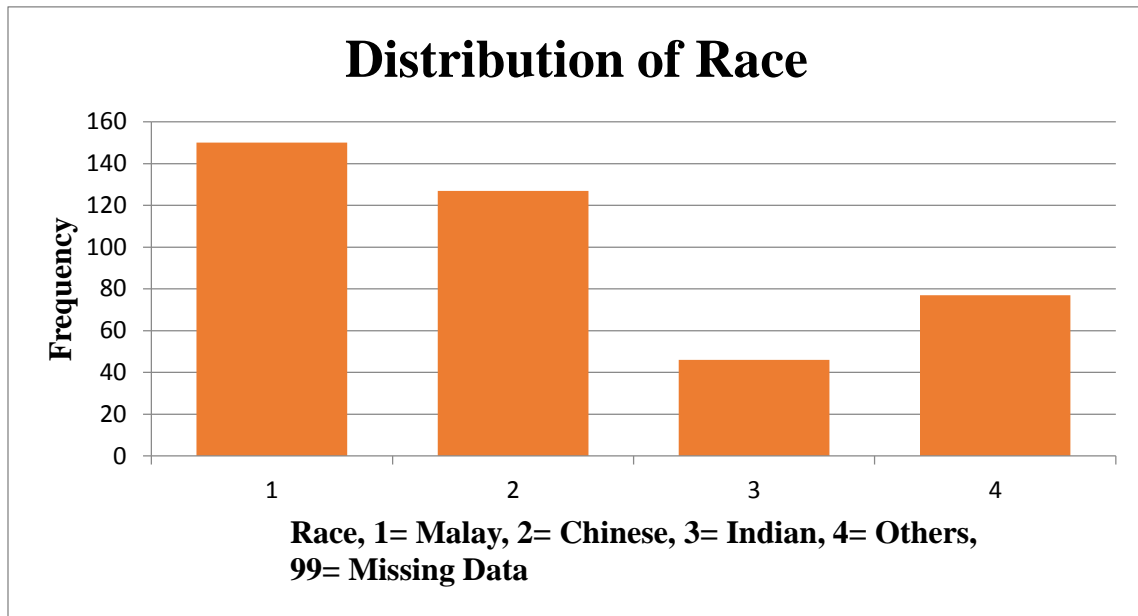
Source: Data generated by the SAS system

Table 4.4 and figure 4.4 illustrate the rate of different races of respondents who joined in the survey. From the total respondents (N= 400), 150 respondents (37.50%) are Malay, 127 respondents (31.75%) are Chinese, 46 respondents (11.50%) are Indian and 77 respondents (19.25%) are other races.

4.1.1.5 Monthly Income

Table: 4.5 Income Level

1= below RM1500, 2= RM15001-RM 2500, 3= RM2500-RM3500, 4 =RM3501-RM4500, 5 =Above RM45021,99= Missing Data				
Income Level	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	109	27.25	109	27.25
2	152	38.00	261	65.25
3	72	18.00	333	83.25
4	65	16.25	398	99.50
5	2	0.50	400	100.00

Source: Data generated by the SAS system version 5.1

Figure 4.5: Distribution of Income Level

Distribution of Income Level

Income Level, 1= Below RM 1500, 2= RM 1501-RM 2500, 3= RM 2500-RM 3500, 4= RM 3501-RM 4500, 5= Above RM 4501, 99= Missing Data
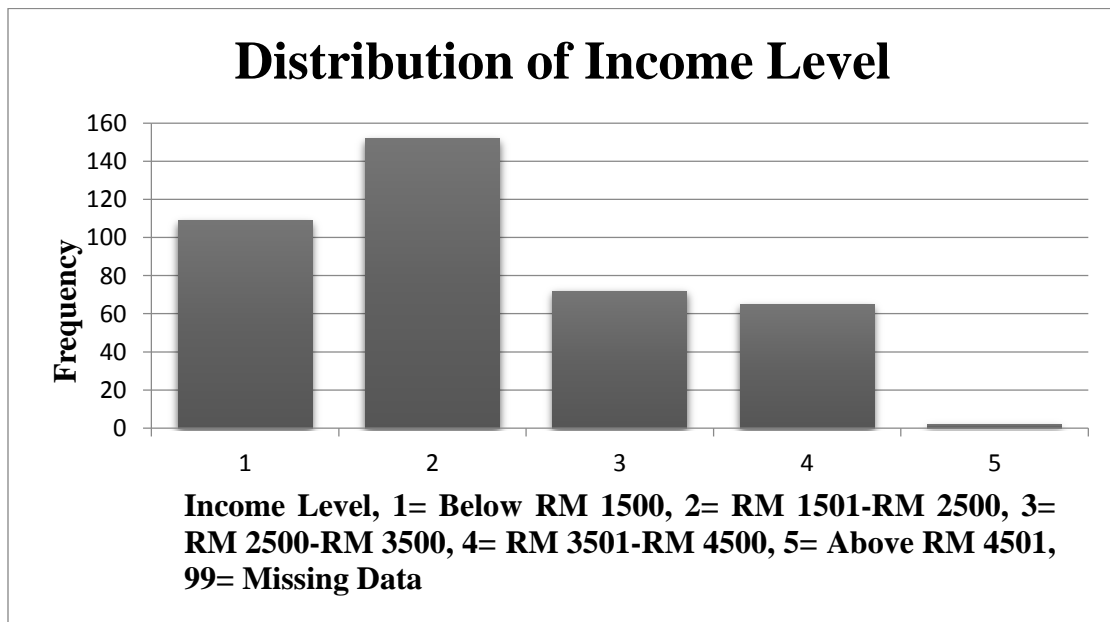
Source: Data generated by the SAS system

Table 4.5 and figure 4.5 illustrate the frequency of different income level of respondents who joined in the surveys. From the total respondents (N=400), there are 109 respondents (27.25%) with the salary below RM 1500, 153 respondents (38.00%) with the salary RM 1501-RM 2500, 72 respondents (18.00%) with salary RM 2500-RM 3500, 65 respondents (16.25%) with salary RM 3501- RM 4500 and only 2 respondents (0.50%) with the salary is above RM 4501.

4.1.1.6 Education Level

Table: 4.6 Education Level

1= Post-basic certificate/advanced diploma, 2= Diploma, 3= Bachelor Degree, 4= Master Degree, 5= Doctorate Degree, 6= Others, 99= Missing Data				
Educational Level	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	87	21.75	87	21.75
2	180	45.00	267	66.75
3	131	32.75	398	99.50
4	2	0.50	400	100.00

Source: Data generated by the SAS system version 5.1

Figure 4.6: Distribution of Educational Level

Distribution of Education Level

Education, 1= Post-basic certificate/Advanced Diploma, 2=Diploma,3=Bachelor Degree, 4= Master Degree, 5=Doctorate Degree, 6= Others, 99= Missing Data
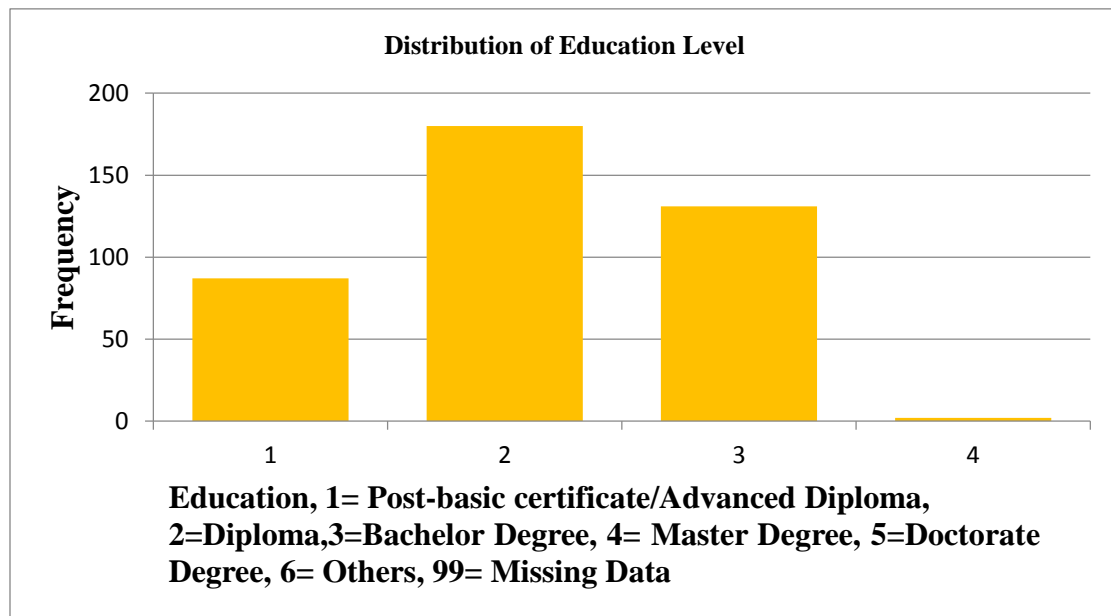
Source: Data generated by the SAS system

Table 4.6 and figure 4.6 illustrate the frequency of highest education level earned by the respondents who joined in the survey. From the total respondents (N=400), 87 respondents (21.75%) holding post-basic certificate/advanced diploma, 180 respondents (45.00%) holding Diploma, 131 respondents (32.75%) holding Master degree and only 2 respondents (0.50%) holding Master degree. There are no respondent holding doctorate degrees or others.

4.1.1.7 Current Position

Table: 4.7 Position

1= Kitchen assistant, 2= Section chef, 3= Under Chef, 4= Chief of chef, 5=Dessert chef, 6 =Dish washer, 7=Executive housekeeper, 8=Chief of housekeeper, 9=Deputy Housekeeper, 10=Human Resource Administrator, 11= Human Resource Officer, 12=Others, 99=Missing Data				
Position	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	53	13.25	53	13.25
2	59	14.75	112	28.00
3	5	1.25	117	29.25
4	25	6.25	142	35.50
5	10	2.50	152	38.00
6	56	14.00	208	52.00
7	60	15.00	268	67.00
8	31	7.75	299	74.75
9	14	3.50	313	78.25
10	85	21.25	398	99.50
11	2	0.50	400	100.00

Source: Data generated by the SAS system version 5.1

Figure 4.7: Distribution of Position

Source: Data generated by the SAS system

Table 4.7 and figure 4.7 illustrate the frequency of current position by the respondents who joined in the survey. From the total respondents (N=400), 53 respondents (13.25%) holding kitchen assistant, 59 respondents (14.75%) holding section of chef, 5 respondents (1.25%) holding under chef, 25 respondents (6.25%) holding chief of chef, 10 respondents (2.50%) holding dessert chef, 56 respondents (14.00%) holding dish washer, 60 respondents (15.00%) holding Executive housekeeper, 31 respondents (7.75%) holding chief of housekeeper, 14 respondents (3.50%) holding Deputy housekeeper, 85 respondents (21.25%) holding Human Resources Administrator and only 2 respondents (0.50%) holding Human Resources Officer.

4.1.1.8 Working Experience

Table: 4.8 Working Experience

1= less than 6 months, 2= exactly 6 months to less than 1 year, 3=exactly 1 year to less than 3 year, 4 =exactly 3 years to less than 5 years, 5= exactly 5years to less than 7 years, 6= more than 7 years, 99= Missing Data				
Working Experience	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	62	15.50	62	15.50
2	124	31.00	186	46.50
3	57	14.25	243	60.75
4	69	17.25	312	78.00
5	72	18.00	385	96.00
6	16	4.00	400	100.00

Source: Data generated by the SAS system version 5.1

Figure 4.8: Distribution of Working Experience

Distribution of Working Experience

Working Experience, 1=Less than 6 months, 2=Exactly 6 months to less than 1 year, 3=Exactly 1 year to less than 3 year, 4= Exactly 3 years to less than 5 years, 5= Exactly 5 year to less than 7 years, 6=More than 7 years, 99=Missing Data

Source: Data generated by the SAS system

Table 4.8 and figure 4.8 illustrate the experience of working in hotel by the respondents who joined in the study. From the total respondents (N= 400), 62 respondents (15.50%) working less than 6 months, 124 respondents (31.00%) working exactly 6 month but less than 1 year, 57 respondents (14.25%) working exactly 1 year but less than 3 years, 69 respondents (17.25%) working exactly 3 years but less than 5 years, 72 (18%) respondents work exactly 5 years but less than 7 years and 16 respondents (4.00%) working more than 7 years.

4.1.2 Central Tendencies Measurement of Constructs

Measurement of central tendencies is to show the value of mean and standard deviation. Total 42 items in questionnaire are measured by using 5 point interval scale ranging in SAS system version 5.1.

4.1.2.1 Empowerment

Table 4.9: Central Tendencies Measurement of Empowerment

	Statement (Items)	Mean	Median	Std. Deviation	Mean Ranking	SD Ranking
1.	My manager gives me the information I need to do my work well.	4.0325	4.00	0.60610	5	7
2.	My manager encourages me to use my talents.	4.1650	4.00	0.69208	3	5
3.	My manager helps me to further develop myself.	4.0250	4.00	0.84032	6	2
4.	My manager encourages his/her staff to come up with new ideas.	3.6700	4.00	0.83237	7	3
5.	My manager gives me the authority to take decisions which make work easier for me.	4.2975	4.00	0.69296	2	4
6.	My manager enables me to solve problems myself instead of just telling what to do.	4.4350	5.00	0.66850	1	6
7.	My manager offers me abundant opportunities to learn new skills.	4.0675	4.00	1.15163	4	1

N = 400

Source: Developed for the research

Table 4.9 showed on how the respondents responded on empowerment. From the table, the statement of "My manager enables me to solve problems myself instead of just telling what to do" had the highest mean of 4.4350. However, the lowest mean which 3.6700 for the statement were of "My manager encourages his/her staff to come up with new ideas".

The highest standard deviation was 1.15163 with the statement of "My manager offers me abundant opportunities to learn new skills." The lowest standard deviation was 0.60610 for the statement of "My manager gives me the information I need to do my work well."

4.1.2.2 Humility

Table 4.10: Central Tendencies Measurement of Humility

	Statement (Items)	Mean	Median	Std. Deviation	Mean Ranking	SD Ranking
1.	My manager learns from criticism.	3.9050	4.00	0.81402	4.5	2
2.	My manager tries to learn from the criticism he/she gets from his/her supervisor.	4.0750	4.00	0.54324	2	5
3.	My manager admits his/her mistakes to his/her supervisor.	3.9050	4.00	0.61800	4.5	4
4.	My manager learns from the different views and opinions of others.	4.3775	5.00	0.72201	1	3
5.	If people express criticism, my manager tries to learn from it.	4.0350	4.00	1.21757	3	1

N = 400

Source: Developed for the research

Table 4.10 showed on how the respondents responded on humility in the workplace. Based on the result, the highest mean was 4.3775 which was "My manager learns from the different views and opinions of others". The lowest mean was 3.9050 on two statements which were "My manager learns from criticism", and "My manager admits his/her mistakes to his/her supervisor".

The highest standard deviation was 1.21757with the statement of "If people express criticism, my manager tries to learn from it", while the lowest standard deviation was 0.54324 on the statement of "My manager tries to learn from the criticism he/she gets from his/her supervisor".

4.1.2.3 Stewardship

Table 4.11 Central Tendencies Measurement of Stewardship

	Statement (Items)	Mean	Median	Std. Deviation	Mean Ranking	SD Ranking
1.	My manager emphasizes the importance of focusing on the good of the whole.	4.0250	4.00	0.84032	2	2
2.	My manager has a long term vision.	3.6700	4.00	0.83237	6	3
3.	My manager emphasizes the societal responsibility of our work.	4.0700	4.00	1.15039	1	1
4.	My manager believes that our organization needs to function as a community.	4.0075	4.00	0.81800	3	4
5.	My manager believes that the organization needs to play a moral role in society.	3.9250	4.00	0.73534	5	5
6.	My manager encourages me to have a community spirit in the workplace.	3.9675	4.00	0.71254	4	7
7.	My manager is preparing the organization to make a positive difference in the future.	3.5250	4.00	0.72158	7	6

N = 400

According the result from table 4.11, the ranking of stewardship is arranged in descending order. According the data showed, the highest mean value was 4.0700 with the highest standard deviation which was 1.15039 on the statement of "My manager emphasizes the societal responsibility of our work."

While the lowest mean value was 3.5250 on the statement of "My manager is preparing the organization to make a positive difference in the future", and the lowest value of standard deviation was 0.71254 on the statement of "My manager encourages me to have a community spirit in the workplace."

4.1.2.4 Accountability

Table 4.12: Central Tendencies Measurement of Accountability

	Statement (Items)	Mean	Median	Std. Deviation	Mean Ranking	SD Ranking
1.	My manager holds me responsible for the work I carry out.	4.1700	4.00	0.69086	2	3
2.	I am held accountable for my performance by my manager.	4.0400	4.00	0.81858	3	1
3.	My manager holds me and my colleagues responsible for the way we handle a job.	4.2400	4.00	0.73057	1	2

N = 400

According the Table 4.12 showed the result on accountability. The highest mean value of accountability was 4.2400 on the statement of "My manager holds me and my colleagues responsible for the way we handle a job."

Whereas statement "I am held accountable for my performance by my manager" has the lowest value of mean which was 4.0400 but had the highest standard deviation of 0.81858. Whereas statement of "My manager holds me responsible for the work I carry out" was the lowest standard deviation 0.69086.

4.1.2.5 Forgiveness

Table 4.13 Central Tendencies Measurement of Forgiveness

	Statement (Items)	Mean	Median	Std. Deviation	Mean Ranking	SD Ranking
1.	My manager does not keep criticizing people for the mistakes they have made in their work.	4.0950	4.00	0.65731	1	3
2.	My manager does not maintain a hard attitude towards people who have offended him/her at work.	4.0750	4.00	0.84922	2	1
3.	My manager finds it easy to forget things that went wrong in the past.	3.9675	4.00	0.83857	3	2

N = 400

Source: Developed for the research

According the outcome in table 4.13 which showed the statement "My manager does not keep criticizing people for the mistakes they have made in their work" had 4.0950, the highest value of mean and the lowest value of standard deviation, 0.65731.

Follow the mean ranking, the lowest mean values was 3.9675 for the statement of "My manager finds it easy to forget things that went wrong in the past". Based on the statement of "My manager does not maintains a hard attitude towards people who have offended him/her at work" had the highest rank and value of standard deviation which was 0.84922.

4.1.2.6 Standing Back

Table 4.14 Central Tendencies Measurement of Standing Back

	Statement (Items)	Mean	Median	Std. Deviation	Mean Ranking	SD Ranking
1.	My manager keeps himself/herself in the background and gives credits to others.	3.5250	4.00	0.72158	1	3
2.	My manager is not chasing recognition or rewards for the things he/she does for others.	3.4950	4.00	0.76251	2	2
3.	My manager appears to enjoy his/her colleague's success more than his/her own.	3.4700	4.00	0.91990	3	1

N = 400

Source: Developed for the research

Table 4.14 showed on how the respondents responded on the characteristic of standing back. The highest mean value and lowest standard deviation referred to the statement of "My manager keeps himself/herself in the background and gives credits to others" which were 3.5250 and 0.72158 respectively.

While the statement of "My manager appears to enjoy his/her colleague's success more than his/her own" had the lowest mean value, but highest value of standard deviation which were 3.4700 and 0.91990.

4.1.2.7 Courage

Table 4.15: Central Tendencies Measurement of Courage

	Statement (Items)	Mean	Median	Std. Deviation	Mean Ranking	SD Ranking
1.	My manager takes risks even when he/she is not certain of the support from his/her own manager.	4.0325	4.00	0.60610	1	2
2.	My manager takes risks and does what needs to be done in his/her view.	4.0250	4.00	0.84032	2	1

N = 400

Source: Developed for the research

According the result of table 4.15 showed result from the respondents on courage. It only consist two questions in the survey. The highest mean value was 4.0325 and the lowest standard deviation was 0.60610 on the statement of "My manager takes risks even when he/she is not certain of the support from his/her own manager".

The highest value of standard deviation and lowest mean value were the statement of "My manager takes risks and does what needs to be done in his/her view" which were 0.84032 and 4.0250 respectively.

4.1.2.8 Authenticity

Table 4.16: Central Tendencies Measurement of Authenticity

	Statement (Items)	Mean	Median	Std. Deviation	Mean Ranking	SD Ranking
1.	My manager is open about his/her limitations and weaknesses.	3.5250	4.00	0.72158	1	4
2.	My manager often touched by the things he/she sees happening around him/her.	3.4950	4.00	0.76251	2	3
3.	My manager is prepared to express his/her feelings even if this might have undesirable consequences.	3.4700	4.00	0.91990	3	1
4.	My manager shows his/her true feelings to his/her staff.	3.3250	3.00	0.90909	4	2

N = 400

Source: Developed for the research

Refer the table 4.16 showed the participants responded on authentically of leadership in workplace. Statement "My manager is open about his/her limitations and weaknesses" had the highest mean of 3.5250 but also had the lowest standard deviation which was 0.72158. The lowest value of mean was 3.3250 on the statement of "My manager shows his/her true feelings to his/her staff" whereas the highest standard deviation was 0.91990 on the statement of "My manager is prepared to express his/her feelings even if this might have undesirable consequences".

4.1.2.9 Affective Commitment

Table 4.17: Central Tendencies Measurement of Affective Commitment

	Statement (Items)	Mean	Median	Std. Deviation	Mean Ranking	SD Ranking
1.	I would be very happy to spend the rest of my career with this organization.	3.8650	4.00	0.76370	6	4
2.	I enjoy discussing about my organization with people outside it.	3.7650	4.00	0.84650	7	1
3.	I really feel as if this organization's problem are my own.	3.8675	4.00	0.61309	5	7
4.	I do not think that I could easily become as attached to another organization as I am to this one.	3.5375	4.00	0.71755	8	3
5.	I feel like "part of the family" at my organization.	3.9750	4.00	0.65990	4	6
6.	I feel emotionally attached to this organization.	4.0325	4.00	0.60610	2	8
7.	This organization has a great deal of personal meaning to me.	4.1675	4.00	0.68966	1	5
8.	I feel a "strong" sense of belonging to my organization.	4.0250	4.00	0.84032	3	2

N = 400

Source: Developed for the research

According the table 4.17, the ranking of affective commitment is arranged in descending order. The data showed the statement of "This organization has a great deal of personal meaning to me" has the highest value of mean which was 4.1675. The lowest value of mean was 3.5375 for the statement of "I do

not think that I could easily become as attached to another organization as I am to this one."

The highest value of standard deviation was 0.84650 based the statement of "I enjoy discussing about my organization with people outside it" while the statement of "I feel emotionally attached to this organization" had lowest standard deviation which was 0.60610.

4.2 Scale Measurement

Ordinal scale, nominal scale, ratio scale, and five-point Likert scale are the scale of measurement to employ in the questionnaires of study. The nominal scale is being used to question the gender, nationality, current position, and race in Section A, whereas the ordinal scale measured the highest education level. As well, the ratio scales being used to examine the age, monthly income, and years of working experience in the Section A.

In contrast, five-point Likert scale being used in the questionnaire under Section B and Section C to examine the characteristics of servant leadership among affective commitment on hotel-based employees. Likert scales used to find the respondents preferences. It is more reliable and appropriate to design questionnaire (Maiyaki and Mokhtar, 2011). The five-point Likert scale in Section B choose from 5 alternatives, which are rated from 1- 5: 1 represents as strongly disagree, SD, 2 represents as disagree, D, 3 represents as neutral, N, 4 represents as agree, A, 5 represents strongly agree, SA, and 99 is missing data.

4.2.1 Reliability Test

The measurement scales is carried out on a reliability test to determine the extent to which the measures are free from error. Reliability analysis is tested internal consistency and stability. Cronbach's alpha is a coefficient alpha (α) shows the results of the items are significantly correlated to one another. The higher the internal consistency reliability, the nearer the Cronbach's alpha is to 1 (Sekaran and Bougie, 2013). Table below showed the description of the alpha value.

Table 4.18: Cronbach's Coefficient Alpha (α)

Coefficient Alpha (α)	Level of Reliability
0.80 to 0.95	Very good reliability
0.70 to 0.80	Good reliability
0.60 to 0.70	Fair reliability
< 0.60	Poor reliability

Source: Sekaran, U., & Bougie, R. (2013). *Research methods for business: A skill building approach* (6th ed.). Chichester, West Sussex: John Wiley & Sons, Inc., (*page229).*

Table 4.19: Reliability Analysis's Result

Variables		Number of Items	Cronbach's Alpha		Results of Reliability
			Pilot Study	Full study	
Dependent Variable (DV)	Affective Commitment	8	0.754508	0.751106	Good
Independent Variable (IV)	Empowerment	7	0.721923	0.723107	Good
	Standing back	3	0.653140	0.652541	Fair
	Accountability	3	0.652588	0.665029	Fair
	Forgiveness	3	0.752785	0.748987	Good
	Courage	2	0.768638	0.768603	Good
	Authenticity	4	0.801068	0.801630	Very good
	Humility	5	0.715118	0.792837	Good
	Stewardship	7	0.734286	0.733066	Good

Source: Data generated by SAS Enterprise Guide version 5.1

The pilot study and actual full study's result showed at the table above (Table 4.19).

According to the result, it showed the Cronbach's alpha value of each variable are more than 0.60. Affective commitment (dependent variable) which constructed with 8 items shows the coefficient alpha at 0.754508 in pilot test although it has slightly decreased to 0.751106 but the alpha values indicates a good reliability.

In contrast, all the eight independent variables also show the good situation in the level of internal consistency respectively. Firstly, the empowerment of leader which measured by total 7 items shows the Cronbach's alpha of 0.721923 in pilot test and 0.723107 in the overall study. This shows that coefficient alpha of leader's empowerment has a good reliability. Secondly, the standing back which constructed with total 3 items shows a fair reliability alpha of 0.653140 in pilot test and slightly dropped alpha value of 0.652541 in overall study. Next, the Cronbach's alpha of the accountability which measured by 3 items shows the Cronbach's alpha of 0.652588 in pilot test and increased to 0.665029 in the full study which shows a fair reliability results. Standing back and accountability are ranked the lowest reliability rate which means all variables having high reliability and consistency. Besides, the forgiveness which constructed with total 3 items shows coefficient alpha 0.752785 in the pilot test and 0.748987 in actual study. Then, the courage shows a good reliability in both pilot study and full study which Cronbach's alpha are 0.768638 and 0.76860. The authentically of leader which measured by total 4 items shows the Cronbach's alpha of 0.801068 and slightly increased 0.801630 in full study which indicates a very good reliability for authentically. The humility of leader which constructed total 5 items shows an increased from 0.715118 in pilot test to alpha value of 0.792837 in overall study. Lastly, the stewardship which measured by total of 7 items shows good reliability which coefficient value is 0.734286 in pilot study and 0.733066 in full study. This alpha value is still indicating a good reliability and consistency.

In conclusion, the general reliability of all variables in the study is acceptable due to all variables have more than 0.60 Cronbach's coefficient alpha.

4.3 Inferential Analysis

According to Zikmund (2003), inferential analysis is using samples to generate populations, perform estimation and hypothesis testing, determining relations among variables and making prediction. The purpose of this analysis is aim to use Pearson's Correlation Coefficient and Multiple Regression Analysis to study the individual variable and its relationship with other variables. Pearson's Correlation Coefficient shows the consequences of correlation to clarify the variance between and dependent variable and independent variables. Multiple Regression Analysis helps researchers to classify the factor which given the highest influence on employees' affective commitment.

4.3.1 Pearson's Correlation Coefficient

According to table 4.20 showed the rules of thumb about Pearson correlation coefficient size from Hair, Money, Samouel, and Page (2007) which are coefficient range and strength of relationship. Pearson's correlation coefficient is a numerical measure relationship between two independent variables and dependent variable. Closer the coefficients are to +1.0 or -1.0, greater is the strength of the linear relationship and whether the relationship is positive or negative. No correlation is indicated if equal to zero.

Table 4.20: Rules of Thumb about Pearson Correlation Coefficient Size

Coefficient Range	Strength of Association
± 0.91 to ± 1.00	Very Strong
± 0.71 to ± 0.90	High
± 0.41 to ± 0.70	Moderate
± 0.21 to ± 0.40	Small but definite relationship
± 0.01 to ± 0.20	Slight, almost neglible

Source: Hair, Jr., Money, A. H., Samouel, P., and Page, M. (2007). *Research Methods for Business*. West Sussex: John Wiley Sons, Inc.

4.3.1.1 Hypothesis 1a: Relationship between empowerment and affective commitment.

$H1a_0$: There is no significant relationship between empowerment and affective commitment in hotel industry.

$H1a_1$: There is a significant relationship between empowerment and affective commitment in hotel industry.

Table 4.21: Correlation between Empowerment and Affective Commitment

		Empowerment	Affective Commitment
Empowerment	Pearson Correlation	1	0.51104
	Significant (P-Value)		< 0.0001
	N	400	400
Affective Commitment	Pearson Correlation	0.51104	1
	Significant (P-Value)	< 0.0001	
	N	400	400

<u>Source:</u> Data generated by Statistical Analysis System (SAS) version 5.1

Direction

Based on the result which showed positive relationship between empowerment and affective commitment due to the correlation coefficient is positive value. The empowerment variable has a 0.51104 correlation with the affective commitment variable. Therefore, when empowerment is high, affective commitment is high.

Strength

The value of this correlation coefficient 0.51104 is fall under coefficient range from ±0.41 to ±0.70. Thus, the relationship between empowerment and affective commitment is moderate.

Significance

The relationship between empowerment and affective commitment is significant. It is because the p-value (< 0.0001) is less than alpha value 0.01. Thus, null hypothesis (H1a$_0$) is not accepted while the alternative hypothesis (H1a$_1$) is accepted.

4.3.1.2 Hypothesis 1b: Relationship between humility and affective commitment.

H1b$_0$: There is no significant relationship between humility and affective commitment in hotel industry.

H1b$_1$: There is a significant relationship between humility and affective commitment in hotel industry.

Table 4.22: Correlation between Humility and Affective Commitment

		Humility	Affective Commitment
Humility	Pearson Correlation	1	0.21296
	Significant (P-Value)		< 0.0001
	N	400	400
Affective Commitment	Pearson Correlation	0.21296	1
	Significant (P-Value)	< 0.0001	
	N	400	400

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Direction

According to table 4.22, the results show that, there is positive relationship between humility and affective commitment because of the positive value for correlation coefficient. The humility variable has a 0.21296 correlation with the affective commitment variable. Hence, when humility is high, affective commitment is high.

Strength

The value of this correlation coefficient 0.21296 is fall under coefficient range from 0.20 to ±0.40. Thus, the relationship between empowerment and affective commitment is small but definite.

Significance

The relationship between humility and affective commitment is significant. It is because the p-value (< 0.001) is less than alpha value 0.01. Hence, null hypothesis (H1b$_0$) is not accepted while the alternative hypothesis (H1b$_1$) is accepted.

4.3.1.3 Hypothesis 1c: Relationship between stewardship and affective commitment.

H1c$_0$: There is no significant relationship between stewardship and affective commitment in hotel industry.

H1c$_1$: There is a significant relationship between stewardship and affective commitment in hotel industry.

Table 4.23: Correlation between Stewardship and Affective Commitment

		Stewardship	Affective Commitment
Stewardship	Pearson Correlation	1	0.52741
	Significant (P-Value)		< 0.0001
	N	400	400
Affective Commitment	Pearson Correlation	0.52741	1
	Significant (P-Value)	< 0.0001	
	N	400	400

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Direction

According to table 4.23, the results show that, there is positive relationship between stewardship and affective commitment because of the positive value for correlation coefficient. The humility variable has a 0.52741 correlation with the affective commitment variable. Therefore, when stewardship is high, affective commitment is high.

Strength

The value of this correlation coefficient 0.52741 is fall under coefficient range from ±0.41 to ±0.70. Hence, the relationship between stewardship and affective commitment is moderate.

Significance

The relationship between stewardship and affective commitment is significant. It is because the p-value (< 0.0001) is less than alpha value 0.01. As a result, null hypothesis ($H1c_0$) is not accepted while the alternative hypothesis ($H1c_1$) is accepted.

4.3.1.4 Hypothesis 1d: Relationship between accountability and affective commitment.

$H1d_0$: There is no significant relationship between accountability and
    affective commitment in hotel industry.

$H1d_1$: There is a significant relationship between accountability and affective
    commitment in hotel industry.

Table 4.24: Correlation between Accountability and Affective Commitment

		Accountability	Affective Commitment
Accountability	Pearson Correlation	1	0.53053
	Significant (P-Value)		< 0.0001
	N	400	400
Affective Commitment	Pearson Correlation	0.53053	1
	Significant (P-Value)	< 0.0001	
	N	400	400

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Direction

According to table 4.23, the results show that, there is positive relationship between accountability and affective commitment because of the positive value for correlation coefficient. The accountability variable has a 0.53053 correlation with the affective commitment variable. Consequently, when accountability is high, affective commitment is high.

Strength

The value of this correlation coefficient 0.53053 is fall under coefficient range from ±0.41 to ±0.70. Thus, the relationship between accountability and affective commitment is moderate.

Significance

The relationship between accountability and affective commitment is significant. It is because the p-value (< 0.0001) is less than alpha value 0.01. Hence, null hypothesis (H1d$_0$) is not accepted while the alternative hypothesis (H1d$_1$) is accepted.

4.3.1.5 Hypothesis 1e: Relationship between forgiveness and affective commitment.

H1e$_0$: There is no significant relationship between forgiveness and affective commitment in hotel industry.

H1e$_1$: There is a significant relationship between forgiveness and affective commitment in hotel industry.

Table 4.25: Correlation between Forgiveness and Affective Commitment

		Forgiveness	Affective Commitment
Forgiveness	Pearson Correlation	1	0.30509
	Significant (P-Value)		< 0.0001
	N	400	400
Affective Commitment	Pearson Correlation	0.30509	1
	Significant (P-Value)	< 0.0001	
	N	400	400

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Direction

According to table 4.25, the results show that, there is positive relationship between forgiveness and affective commitment because of the positive value for correlation coefficient. The forgiveness variable has a 0.30509 correlation with the affective commitment variable. Hence, when forgiveness is high, affective commitment is high.

Strength

The value of this correlation coefficient 0.30509 is fall under coefficient range from ±0.21 to ±0.40. Hence, the relationship between forgiveness and affective commitment is small but definite.

Significance

The relationship between forgiveness and affective commitment is significant. It is because the p-value (< 0.0001) is less than alpha value 0.01. Thus, null hypothesis ($H1e_0$) is not accepted while the alternative hypothesis ($H1e_1$) is accepted.

4.3.1.6 Hypothesis 1f: Relationship between standing back and affective commitment.

$H1f_0$: There is no significant relationship between standing back and affective commitment in hotel industry.

$H1f_1$: There is a significant relationship between standing back and affective commitment in hotel industry.

Table 4.26: Correlation between Standing Back and Affective Commitment

		Standing Back	Affective Commitment
Standing Back	Pearson Correlation	1	0.46596
	Significant (P-Value)		< 0.0001
	N	400	400
Affective Commitment	Pearson Correlation	0.46596	1
	Significant (P-Value)	< 0.0001	
	N	400	400

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Direction

According to table 4.26, the results show that, there is positive relationship between standing back and affective commitment because of the positive value for correlation coefficient. The humility variable has a 0.46596 correlation with the affective commitment variable. Hence, when standing back is high, affective commitment is high.

Strength

The value of this correlation coefficient 0.46596 is fall under coefficient range from ± 0.41 to ± 0.70. Hence, the relationship between accountability and affective commitment is moderate.

Significance

The relationship between standing back and affective commitment is significant. It is because the p-value (< 0.0001) is less than alpha value 0.01. Thus, null hypothesis ($H1f_0$) is not accepted while the alternative hypothesis ($H1f_1$) is accepted.

4.3.1.7 Hypothesis 1g: Relationship between courage and affective commitment.

$H1g_0$: There is no significant relationship between courage and affective commitment in hotel industry.

$H1g_1$: There is a significant relationship between courage and affective commitment in hotel industry.

Table 4.27: Correlation between Courage and Affective Commitment

		Courage	Affective Commitment
Courage	Pearson Correlation	1	0.65675
	Significant (P-Value)		< 0.0001
	N	400	400
Affective Commitment	Pearson Correlation	0.65675	1
	Significant (P-Value)	< 0.0001	
	N	400	400

Source: Data generated by Statistical Analysis System (SAS) version 5.1

Direction

According to table 4.27, the results show that, there is positive relationship between courage and affective commitment because of the positive value for correlation coefficient. The humility variable has a 0.65675 correlation with the affective commitment variable. Therefore, when courage is high, affective commitment is high.

Strength

The value of this correlation coefficient 0.65675 is fall under coefficient range from ±0.41 to ±0.70. Thus, the relationship between courage and affective commitment is moderate.

Significance

The relationship between courage and affective commitment is significant. It is because the p-value (< 0.0001) is less than alpha value 0.01. Hence, null hypothesis (H1g$_0$) is not accepted while the alternative hypothesis (H1g$_1$) is accepted.

4.3.1.8 Hypothesis 1h: Relationship between authenticity and affective commitment.

H1h$_0$: There is no significant relationship between authenticity and affective commitment in hotel industry.

H1h$_1$: There is a significant relationship between authenticity and affective commitment in hotel industry.

Table 4.28: Correlation between Authenticity and Affective Commitment

		Authenticity	Affective Commitment
Authenticity	Pearson Correlation	1	0.43732
	Significant (P-Value)		< 0.0001
	N	400	400
Affective Commitment	Pearson Correlation	0.43732	1
	Significant (P-Value)	< 0.0001	
	N	400	400

<u>Source:</u> Data generated by Statistical Analysis System (SAS) version 5.1

Direction

According to table 4.28, the results show that, there is positive relationship between authentically and affective commitment because of the positive value for correlation coefficient. The humility variable has a 0.43732 correlation with the affective commitment variable. Therefore, when authenticity is high, affective commitment is high.

Strength

The value of this correlation coefficient 0.43732 is fall under coefficient range from ±0.41 to ±0.70. Thus, the relationship between authenticity and affective commitment is moderate.

Significance

The relationship between authenticity and affective commitment is significant. It is because the p-value (< 0.0001) is less than alpha value 0.01. Thus, null hypothesis (H1h$_0$) is not accepted while the alternative hypothesis (H1h$_1$) is accepted.

4.3.2 Multiple Linear Regression Analysis

Hypothesis 1

H1$_0$: There is no significant relationship between independent variables (empowerment, humility, stewardship, accountability, forgiveness, standing back, courage, and authenticity) and affective commitment in hotel industry.

H1$_1$: There is a significant relationship between independent variables (empowerment, humility, stewardship, accountability, forgiveness, standing back, courage, and authenticity) and affective commitment in hotel industry

Table 4.29: Analysis of Variance

Analysis of Variance					
Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	8	42.69184	5.33648	62.76	< 0.0001
Error	391	33.24425	0.08502		
Corrected Total	399	75.93609			

Source: Data generated by Statistical Analysis System (SAS) version 5.1

According the result of table 4.29, p-value (< 0.0001) is less than alpha value 0.01. The F-statistic is significant. The model for this study is a good descriptor of the relation between the dependent and predictor variables. Thus, the independent variables (empowerment, humility, stewardship, accountability, forgiveness, standing back, courage, and authenticity) are significant explain that variance in affective commitment. The alternate hypothesis is supported by the data.

Table 4.30 Model Summary of R square

Root MSE	0.29159	R-Square	0.5622
Dependent Mean	3.90438	Adjusted R-square	0.5533
Coefficient Variables	7.46824		

Source: Data generated by Statistical Analysis System (SAS) version 5.1

R square

R square shows the percentage of the independent variables to illuminate dependent variable's variations. Independent variables (empowerment, humility, stewardship, accountability, forgiveness, standing back, courage,

and authenticity) can explain 56.22% of the variations in dependent variable (affective commitment) in this study. Nevertheless, 43.78% (100% - 56.22%) is left over which is unexplained in this research which means other important additional variables in explaining affective commitment that have not been considered in this research.

Table 4.31: Parameter Estimates

Parameter Estimates					
Variable	DF	Parameter Estimate	Standard Error	t Value	Pr > |t|
Intercept	1	1.30897	0.16353	8	<.0001
Empowerment	1	0.14779	0.05037	2.93	0.0035
Humility	1	0.00989	0.0335	0.3	0.7681
Stewardship	1	-0.33967	0.06735	-5.04	<.0001
Accountability	1	-0.03739	0.03994	-0.94	0.3498
Forgiveness	1	0.1171	0.03259	3.59	0.0004
Standing back	1	0.50391	0.11754	4.29	<.0001
Courage	1	0.46803	0.04389	10.66	<.0001
Authenticity	1	-0.20192	0.1149	-1.76	0.0796

Source: Data generated by Statistical Analysis System (SAS) version 5.1

According the result showed in table 4.31, empowerment (predictor variable) is significant to predict dependent variable (affective commitment) for this study due to the p-value for empowerment is 0.0035 which is less than alpha value 0.05. Humility (predictor variable) is not significant to affective commitment for this study because p-value for humility is 0.7681 which is more than alpha value 0.05. Stewardship is significant to predict affective commitment for this study because p-value for stewardship is < 0.0001 which is less than alpha value 0.05. While, accountability (predictor variable) is not

significant to predict affective commitment for this research due to p-value for accountability is 0.3498 which is more than alpha value 0.05. Forgiveness (predictor variable) is significant to predict affective commitment for this study due to p-value for forgiveness is 0.0004 which is less than alpha value 0.05. Standing back (predictor variable) is significant to predict affective commitment for this research. This is because p-value for stewardship is $<$ 0.0001 which is less than alpha value 0.05. Courage (predictor variable) is significant to predict affective commitment for this study due to p-value for stewardship is $<$ 0.0001 which is less than alpha value 0.05. Authenticity (predictor variable) is not significant to predict affective commitment for this study because p-value for authenticity is 0.0796 which is more than alpha value 0.05.

From the Table 4.31, using the equation able control statistical significance of every independent variables on the dependent variable to form through substituting the values.

The linear regression equation is represented below:

$$y = a + b_1 (X_1) + b_2 (X_2) + b_3 (X_3) + b_4 (X_4) + b_5 (X_5) + b_6 (X_6) + b_7 (X_7) + b_8 (X_8)$$

$$y = 1.30897 + 0.14779 (x_1) + 0.00989(x_2) - 0.33967(x_3) - 0.03739 (x_4) + 0.1171 (x_5) + 0.50391(x_6) + 0.46803 (x_7) - 0.20192 (x_8)$$

Where,

y= dependent variable (affective commitment)

X_1 = Independent variable 1 (empowerment)

X_2 = Independent variable 2 (humility)

X_3 = Independent variable 3 (stewardship)

X_4 = Independent variable 4 (accountability)

X_5 = Independent variable 5 (forgiveness)

X_6 = Independent variable 6 (standing back)

X_7 = Independent variable 7 (courage)

X_8 = Independent variable 8 (authenticity)

<u>Interpretation</u>

The highest to the variation of dependent variable (affective commitment) is standing back (predictor variables) due to the value of "Parameter Estimate" showed in Table 4.31 is the largest (0.50391) if associate to other predictor variables (empowerment, humility, stewardship, accountability, forgiveness, courage, authenticity). It showed that standing back has the strongest unique contribution to explain the variation in affective commitment as compared to other variable in this model.

Courage (predictor variables) is the second highest to the variation of the dependent variable (affective commitment) due to the value of "Parameter Estimate" in Table 4.31 showed courage is the second largest (0.46803) if compare to other predictor variables (empowerment, humility, stewardship, accountability, forgiveness, standing back, authenticity). It clarifies courage make the second strongest unique contribution to explain the variation in affective commitment as compared to other variable in this model.

Stewardship (predictor variables) is the third highest to the variation of the affective commitment due to the value of "Parameter Estimate" showed in table 4.31 for stewardship is the third largest (0.33967) if compare to other predictor variables (empowerment, humility, accountability, forgiveness, standing back, courage, authenticity). It means authenticity make the third

strongest contribution to illuminate the variation in affective commitment as compared to other variable in this model.

Authenticity (predictor variables) contributes the fourth highest to the variation of the dependent variable (affective commitment) due to the value of "Parameter Estimate" in Table 4.31 showed authenticity is the third largest (0.20192) if compare to other predictor variables (empowerment, humility, stewardship, accountability, forgiveness, standing back, courage). It concludes that authenticity make the fourth strongest contribution to clarify the variation in affective commitment as compared to other variable in this model.

Empowerment (predictor variables) contributes the fifth highest to the variation of the dependent variable (affective commitment) due to the value of "Parameter Estimate" in Table 4.31 showed empowerment is the fifth largest (0.14779) if compare to other predictor variables (humility, stewardship, accountability, forgiveness, standing back, courage, authenticity). It means empowerment make the fifth strongest contribution to explain the variation in affective commitment as compared to other variable in this model.

The sixth highest to the variation of the dependent variable (affective commitment) is forgiveness (predictor variables) due to the value of "Parameter Estimate" in Table 4.31 showed forgiveness is the sixth largest (0.11710) if compare to other predictor variables (empowerment, humility, stewardship, accountability, standing back, courage, authenticity). It clarifies forgiveness make the sixth strongest contribution to explain the variation in affective commitment as compared to other variable in this model.

Accountability (predictor variables) which is the seventh highest to the variation of the dependent variable (affective commitment) because the value of "Parameter Estimate" in Table 4.31 showed accountability is the seventh largest (0.03739) if compare to other predictor variables (empowerment,

humility, stewardship, forgiveness, standing back, courage, authenticity). It concludes that accountability make the seventh strongest contribution to explain the variation in affective commitment as compared to other variable in this model.

Humility (predictor variables) contributes the lowest to the variation of the dependent variable (affective commitment) because the value of "Parameter Estimate" in Table 4.31 for humility is the lowest (0.00989) if compare to other predictor variables (empowerment, stewardship, accountability, forgiveness, standing back, courage, authenticity). It means humility make the lowest contribution to explain the variation in affective commitment as compared to other variable in this model.

4.4 Conclusion

In a nutshell, researchers will summarize the collected data and interpret the SAS outputs. The result will be used to proceed in chapter 5 to discuss and conclude the whole study.

CHAPTER 5: DISCUSSION AND CONCLUSION

5.0 Introduction

Regard to chapter 5, researches will further discuss previous chapter and presented the results in chapter four. Besides, summary of statistical analysis, discussion of major finding and also implication of the study will be discussed by researches. Afterwards, researches will discuss the limitations of the present study and continue to recommendations. Finally, conclusion will be discussed in the final of the chapter. Future researches will determine the conclusions give an opportunity or sight to conduct their future research on the affective commitment in servant leadership.

5.1 Summary of Statistical Analyses

5.1.1 Descriptive Analysis

5.1.1.1 Respondent Demographic Profile

Regard to chapter four, demographic analysis is apply to design and acquired basic features of data and draws an illustration of respondents in this research. From the demographic analysis, there are 400 respondents that are

participated in this questionnaire. The total and percentages for the female respondents are 267 respondents which are 66.75% and the total and percentages for the male respondents are 133 respondents which is 33.25%.

Most of the respondents are from the age range of 21-30 years old which is 58.75%. The lowest of the respondents are from the age range of above 60 years old which is 0.25% participated in the questionnaire. In addition, the research has showed that most of the respondents are from Malaysian which is involving 80.75% (323 respondents) while the respondents from not Malaysian involve 19.25% (77 respondents). Furthermore, for the ethic group, majority respondents are Malay respondent which is 37.50% (150 respondents); the lowest of the respondents are from the race of Indian which is 11.50% (46 respondents).

Besides, 38.00% (153 respondents) respondents have high salary which is between RM1501-RM2500 and the lowest of the salary above RM4501 which is 0.50% (2 respondents). Moreover, the results show that most of the respondents are holding Diploma which is 45.00% (180 respondents) while the lowest of the respondents are holding Master degree which is 0.50% (2 respondents). Apart from that, most of the respondents work as Human Resources Administrator which consist of 21.25% (85 respondents) while the lowest of the respondents' positions are Human Resources Officer has 0.50% (2 respondents). In addition, the data has showed that most of the respondents working exactly 6 months but less than 1 year involved 31.00% (124 respondents) and the least of the respondents working more than 7 years involved 4.00% (16 respondents).

5.1.2 Central Tendencies Measurement of Constructs

Table 5.1 Summary of Central Tendencies Measurement

Variables	Mean		Standard deviation	
	Lowest	**Highest**	**Lowest**	**Highest**
1) Empowerment (Refer Table 4.9)	3.6700 Q4	**4.4350** Q6	0.60610 Q1	**1.15163** Q7
2) Humility (Refer Table 4.10)	3.9050 Q1 & 3	4.3775 Q4	**0.54324** Q2	1.21757 Q5
3) Stewardship (Refer Table 4.11)	3.5250 Q7	4.0700 Q3	0.71254 Q6	1.15039 Q3
4) Accountability (Refer Table 4.12)	4.0400 Q2	4.2400 Q3	0.69086 Q1	0.81858 Q2
5) Forgiveness (Refer Table 4.13)	3.9675 Q3	4.0950 Q1	0.65731 Q1	0.84922 Q2

6) Standing back (Refer Table 4.14)	3.4700 Q3	3.5250 Q1	0.72158 Q1	0.91990 Q3
7) Courage (Refer Table 4.15)	4.0250 Q2	4.0325 Q1	0.60610 Q1	0.84032 Q2
8) Authenticity (Refer Table 4.16)	**3.3250** Q4	3.5250 Q1	0.72158 Q1	0.91990 Q3
9) Affective commitment (Refer Table 4.17)	3.5375 Q4	4.1675 Q7	0.60610 Q6	0.84650 Q2

Source: Develop from research

Based on the results generated by SAS system version 5.1, the mean of all items is within the range of 3.3250 to 4.4350 while the standard deviation is ranging from 0.54324 to 1.15163.

5.1.3 Scale Measurement

In the study of scare measurement, researches have using the Cronbach's Coefficient Alpha to conduct the internal consistency of the result which involved eight constructs. The eight construct included empowerment, standing back, accountability, forgiveness, courage, authenticity, humility and

stewardship. The authenticity has ranked as the highest Cronbach's Alpha in the pilot study which is 0.801068 and 0.801630 in the full study. Besides, the standing back and accountability have ranked as the lowest reliability in the pilot study and full study which standing back consists of 0.653140 and 0.652541 while the accountability consists of 0.652588 and 0.665029.

5.1.4 Inferential Analysis

5.1.4.1 Pearson's Correlation Coefficients

In the study of internal analysis, the eight independent variables which involved empowerment, humility, stewardship, accountability, forgiveness, standing back, courage and authenticity are used to investigate the relationship with the affective commitment by using the Pearson's Correlation Coefficients.

From the table of 4.21, the results have showed that the correlation between empowerment and affective commitment is 0.51104 which indicates moderate correlation in strength and the p-value is <0.0001 which is less than alpha value 0.01. From the table 4.22, the result shows that the correlation between humility and affective commitment is 0.21296 which indicates small but definite correlation in strength and the p-value is < 0.0001 which is less than alpha value 0.01. Besides, from the table of 4.23, the result shows that the correlation between stewardship and affective commitment is 0.52741 which indicates moderate correlation in strength and the p-value is <0.0001 which is less than alpha value 0.01.

Besides that, the result shows that the correlation between accountability and affective commitment is 0.53053 which indicates moderate correlation in strength and the p-value is <0.0001 which is less than alpha value 0.01. Refer

to the table 4.25, the result shows that the correlation between forgiveness and affective commitment is 0.30509 which indicates small but definite correlation in strength and the p-value is <0.0001 which is less than alpha value 0.01. From the table 4.26, the result shows that the correlation between standing back and affective commitment is 0.46596 which indicates moderate correlation in strength and the p-value is <0.0001 which is less than alpha value 0.01.

In addition, refer to the table 4.27, the result shows that the correlation between courage and affective commitment is 0.65675 which indicates moderate correlation in strength and the p-value is <0.0001 which is less than alpha value 0.01. From the table 4.28, the result shows that the correlation between authenticity and affective commitment is 0.43732 which indicates moderate correlation in strength and the p-value is <0.001 which is less than alpha value 0.01. In overall, all the figures from the correlation show that there is positive relationship towards the affective commitment.

5.1.4.3 Multiple Regression Analysis

In the study of multiple regression analysis, by referring to the table 4.31, standing back is the predictor variables which have the highest variation of the dependent variable as the value of "Parameter Estimate" is the largest 0.50391 compare to others. Secondly, courage has contributed to the variation of the dependent variables which is 0.46803. Thirdly, follow by stewardship which contributes to the variation of the dependent variable of 0.33967. The lowest of the predictor variables that contribute to the variation of the dependent variable is humility which consists of 0.00989 compare to others predictor variables. This has explains that standing back is the strongest contribution to the variation in dependent variable compared to other variable in the model

while the humility is the lowest contribution to the variation in dependent variable compared to other variable in dependent variable.

Besides, in this study of R square, independent variables explains that 56.22% of variations in dependent variable. But 43.78% still leaves in the research. Empowerment, stewardship, forgiveness, standing back, and courage are significant to the predict dependent variable which the p-value for the predictor variables less than alpha value 0.05. Humility, accountability and authenticity are not significant to the predict dependent variable which the p-value for the predictor variables is more than 0.05.

5.2 Discussion of Major Findings

Table 5.2 Summary of Hypotheses Testing Results

Hypothesis	Description	Accepted	Rejected
H1a	$H1_1$: There is a significant relationship between empowerment and affective commitment in hotel industry.	$\beta = 0.51104$ $p = < 0.0001$	
H1b	$H2_1$: There is a significant relationship between humility and affective commitment in hotel industry.	$\beta = 0.21296$ $p = < 0.0001$	

H1c	H3_1: There is a significant relationship between stewardship and affective commitment in hotel industry.	$\beta = 0.52741$ $p = < 0.0001$	
H1d	H4_1: There is a significant relationship between accountability and affective commitment in hotel industry.	$\beta = 0.53053$ $p = < 0.0001$	
H1e	H5_1: There is a significant relationship between forgiveness and affective commitment in hotel industry.	$\beta = 0.30509$ $p = < 0.0001$	
H1f	H6_1: There is a significant relationship between standing back and affective commitment in hotel industry.	$\beta = 0.46596$ $p = < 0.0001$	
H1g	H7_1: There is a significant relationship between courage and affective commitment in hotel industry.	$\beta = 0.65675$ $p = < 0.0001$	
H1h	H8_1: There is a significant relationship between authenticity and affective commitment in hotel industry.	$\beta = 0.43732$ $p = < 0.0001$	

Source: Develop from research

5.2.1 Relationship between Servant Leadership and Affective Commitment

<u>Hypothesis 1</u>

H1: There is significant relationship between servant leadership and affective commitment in hotel industry.

Referring to Table 5.2 Summary of hypotheses testing results, H1 is accepted as all its 8 dimensions of servant leadership are significantly and positively correlated with affective commitment in hotel industry. Based on the Table 5.2, H1a is accepted as it has positive correlation coefficient value of 0.51104 which indicates moderate correlation in strength and its p-value is <0.0001 which less than alpha value 0.01. Hence, this shown that there is a positive and significant relationship between empowerment and affective commitment.

In H1b, it is accepted as it has positive correlation coefficient value of 0.21296 which indicates small but definite correlation in strength and its p-value is <0.0001 which less than alpha value 0.01. Hence, this shown that there is a positive and significant relationship between humility and affective commitment. Besides that, H1c is accepted as it has positive correlation coefficient value of 0.52741 which indicates moderate correlation in strength and its p-value is <0.0001 which less than alpha value 0.01. Hence, this shown that there is a positive and significant relationship between stewardship and affective commitment.

Meanwhile in H1d, it is accepted as it has positive correlation coefficient value of 0.53053 which indicates moderate correlation in strength and its p-value is <0.0001 which less than alpha value 0.01. Hence, this shown that there is a positive and significant relationship between accountability and affective commitment. Furthermore in H1e, it is accepted as it has positive

correlation coefficient value of 0.30509 which indicates small but definite correlation in strength and its p-value is <0.0001 which less than alpha value 0.01. Hence, this shown that there is a positive and significant relationship between forgiveness and affective commitment.

Moreover in H1f, it is accepted as it has positive correlation coefficient value of 0.46596 which indicates moderate correlation in strength and its p-value is <0.0001 which less than alpha value 0.01. Hence, this shown that there is a positive and significant relationship between standing back and affective commitment. In addition, H1g is accepted as it has positive correlation coefficient value of 0.65675 which indicates moderate correlation in strength and its p-value is <0.0001 which less than alpha value 0.01. Hence, this shown that there is a positive and significant relationship between courage and affective commitment. Lastly, H1i is accepted as it has positive correlation coefficient value of 0.43732 which indicates moderate correlation in strength and its p-value is <0.0001 which less than alpha value 0.01. Hence, this shown that there is a positive and significant relationship between authenticity and affective commitment.

The above hypothesis 1 is proved and supported by previous researchers and studies such as Van Dierendonck and Nuijten (2011) and Bobbio, Van Dierendonck, & Manganelli (2012). In their studies, similar 8 dimensions of servant leadership were used. According to Van Dierendonck et al., (2011), the 8 dimensions to organizational commitment, performance, and leadership clarity studies relating to their evidence for criterion-related validity came. According to their study, the general verifying factor analyses across different samples support the predicted 8-factor structure and inter-connectedness of the dimensions. Meanwhile, a study conducted by Bobbio et al., (2012) in Italy context, servant leadership is significantly and positively correlated to leadership integrity, organizational commitment and organizational citizenship behavior while it is negatively correlated to cynicisms. Van

Dierendonck and Nuijten (2011) found empirical support which is the factorial validity of the Italian version of multidimensional Servant Leadership Survey (SLS).

5.3 Implications of the Study

5.3.1 Managerial Implications

From the results we obtained, positive significant relationship between the independent variable (servant leadership) with its 8 independent variables (empowerment, humility, stewardship, accountability, forgiveness, standing back, courage and authenticity) and dependent variable (affective commitment) in hotel industry was found. Thus, researcher needs to understand those factors can increase the affective commitment on the servant leadership in hotel industry within the organization.

First, empowerment is the important factor requirement which will increase the affective commitment in servant leadership. It enhances and strengthens the decision making and superior commitment from the employee to decisions that are being made by them. When connected to the customer service, the workers offer the faster response to the customer needs and requirements due to the service delivery and the faster response to the complaints of the customers through the service of reinstatement or recovery.

Second, humility is also one of the key points for the effectiveness of affective commitment on the servant leadership. Humility leads the leader to become more persuasive to their followers. The most powerful tools for the leader is

he able to set the vision to his followers and try to persuade them to unite to let the vision and objective become reality.

Third, in order to improve the affective commitment in servant leadership, leaders have to practice the good stewardship which is responsible for others and stop controlling of others. Nowadays people forget to acknowledge of responsibilities for others and fail to connect with the followers that the leaders are given to lead. They failed to realize that what factor has directly reflected the leadership.

Fourth, accountability is leading and instructing the principle that how the leaders make the commitments to their employees, the ways that they measure and report their procedure and process of how they interact when the things have mistaken and also how much the ownership that they need to take to finish their task. Leaders need to implement the positive approach to accountability by ensuring that every level of workers are embracing the accountable behavior and attitudes that can achieve the target of the daily work and also accomplish the affective commitment of organization.

Fifth, forgiveness is the general human morality. Forgiveness has built the restitution, restoration and healing between the leaders and followers. Both of them have to learn to forgive individuals experience the positive results such as the self-esteem and greater satisfaction of life. Forgiving organizations will experience more social capital, trusting on each other in the workplace as well as increasing the productivity and customer relationship within the company.

Sixth, standing back is also one of the key points of the effectiveness of the affective commitment in the servant leadership. Leaders need to always give support to the followers when their followers are being to accomplish the task and job. When the followers face any problems and challenges about the task, the leaders require providing the feedback and necessary support to their followers. Therefore, the followers will feel comfortable and become more motivated on their work task and this would lead to an increase in their performance within the organization.

Seventh, courage is needed virtually every day in the life of the leadership. Leaders have to demonstrate the bold but judge the reasoned, spirited but calculated the risk-taking and also assertive but reflective disposition. Followers need the leaders who can make the decision decisively and also interpret the status of the organization with rational thinking and also use the leader's emotional intelligence to find out the self-confidence.

Lastly, authenticity is the natural leadership which have the integrity and trustworthy are seen by their followers as true. Authenticity becomes the role-models to followers that their leaders lead in the manner. Authenticity evokes the higher levels of the follower trust because they are more transparent, self-disclose and more open. Followers will feel more comfortable to the leaders which have the characteristics of the authenticity and embracing the positive value of the authenticity.

5.4 Limitation of the study

5.4.1 Sampling Size and Location

This research was conducted by only 5 members, so the scope of survey was restrained. With limited manpower and budget, we target on those hotel

employees at Perak State such as Ipoh, Kampar, Taiping and Pulau Pangkok as our sampling location. Due to the limitation of sample size of 400 respondents, the data for analysis received might not be sufficient. This is because the questionnaires were only distributed to the 4 areas at Perak state only. This could be a limiting factor in representing the entire hotel industry in Perak and Malaysia.

5.4.2 Insufficient Explanation on Dependent Variable

The result of R square in this research indicated that independent variables (empowerment, humility, stewardship, accountability, forgiveness, standing back, courage, and authenticity) can only explain 56.22% of the variations in dependent variable (affective commitment). Therefore, there is still lacking of 43.78% (100% - 56.22%) which has not been explained and explored in this research.

5.5 Recommendations for Future Research

In the process of completing this study, several recommendations are identified. We would like to suggest for the future researchers who are interested in this topic in order to make some enhancements to this study.

First, there are many hotels are available in Malaysia. Future researchers related to this topic should get more respondents from wider geographical locations such as all the states in Peninsular Malaysia and the entire Malaysia. Therefore, a much more accurate and representative result could be gathered in reflecting on the perception of hotel employees in Malaysia.

Second, future research can focus on manufacturing or non-manufacturing sector that face the similar issues of high turnover rate. By referring to the Table 1.3 in Chapter 1, non-manufacturing sector such as IT/Communication and Associations/Societies showed the highest annual average turnover among the executives in Malaysia. Therefore, future researchers could investigate and conduct a study in those sectors.

Third, the 8 dimensions in servant leadership which are (empowerment, humility, stewardship, accountability, forgiveness, standing back, courage, and authenticity) cannot explain the dependent variable (affective commitment) sufficiently. A lack of 43.78% remains unexplained and unexplored in this study. Therefore, future study should take into consideration on other independent variables in their research to ensure greater exploration in explaining affective commitment.

5.6 Conclusion

After we have completed this research, a better understanding on the effects of servant leadership on employees' affective commitment in the hotel industry is known. Based on the findings, the 8 dimensions of servant leadership (empowerment, humility, stewardship, accountability, forgiveness, standing back, courage, and authenticity) may affect the hotel employees' affective commitment. The results indicate that there is a positive and significant relationship between these 8 dimensions of servant leadership and affective commitment of employees from the hotel industry.

In conclusion, the results obtained of this study may be useful to the hotel manager/management who wishes to reduce the turnover rate among the hotel employees through the implementation of servant leadership. Turnover rate could be reduced by enhancing the employees' affective commitment and they will become more emotional attach to the organizations with greater sense of belongings.

Moreover, the hotel management team may use these results to improve their current leadership training programs by strengthening these 8 dimensions of servant leaders that proved positive and significant relationship with affective commitment. Lastly, it is hoped that the results of this study can be used as a reference for future researchers on servant leadership and affective commitment.

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APPENDIX 1.1

HOTEL POPULATION IN MALAYSIA

Economic Census 2011 (Accommodation Services)

SUMMARY FINDINGS

ACCOMMODATION SERVICES

KEY INDICATORS

	2010	2009	Change (%)
Number of establishments	3,129	2,362	32.5
Value of gross output ((RM million)	9,825	9,037	8.7
Value added (RM million)	5,556	5,065	9.7
Total employment	110,535	104,645	5.6
Salaries & wages (RM million)	1,934	1,793	7.8
Value of fixed assets (RM million)	21,918	22,108	(0.9)
Number of rooms	182,781	165,245	10.6

Table 2.1: Salaries & wages and average salary by segment in accommodation services, 2010

Industry	Number of persons engaged	(%)	Paid employees	(%)	Salaries & wages paid (RM million)	(%)	Average annual salary per employee (RM)
Hotels (including resort hotels) & apartment hotels	81,794	74.0	81,763	75.3	1,600	82.7	19,566
Budget hotels	24,211	21.9	22,740	21.0	23	14.7	12,486
Chalets	3,465	3.1	3,232	3.0	41	2.1	12,591
Rest houses/guest houses/hostels/bed & breakfast/ camping grounds	1,065	1.0	803	0.7	10	0.5	11,980
Total	110,535	100.0	108,538	100.0	1,934	100.0	17,819

QUESTIONNAIRE

UNIVERSITI TUNKU ABDUL RAHMAN (Perak Campus)

FACULTY OF BUSINESS AND FINANCE

BACHELOR OF BUSINESS ADMINISTRATION (HONS)

Dear Respondents,

We are final year students pursuing Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman (UTAR). We are currently doing our final year project with the title "Effect of Servant Leadership on Affective Commitment among Hotel Employees."

The purpose of this research is to identify the significant relationship between the characteristics of servant leadership (empowerment, standing back, accountability, forgiveness, courage, authenticity, humility, and stewardship) and affective commitment. This research will assist to know more about the reasons in which affect the employees to be affective committing in their job and workplace.

This questionnaire consists of 3 parts. Part A is about the personal details of the respondents. Part B is related to the characteristics of servant leadership towards affective commitment, and Part C is the general information on affective commitment.

Finally, please answer all the questions provided. Your response will be strictly kept confidential and be used solely for academic purpose. Your cooperation in carrying

out this questionnaire is greatly appreciated. Please do not hesitate to contact us for further clarification if you have any queries regarding to the questions. Thank you.

Research Project Team Members' Details

	Name	Student ID	Contact Number
1.	CHEAH WEN YAO	11ABB00377	016-5602693
2.	CHENG CHING NING	11ABB06649	016-5215416
3.	HONG KOK SING	12ABB00142	016-5321832
4.	LING LIH BING	11ABB06273	014-9990842
5.	TAN MEY CHIA	11ABB06721	012-4132185

Effect of servant leadership on affective commitment

Dear Respondents,

We are students of Bachelor of Business Administration (Hons) from Universiti Tunku Abdul Rahman (UTAR). We are currently doing our final year project with the title "Effect of Servant Leadership on Affective Commitment among Hotel Employees." Thank for your cooperation and willingness to answer the questionnaire. Your response will be kept confidential and be used solely for academic purpose.

Part A: Personal Details

Please provide the following information about yourself by placing a "√" on one of the blank space to assist us in analysing the responses.

1. Gender
    □ Female
    □ Male

2. Age
    □ Below 20
    □ 21-30
    □ 31-40
    □ 41-50
    □ 51-60
    □ Above 61

3. Nationality
    □ Malaysian
    □ Others: _____

4. Race
    □ Malay
    □ Chinese
    □ Indian
    □ Others: _____

5. Monthly income
    □ Below RM1500.00
    □ RM1501.00 – RM2500.00
    □ RM2500.00 – RM3500.00
    □ RM3501.00 – RM4500.00
    □ Above RM4501.00

6. Highest educational degree earned
   □ Post-basic certificate / advanced diploma
   □ Diploma
   □ Bachelor degree
   □ Master degree
   □ Doctorate degree
   □ Others (Please specify): _____

7. What is your current position?
   □ Kitchen assistant
   □ Section chef
   □ Under-chef
   □ Chief of chef
   □ Dessert chef
   □ Dish washer
   □ Executive housekeeper
   □ Chief of housekeeper
   □ Deputy Housekeeper
   □ Human Resource Administrator
   □ Human Resource Officer
   □ Others (Please specify): _____

8. For how long have you been working in this hotel?
   □ Less than 6 months
   □ Exactly 6 months to less than 1 year
   □ Exactly 1 year to less than 3 year
   □ Exactly 3 years to less than 5 years
   □ Exactly 5 years to less than 7 years
   □ More than 7 years

Part B: Servant leadership towards affective commitment

The following set of statement related to the characteristics of servant leadership influencing employee's affective commitment. The Likert scale of measurement is being used. According to your experience as employee, please read and circle one number per line to indicate the extent to which you agree or disagree with the following statements.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

	SD	D	N	A	SA
1. My manager gives me the information I need to do my work well.	1	2	3	4	5
2. My manager encourages me to use my talents.	1	2	3	4	5
3. My manager helps me to further develop myself.	1	2	3	4	5
4. My manager encourages his/her staff to come up with new ideas.	1	2	3	4	5
5. My manager gives me the authority to take decisions which make work easier for me.	1	2	3	4	5
6. My manager enables me to solve problems myself instead of just telling what to do.	1	2	3	4	5
7. My manager offers me abundant opportunities to learn new skills.	1	2	3	4	5
8. My manager learns from criticism.	1	2	3	4	5
9. My manager tries to learn from the criticism he/she gets from his/her supervisor.	1	2	3	4	5
10. My manager admits his/her mistakes to his/her supervisor.	1	2	3	4	5
11. My manager learns from the different views and opinions of others.	1	2	3	4	5
12. If people express criticism, my manager tries to learn from it.	1	2	3	4	5

13. My manager emphasizes the importance of focusing on the good of the whole.	1	2	3	4	5
14. My manager has a long-term vision.	1	2	3	4	5
15. My manager emphasizes the societal responsibility of our work.	1	2	3	4	5
16. My manager believes that our organization needs to function as a community.	1	2	3	4	5
17. My manager believes that the organization needs to play a moral role in society.	1	2	3	4	5
18. My manager encourages me to have a community spirit in the workplace.	1	2	3	4	5
19. My manager is preparing the organization to make a positive difference in the future.	1	2	3	4	5
20. My manager holds me responsible for the work I carry out.	1	2	3	4	5
21. I am held accountable for my performance by my manager.	1	2	3	4	5
22. My manager holds me and my colleagues responsible for the way we handle a job.	1	2	3	4	5
23. My manager doesn't keep criticizing people for the mistakes they have made in their work.	1	2	3	4	5
24. My manager does not maintain a hard attitude towards people who have offended him/her at work.	1	2	3	4	5
25. My manager finds it easy to forget things that went wrong in the past.	1	2	3	4	5
26. My manager keeps himself/herself in the background and gives credits to others.	1	2	3	4	5
27. My manager is not chasing recognition or rewards for the things he/she does for others.	1	2	3	4	5
28. My manager appears to enjoy his/her colleague's success more than his/her own.	1	2	3	4	5
29. My manager takes risks even when he/she is not certain of the support from his/her own manager.	1	2	3	4	5
30. My manager takes risks and does what needs to be done in his/her view.	1	2	3	4	5
31. My manager is open about his/her	1	2	3	4	5

limitations and weaknesses.					
32. My manager often touched by the things he/she sees happening around him/her.	1	2	3	4	5
33. My manager is prepared to express his/her feelings even if this might have undesirable consequences.	1	2	3	4	5
34. My manager shows his/her true feelings to his/her staff.	1	2	3	4	5

Part C: General information on affective commitment

According to your experience as employee, please read and answer according to what best reflect your opinion.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1	2	3	4	5

	SD	D	N	A	SA
1. I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
2. I enjoy discussing about my organization with people outside it.	1	2	3	4	5
3. I really feel as if this organization's problem are my own.	1	2	3	4	5
4. I do not think that I could easily become as attached to another organization as I am to this one.	1	2	3	4	5
5. I feel like "part of the family" at my organization.	1	2	3	4	5
6. I feel emotionally attached to this organization.	1	2	3	4	5
7. This organization has a great deal of personal meaning to me.	1	2	3	4	5
8. I feel a "strong" sense of belonging to my organization.	1	2	3	4	5

APPENDIX 3.2

PILOT TEST

<u>EMPOWERMENT</u>

HUMILITY

Correlation Analysis

The CORR Procedure

5 Variables: Humility1 Humility2 Humility3 Humility4 Humility5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Humility1	30	4.00000	0.83045	120.00000	2.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Humility2	30	3.93333	0.73968	118.00000	2.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Humility3	30	3.96667	0.71840	119.00000	3.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Humility4	30	4.43333	0.67891	133.00000	3.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Humility5	30	4.06667	1.17248	122.00000	1.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.715118
Standardized	0.727615

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables Correlation with Total	Alpha	Standardized Variables Correlation with Total	Alpha	Label
Humility1	0.610264	0.611111	0.610161	0.631592	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Humility2	0.365490	0.706022	0.348833	0.733058	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Humility3	0.385861	0.699282	0.401013	0.713962	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Humility4	0.567269	0.642154	0.576842	0.645355	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Humility5	0.521265	0.668048	0.514613	0.670402	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

	Humility1	Humility2	Humility3	Humility4	Humility5
Humility1	1.00000	0.22454	0.28900	0.67277	0.49580
1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data		0.2329	0.1214	<.0001	0.0053
Humility2	0.22454	1.00000	0.25524	0.19684	0.36315

STEWARDSHIP

ACCOUNTABILITY

Correlation Analysis

The CORR Procedure

3 Variables: Accountability1 Accountability2 Accountability3

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Accountability1	30	4.16667	0.69893	125.00000	3.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Accountability2	30	4.03333	0.85029	121.00000	2.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Accountability3	30	4.16667	0.91287	125.00000	1.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.652588
Standardized	0.631716

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables			Label
	Correlation with Total	Alpha	Correlation with Total	Alpha		
Accountability1	0.179578	0.854484	0.183722	0.855717		1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Accountability2	0.742007	0.114754	0.705201	0.118626		1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Accountability3	0.547048	0.431548	0.506707	0.438043		1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

STANDING BACK

FORGIVENESS

COURAGE

AUTHENTICITY

AFFECTIVE COMMITMENT

APPENDIX 4.1

DESCRIPTIVE ANALYSIS

GENDER

Gender

The FREQ Procedure

1=Female,2=Male,99=Missing data				
Gender	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	267	66.75	267	66.75
2	133	33.25	400	100.00

Distribution of Gender

1=Female,2=Male,99=Missing data

AGE

Age

The FREQ Procedure

Age	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1=below 20, 2=21-30, 3=31-40. 4=41-50, 5=51-60, 6=above 61, 99=Missing data				
1	32	8.00	32	8.00
2	235	58.75	267	66.75
3	63	15.75	330	82.50
4	40	10.00	370	92.50
5	29	7.25	399	99.75
6	1	0.25	400	100.00

Distribution of Age

1=below 20, 2=21-30, 3=31-40. 4=41-50, 5=51-60, 6=above 61, 99=Missing data

NATIONALITY

Nationality

The FREQ Procedure

1=Malaysian, 2=Others,99=Missing data				
Nationality	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	323	80.75	323	80.75
2	77	19.25	400	100.00

Distribution of Nationality

1=Malaysian, 2=Others,99=Missing data
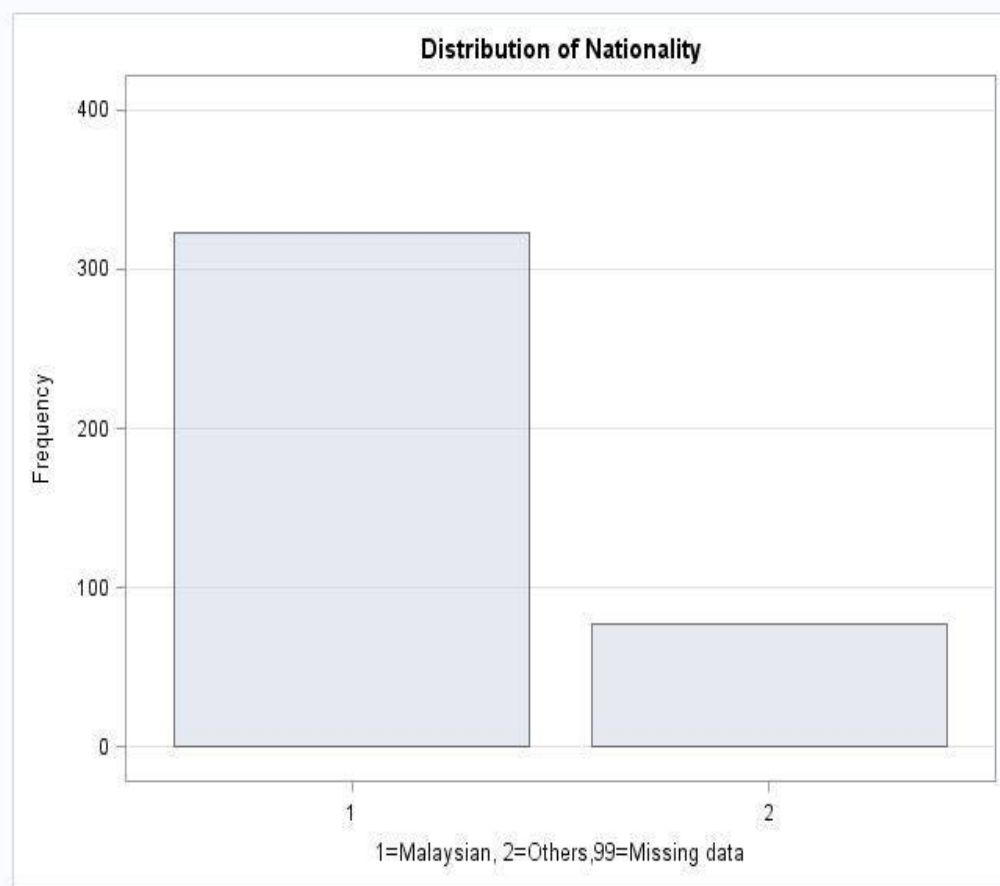
RACE

Race

The FREQ Procedure

1=Malay, 2=Chinese, 3=Indian, 4=Others, 99=Missing data				
Race	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	150	37.50	150	37.50
2	127	31.75	277	69.25
3	46	11.50	323	80.75
4	77	19.25	400	100.00

MONTHLY INCOME

Monthly income

The FREQ Procedure

1=Below RM1500, 2=RM1501-RM2500, 3=RM2501-RM3500, 4=RM3501-RM4500, 5=Above RM4501,99=Missing data				
Monthly Income	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	109	27.25	109	27.25
2	152	38.00	261	65.25
3	72	18.00	333	83.25
4	65	16.25	398	99.50
5	2	0.50	400	100.00

Distribution of Monthly Income

EDUCATIONAL LEVEL

Highest Education Level

The FREQ Procedure

1=Advanced diploma, 2=Diploma, 3=Bachelor, 4=Master, 5=Doctorate, 6=Others, 99=Missing data				
Highest educational level	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	87	21.75	87	21.75
2	180	45.00	267	66.75
3	131	32.75	398	99.50
4	2	0.50	400	100.00

Distribution of Highest educational level

POSITION

Current Position

The FREQ Procedure

1=Kitchen assistant, 2=Section chef, 3=Under chef, 4=Chief of chief, 5=Dessert chef, 6=Dish washer, 7=Executive housekeeper, 8=Chief of housekeeper, 9=Deputy of housekeeper, 10=HR admin, 11=HR officer, 12=Others, 99=Missing data

Current Position	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	53	13.25	53	13.25
2	59	14.75	112	28.00
3	5	1.25	117	29.25
4	25	6.25	142	35.50
5	10	2.50	152	38.00
6	56	14.00	208	52.00
7	60	15.00	268	67.00
8	31	7.75	299	74.75
9	14	3.50	313	78.25
10	85	21.25	398	99.50
11	2	0.50	400	100.00

Distribution of Current Position

WORKING EXPERIENCE

Working Experience

The FREQ Procedure

1=< 6months, 2=6months-<1year, 3=1year-< 3years, 4=3years-< 5years, 5=5years-< 7years, 6=> 7years, 99=missing data				
Working experience	Frequency	Percent	Cumulative Frequency	Cumulative Percent
1	62	15.50	62	15.50
2	124	31.00	186	46.50
3	57	14.25	243	60.75
4	69	17.25	312	78.00
5	72	18.00	384	96.00
6	16	4.00	400	100.00

Distribution of Working experience
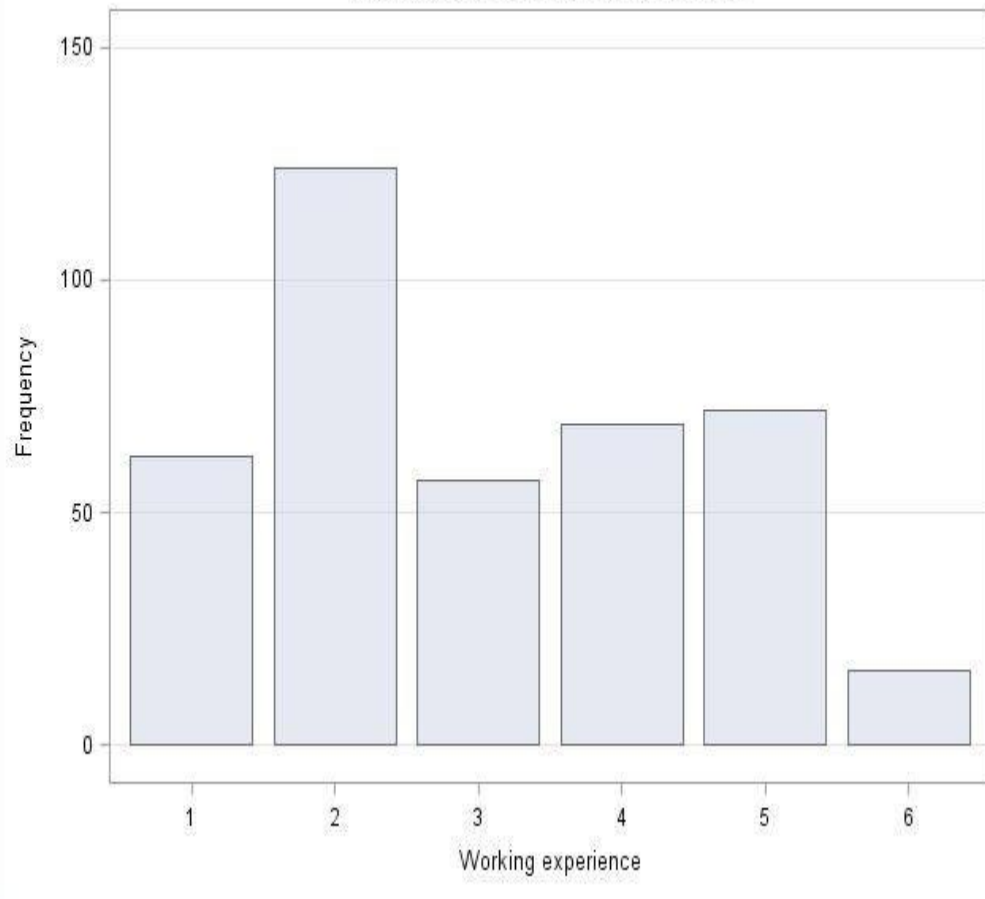
APPENDIX 4.2

FULL STUDY RELIABILITY TEST

EMPOWERMENT

HUMILITY

SAS Enterprise Guide

File   Edit   View   Tasks   Program   Tools   Help   Process Flow ▾

Project Tree

Correlations ▾

- Process Flow
  - pilot_test_ep
    - Correlations

Input Data   Code   Log   Results

Refresh   Modify Task | Export ▾   Send To ▾   Create ▾   Publish | Properties

Correlation Analysis

The CORR Procedure

5 Variables: Humility1 Humility2 Humility3 Humility4 Humility5

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Humility1	30	4.00000	0.83045	120.00000	2.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Humility2	30	3.93333	0.73968	118.00000	2.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Humility3	30	3.96667	0.71840	119.00000	3.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Humility4	30	4.43333	0.67891	133.00000	3.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Humility5	30	4.06667	1.17248	122.00000	1.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.715118
Standardized	0.727615

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables Correlation with Total	Raw Variables Alpha	Standardized Variables Correlation with Total	Standardized Variables Alpha	Label
Humility1	0.610264	0.611111	0.610161	0.631592	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Humility2	0.365490	0.706022	0.348833	0.733058	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Humility3	0.385861	0.699282	0.401013	0.713962	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Humility4	0.567269	0.642154	0.576842	0.645355	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Humility5	0.521265	0.668048	0.514613	0.670402	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

	Humility1	Humility2	Humility3	Humility4	Humility5
Humility1	1.00000	0.22454	0.28900	0.67277	0.49580
1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data		0.2329	0.1214	<.0001	0.0053
Humility2	0.22454	1.00000	0.25524	0.19684	0.36315

Server List

Refresh   Disconnect   Stop

- Servers
- Private OLAP Servers

Ready

No profile selected

STEWARDSHIP

SAS Enterprise Guide

File　Edit　View　Tasks　Program　Tools　Help　| Process Flow ▾

Correlations ▾

Input Data | Code | Log | Results

Refresh | Modify Task | Export ▾ Send To ▾ Create ▾ Publish | Properties

Correlation Analysis

The CORR Procedure

7 Variables: Stewardship1 Stewardship2 Stewardship3 Stewardship4 Stewardship5 Stewardship6 Stewardship7

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Stewardship1	30	4.03333	0.85029	121.00000	2.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Stewardship2	30	3.66667	0.84418	110.00000	2.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Stewardship3	30	4.06667	1.17248	122.00000	1.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Stewardship4	30	4.00000	0.83045	120.00000	2.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Stewardship5	30	3.93333	0.73968	118.00000	2.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Stewardship6	30	3.96667	0.71840	119.00000	3.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Stewardship7	30	3.53333	0.73030	106.00000	2.00000	5.00000	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.734286
Standardized	0.737041

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables		Standardized Variables		Label
	Correlation with Total	Alpha	Correlation with Total	Alpha	
Stewardship1	0.433349	0.706111	0.459148	0.703815	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Stewardship2	0.374486	0.719446	0.349479	0.728699	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Stewardship3	0.548834	0.680812	0.546135	0.683199	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Stewardship4	0.517434	0.686747	0.489389	0.696737	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Stewardship5	0.489354	0.695582	0.493362	0.695800	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Stewardship6	0.357233	0.721848	0.362636	0.725778	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data
Stewardship7	0.444919	0.704782	0.452643	0.705326	1=Strongly Disagree,2=Disagree,3=Neutral,4=Agree,5=Strongly Agree,99=Missing data

Pearson Correlation Coefficients, N = 30
Prob > |r| under H0: Rho=0

Project Tree
- Process Flow
  - pilot_test_ep
    - Correlations

Server List
- Servers
- Private OLAP Servers

Refresh | Disconnect | Stop

Ready　No profile selected

ACCOUNTABILITY

STANDING BACK

FORGIVENESS

COURAGE

AUTHENTICITY

AFFECTIVE COMMITMENT

APPENDIX 4.3

PEARSON CORRELATION ANALYSIS

The CORR Procedure

9 Variables: Empowerment Humility Stewardship Accountability Forgiveness Standingback Courage Authenticity AC

Simple Statistics

Variable	N	Mean	Std Dev	Sum	Minimum	Maximum	Label
Empowerment	400	4.09893	0.49141	1640	3.00000	5.00000	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data
Humility	400	3.94150	0.50549	1577	2.00000	5.00000	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data
Stewardship	400	3.88429	0.52191	1554	2.71429	5.00000	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data
Accountability	400	4.11833	0.62519	1647	2.66667	5.00000	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data
Forgiveness	400	4.04583	0.64186	1618	2.66667	5.00000	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data
Standingback	400	3.49667	0.61901	1399	2.00000	5.00000	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data
Courage	400	4.02875	0.66022	1612	3.00000	5.00000	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data
Authenticity	400	3.45375	0.65946	1382	1.75000	5.00000	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data
AC	400	3.90438	0.43625	1562	3.00000	5.00000	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data

Cronbach Coefficient Alpha

Variables	Alpha
Raw	0.872410
Standardized	0.877175

Cronbach Coefficient Alpha with Deleted Variable

Deleted Variable	Raw Variables Correlation with Total	Alpha	Standardized Variables Correlation with Total	Alpha	Label
Empowerment	0.680244	0.853977	0.681483	0.858297	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data
Humility	0.361269	0.878112	0.361782	0.885615	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data
Stewardship	0.865607	0.837415	0.857287	0.842122	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data
Accountability	0.627402	0.857126	0.639102	0.862071	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data
Forgiveness	0.471044	0.872654	0.481072	0.875730	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data
Standingback	0.628707	0.856960	0.614447	0.864245	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data
Courage	0.662704	0.853825	0.684573	0.858020	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data
Authenticity	0.638114	0.856388	0.630394	0.862841	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data
AC	0.644708	0.858275	0.639135	0.862069	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data

Pearson Correlation Coefficients, N = 400 Prob > |r| under H0: Rho=0									
	Empowerment	Humility	Stewardship	Accountability	Forgiveness	Standingback	Courage	Authenticity	AC
Empowerment	1.00000	0.30529	0.64643	0.65133	0.55316	0.29437	0.59983	0.30141	0.51104
1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data		<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
Humility	0.30529	1.00000	0.40503	0.35875	0.19780	0.12566	0.37378	0.17757	0.21296
1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data	<.0001		<.0001	<.0001	<.0001	0.0119	<.0001	0.0004	<.0001
Stewardship	0.64643	0.40503	1.00000	0.53256	0.57057	0.66855	0.68455	0.69179	0.52741
1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001	<.0001
Accountability	0.65133	0.35875	0.53256	1.00000	0.22101	0.29893	0.74769	0.30611	0.53053
1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001	<.0001	<.0001
Forgiveness	0.55316	0.19780	0.57057	0.22101	1.00000	0.37501	0.19205	0.39976	0.30509
1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data	<.0001	<.0001	<.0001	<.0001		<.0001	0.0001	<.0001	<.0001
Standingback	0.29437	0.12566	0.66855	0.29893	0.37501	1.00000	0.31351	0.97787	0.46596
1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data	<.0001	0.0119	<.0001	<.0001	<.0001		<.0001	<.0001	<.0001
Courage	0.59983	0.37378	0.68455	0.74769	0.19205	0.31351	1.00000	0.31031	0.65675
1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data	<.0001	<.0001	<.0001	<.0001	0.0001	<.0001		<.0001	<.0001
Authenticity	0.30141	0.17757	0.69179	0.30611	0.39976	0.97787	0.31031	1.00000	0.43732
1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data	<.0001	0.0004	<.0001	<.0001	<.0001	<.0001	<.0001		<.0001
AC	0.51104	0.21296	0.52741	0.53053	0.30509	0.46596	0.65675	0.43732	1.00000
1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	<.0001	

APPENDIX 4.4

MULTIPLE REGRESSION ANALYSIS

Linear Regression Results

The REG Procedure
Model: Linear_Regression_Model
Dependent Variable: AC 1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data

Number of Observations Read	400
Number of Observations Used	400

Analysis of Variance

Source	DF	Sum of Squares	Mean Square	F Value	Pr > F
Model	8	42.69184	5.33648	62.76	<.0001
Error	391	33.24425	0.08502		
Corrected Total	399	75.93609			

Root MSE	0.29159	R-Square	0.5622
Dependent Mean	3.90438	Adj R-Sq	0.5533
Coeff Var	7.46824		

Parameter Estimates

Variable	Label	DF	Parameter Estimate	Standard Error	t Value	Pr > |t|
Intercept	Intercept	1	1.30897	0.16353	8.00	<.0001
Empowerment	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data	1	0.14779	0.05037	2.93	0.0035
Humility	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data	1	0.00989	0.03350	0.30	0.7681
Stewardship	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data	1	-0.33967	0.06735	-5.04	<.0001
Accountability	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data	1	-0.03739	0.03994	-0.94	0.3498
Forgiveness	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data	1	0.11710	0.03259	3.59	0.0004
Standingback	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data	1	0.50391	0.11754	4.29	<.0001
Courage	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data	1	0.46803	0.04389	10.66	<.0001
Authenticity	1=StronglyDisagree, 2=Disagree, 3=Neutral, 4=Agree, 5=StronglyAgree, 99=Missing data	1	-0.20192	0.11490	-1.76	0.0796