

**HUMAN RESOURCES MANAGEMENT AND
EMPLOYEES' PROSOCIAL BEHAVIOUR OF
HOTEL FRONT LINERS IN PENANG,
MALAYSIA**

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EMPLOYEES' PROSOCIAL BEHAVIOUR OF
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MALAYSIA**

by

SHADI ALI ALHROUT

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for the degree of Doctor of Philosophy**

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DEDICATION

I would like to dedicate this work to my mother Thamenah, she is always my beloved.

To Dr. Muhammad al Hrou, my brother Khaleel, Dr.Talal, my sister Jumanh, Manal

To my wife Wassam and my daughter Wateen

To my late father, my late grandfather's, grandmother, uncle and aunt may Allah rest

his soul in mercy.

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In the name of Allah, the Most Gracious, the Most Merciful

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PENGURUSAN SUMBER MANUSIA DAN TINGKAH LAKU PROSOSIAL STAF BARISAN HADAPAN HOTEL DI PULAU PINANG, MALAYSIA

ABSTRAK

Staf barisan hadapan atau pekerja kaunter dalam industri perhotelan dan hospitaliti memainkan peranan penting dalam membentuk pendapat tentang khidmat pelanggan, ataupun penyampaian khidmat mereka. Justeru, keputusan yang diambil semasa melayan pelanggan akan memberi kesan terhadap pelanggan. Adakalanya, keputusan boleh diambil dengan melanggar aturan dan peraturan yang ditetapkan oleh organisasi, dan mengambil sesetengah risiko. Apabila khidmat seseorang staf melanggar aturan dan peraturan yang ditetapkan dalam usaha memenuhi keperluan pelanggan, maka dia menunjukkan tingkah laku prososial. Dalam industri perhotelan, interaksi di antara pekerja kaunter dan khidmat pelanggan mereka boleh antededen tingkah laku prososial pekerja kaunter. Kajian ini berusaha mengkaji pengaruh dua variabel penyederhana (iaitu kecekapan diri dan komitmen organisasi) terhadap perkaitan di antara amalan pengurusan sumber manusia (Human Resource Management, HRM) dan pemeraksanaan pekerja sebagai varibel bebas dan tingkah laku prososial sebagai varibel bersandar. Bagi menjawab persoalan kajian ini, kami menggunakan penyelidikan rentas-silang. Suatu soal selidik tadbir-sendiri, yang disesuaikan daripada sains tingkah laku, digunakan bagi mengumpul data. Teknik pensampelan mudah berstrata digunakan bagi memastikan bahawa sampel yang digunakan mewakili keseluruhan populasi (mengambil kira gender dan pengalaman). Instrumen direka bentuk untuk mengukur lima komponen utama berikut amalan HRM, pemeraksanaan pekerja, tingkah laku prososial, komitmen organisasi, dan kecekapan diri. Komponen amalan HRM terdiri daripada empat binaan,

iaitu latihan dan pembangunan, pengambilan dan pemiihan, keadaan kerja yang baik dan selama, dan peluang pekerjaan yang sama. Soal selidik diagihkan kepada 202 responden, dan data dianalisis menggunakan pemodelan persamaan berstruktur (structural equation modelling, SEM) dalam perisian PLS. Dapatan kajian ini mempunyai beberapa implikasi. Para pentadbir disarankan untuk menggalakkan tingkah laku prososial dalam kalangan pekerja kaunter. Jika tidak, mereka perlu memaklumkan para pekerja tentang jenis gerak-isyarat yang dapat membantu khidmat pelanggan. Tingkah laku prososial dijangkakan dalam sesetengah keadaan boleh menjejaskan keadaan yang lain. Namun demikian, jika terdapat aturan yang sering diketepikan, maka para pentadbir perlu menilai atau menyemak semua aturan tersebut.

HUMAN RESOURCES MANAGEMENT AND EMPLOYEES’ PROSOCIAL BEHAVIOUR OF HOTEL FRONT LINERS IN PENANG, MALAYSIA

ABSTRACT

The frontline staffs of hotels and the hospitality industry plays a pivotal role in forming the opinions of service consumers by means of their service delivery. Therefore, the decisions they tend to make while serving the customers affect their rapport with the customers. Sometimes, the decision can be made at the expense of violating the organizational rules and regulations and taking some risks. When staff service violates the rules and regulations to address customer needs, they show prosocial behaviour. In the hotel industry, the interaction between frontline employees and their service consumers can be an antecedent of the prosocial behaviour of frontline employees. This study investigates the influence of two mediating variables (i.e., self-efficacy and organization commitment) on the relationship between human resource management (HRM) practices and employee empowerment as the independent variable and prosocial behaviour as the dependent variable. To address the questions of the study, we used cross-sectional research. A self-administered questionnaire, which was adopted from behavioural science, was used for data collection. The stratified convenience sampling technique was used to ensure that the sample represented the whole population (considering both gender and experience) in the study. The instrument was designed to measure five major components, namely, HRM practices, employee empowerment, prosocial behaviour, organization commitment, and self-efficacy. The HRM practice component comprised four constructs: training and development, recruitment and selection, good and safe working conditions, and equal employment

opportunities. A questionnaire was administered to 202 respondents, and data were analyzed by using structural equation modeling (SEM) in PLS software. The results of the study have some implications for researchers and administrators in the hospitality industry. Administrators are advised to promote the prosocial behaviour of the frontline employees. Nonetheless, administrators should inform their staff members about the types of gestures that can help service consumers. Prosocial behaviour may be expected in some positions, whereas such behaviour is detrimental in other positions. Nevertheless, if there is a rule that is frequently being waived, it is that administrators need to assess or revise the rules

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter introduces the background of this study. In doing so, it first provides a discussion on prosocial behaviour in the tourism and hospitality industry. Second, it presents the problem statement, research objectives, and research questions. Finally, it discusses the significance and organization of this study.

1.2 Background of the Study

According to Blake and Chiesa (2013), tourism consists of the activities of tourists that pertain to travelling and staying in another country, usually far from their permanent residence for not more than an entire year. Tourism is generally related to leisure, entertainment, and recreational activities without the purpose of earning remuneration from the place visited. Some definitions of tourism included the concept of earning through tourist activities. Such type of tourism is called business tourism because some people are involved in providing infrastructure, goods, and services to tourists and visitors. However, the term “tourism” is particularly associated with the concept of leisure, fun, and entertainment (Wahab, Al-Momani, & Noor, 2010).

Tourism or hospitality industry is a major source of revenue worldwide. It strengthens the economy of a country similar to many other economic sectors. Tourism involves different stakeholders such as tour operators, travel managers, food and beverage firms, travel agents, transport companies, sellers, and souvenir shops that provide goods and services to visitors and tourists (Sheng & Chen, 2012).

Thousands of employees, workers, and staff members are involved in running a system to develop tourist activities. They provide goods and services to tourists from all over the world so that visitors can be accommodated. Consequently, staff members and tourists have to interact and communicate with each other while providing and receiving goods and services. Therefore, staff members develop a social interaction when they communicate and interact with customers. Both the service providers and tourists or customers intermingle (the service encounter) during the delivery of services.

Service providers offer different services, whereas customers wish to be satisfied with the services of these providers. Therefore, the customers estimate and compare the quality of services to the cost they pay for the services. They will be satisfied if their perception of the services is beyond their level of expectation. If the services do not fulfill their requirements and their level of satisfaction, then they will be dissatisfied and displeased. Dissatisfaction can also affect the perceptions of service providers. Therefore, service providers will also be dissatisfied with the service quality (Y.-K. Lee, Nam, Park, & Lee, 2006). In addition, the prosocial behaviours of service providers, such as cooperating, helping, volunteering, and sharing, can be regarded as customer-oriented service in the hospitality industry. Therefore, the prosocial behaviours of service providers are critically significant for administrative personnel and service marketers because they assist in measuring their behaviour and attitude toward the customers.

Prosocial behaviour functions as a parameter for gauging the quality of service and the satisfaction level of customers. This behaviour helps the hospitality industry to evaluate the overall performance of service providers toward customers (Y.-K.

Lee, et al., 2006; Tsaur & Lin, 2004). The management performs its duty to ensure the appropriateness of the front-line workers who meet the customers and deliver the service. However, the process of identifying the performance of key workers in its true spirit is tedious and complex (Bowen, Siehl, & Schneider, 1989).

The front-line or leading employees are the strength and the backbone of the hospitality industry. Previous studies have designated and recognized such employees as successful service operators (Janta, Lugosi, Brown, & Ladkin, 2012). These employees play a significant role in generating revenue and promoting tourism. They contribute to the growth of the sales of goods and boost business (Lundberg & Mossberg, 2008). They are influential employees who execute quality service encounters (Wall & Berry, 2007) and imprint a positive impression of the company on the consumers to shape their progressive influences (Bettencourt, Brown, & MacKenzie, 2005; L. S. Cook et al., 2002; Reynolds & Beatty, 2000).

The nature of hospitality work is service-oriented and requires high levels of communication and interaction between the guests, tourists, and foreign visitors. In many cases, some employees perform more tasks than their duties in terms of being polite in their behaviour and providing extra services; these tasks are recognized as extra-role behaviour. They pay maximum attention and sincerity to their job and attempt their best to satisfy the consumers at a higher level (Furlong, Chung, Bates, & Morrison, 1995; Kamdar & Van Dyne, 2007). However, a majority of the employees put superficial efforts and do not bear the sacrifices in providing services to the customers. This tendency of these employees is known as role-prescribed behaviour (Borman, Penner, Allen, & Motowidlo, 2001). The work attitude and personality traits of employees who go beyond the rules and regulations in serving the guests

should be studied and ascertained. In some cases, hospitality employees reflect such types of behaviour (Miller, Craighead, & Karwan, 2000) According to Bennett and Robinson (2000), employees who deviate from the prescribed rules and regulations are not constantly and properly trained nor guided regarding their predefined regulations in their jobs, which is the reason for the performance of their duties in an uncommon manner and for the reflection of their behaviours that are different from others.

Edgar and Geare (2005) further stated that companies are liable to provide a good, respectable, and conducive working environment for all the employees in terms of safety, welfare facilities, and protection. A safe and healthy work environment can enhance the quality of services and goods to be provided to consumers or customers.

Dean and Bowen (1994) highlighted the importance of empowering front-line employees in terms of their involvement in day-to-day decisions regarding job-associated activities. Conger and Kanungo (1988) argued that employee empowerment affects the task behaviour and performance of employees and that they consequently provide a higher level of services effectively and efficiently to their customers and consumers. Bateson and Curtiss (1996) added that empowerment helps service providers to become more focused, approachable, responsible, and responsive. Empowerment also improves their morality and respective experience. Previous studies concluded that organizations should empower employees based on their performance.

Successful employees should also be provided with rewards, supplementary benefits, and the authority to make independent decisions that can benefit the organization (Bowen & Lawler III, 1992; J. Kelley, Whitley, Sipe, & Crofts Yorker,

2000). Therefore, empowerment is a vital aspect of the work of employees because they have to make several prompt decisions to provide services that achieve a higher level of satisfaction (Hartline & Ferrell, 1996; Menon & Hartmann, 2002). Fuller, Morrison, Jones, Bridger, and Brown (1999) revealed that studies regarding the effectiveness of empowerment and its relationships with work outcomes and benefits have also been conducted in Western countries, particularly in the United States and Canada.

By contrast, employees are less empowered in Malaysia compared with those in European and Western countries because Malaysia is fundamentally a traditional Islamic country and has not adopted the culture and traditions of other Western countries. In addition, the issue of empowerment in Malaysia, particularly in professions dominated by female workers, remains controversial because of its Islamic traditions and values, which are different from those of European and Western countries (Ahmad & Oranye, 2010).

1.3 Problem Statement

According to Dawkins and Reichheld (2007) and Morgan, Crutchfield, and Lacey(2006) quality service delivery is known as a significant requirement in tourism to be successful in the current competitive environment. The interaction between employees and customers is a special aspect of the hospitality industry. Therefore the quality of service plays a vital role when employees deal with customers. Generally, poor service delivery and high labor cost are caused by a lack of prosocial behaviour of hospitality employees (Gill & Mathur, 2007). However, hospitality employees can modify their behaviour and improve service quality in the light of the feedback received from the customers (Bettencourt, et al., 2005; Mohr &

Bitner, 1995). Therefore, front-line employees having a sense of responsibility from the company, can bring changes to their attitude after interacting and communicating with the customers (Mohr & Bitner, 1995). Thus, employees can provide better services to their customers. Litzky, Eddleston, and Kidder(2006) concluded that the prosocial behaviour of employees and workers of the hospitality industry allows them to adapt to the need to provide quality services to their customers. According to Curtis (2010), limited research could be found regarding the key factors that play a vital role in decision making regarding the prosocial behaviour of employees of the tourism and hospitality industry.

The current study aimed to develop and validate a proposed model of predicting the prosocial behaviour of employees working in hotels. These employees not only fulfill the basic demand, conduct, and rules and regulations of the hotel industry, but also provide services according to the demands and satisfaction levels of customers to promote the tourism industry. Better employee performance increases the satisfaction level of customers (Tsaur, Cheng, & Wu, 2004). However, superior individual care, respect, courtesy, politeness, attention, and novelty are also required in terms of service behaviour in the provision of goods and services (Du Gay & Pryke, 2002; Handley, Sturdy, Fincham, & Clark, 2006).

The major goal of any organization is to improve employee skills to enhance the quality of services. Achieving this goal gains customer satisfaction that increases the profits of an enterprise. This study investigates the key factors in a wider context that would determine the behaviour of employees working in the Malaysian tourism industry. A considerable focus was given to the customer-oriented prosocial behaviour, in which employees engage themselves in constant improvement and

exert efforts to enhance the quality of services for customers (Peccei & Rosenthal, 2001).

The term “service behaviour” is alternatively used as professional behaviour, and two chief sets of experiences related to the level of psychological empowerment, as experienced by employees on the job and perceived human resource management (HRM) practices in the organization, affect the professional behaviour of employees (Peccei & Rosenthal, 2001). In conjunction with professional behaviour, Edgar and Geare (2005) identified four dimensions of HRM practices, such as the provision of equal employment opportunities, fair recruitment and selection, effective training and development, and a respectable and conducive work environment.

Equal provision of employment opportunity means offering the same chances to all of the applicants for selection irrespective of their social differences while advertising the vacancies and then letting employees gain equal access to services and other fringe benefits after they are recruited. The management should provide equal opportunities to all of the employees working in the industry (Edgar & Geare, 2005). Chew and Wong (2008) and Kim, Leong, and Lee(2005) reported various selection and recruitment approaches across different companies in Malaysia. These approaches are helpful in deciding the type of characteristics, personality, and personal traits that may be suitable according to the climate and policy of any organization. With regard to the training and developmental dimension of employees, imparting updated training methods and materials to all of the employees is essential worldwide to improve their exposure in providing services. However, several Malaysian companies assume this process to be a costly waste of time (Abdul Jalil, 2002).

Kosová, Lafontaine, and Perrigot (2002) reported that the previous studies lack the different aspects of factors that may affect the employees in the hotel industry. Therefore, future studies should investigate such issues. Furthermore, Becerra, Santaló, and Silva (2007) argued that given modernity and the global environment, new studies should examine the hidden aspects of the prosocial behaviour of employees in the hotel industry.

Therefore, the current research is an effort to design a conceptual framework that predicts the prosocial behaviour of front-line employees of the hotel industry. This study introduced two mediating variables (i.e., self-efficacy and organization commitment) to identify and explicate the mechanism and process that underlies an observed relationship between the independent variables (i.e., HRM practices and employee empowerment) and the dependent variable (i.e., prosocial behaviour). Lower levels of employee commitment could result in lower levels of the prosocial behaviour of employees and in the negative image of the hospitality industry, despite the efforts made by a hotel management regarding HRM practices and empowerment (Y.-K. Lee, et al., 2006). Self-efficacy is associated with the prosocial behaviour of employees because they have a direct contact with customers (Bandura, 1994).

The literature has identified various indications of the importance of organizational commitment and self-efficacy to the processes and practices of prosocial behaviour. However, a significant shortage exists in terms of empirical studies, models, and theoretical basis for operating them simultaneously as mediators between HRM practices and employee empowerment on prosocial behaviour. Figure 2.1 (on page 58) indicates the proposed conceptual framework that depicts the

relationships among HRM practices, employee empowerment, self-efficacy organizational commitment, and prosocial behaviour.

1.4 Objective of the Study

The overall purpose of this research work was to identify the relationship between employee empowerment and HRM practices on self-efficacy and organizational commitment and to determine the direct and indirect effects of self-efficacy and organizational commitment on the prosocial behaviour of employees in the tourism and hospitality industry. Furthermore, this study examined the relationships among the factors identified as potentially related to it. To accomplish this purpose, the research identified the following objectives:

1. To investigate the relationship between employee empowerment and HRM practices on the prosocial behaviour of front-line employees in the tourism and hospitality industry
2. To examine the relationship between employee empowerment and HRM practices and their influence on self-efficacy and organizational commitment in the tourism and hospitality industry
3. To investigate the links between self-efficacy and the organizational commitment of employees of the tourism and hospitality industry and their influence on prosocial behaviour
4. To examine the mediation of the links between self-efficacy and organizational commitment on the relationship between employee empowerment and HRM practices on prosocial behaviour

5. To investigate the mediation of gender and experience on the relationship between employee empowerment and HRM practices on self-efficacy, organizational commitment, and prosocial behaviour

1.5 Research Questions

This study identified the relationship between employee empowerment and HRM practices on self-efficacy and organizational commitment and determined the direct and indirect effects of self-efficacy and organizational commitment on the prosocial behaviour of employees in the tourism and hospitality industry in Penang City, Malaysia. Thus, this study attempted to answer the following research questions:

1. How do employee empowerment and HRM practices influence the prosocial behaviour of front-line employees in the tourism and hospitality industry?
2. How do employee empowerment and HRM practices influence self-efficacy and organizational commitment in the tourism and hospitality industry?
3. How do organizational commitment and the self-efficacy of employees in the tourism and hospitality industry influence prosocial behaviour?
4. How do organizational commitment and self-efficacy mediate the relationship between employee empowerment and HRM practices on prosocial behaviour?
5. Do gender and experience moderate the relationship between employee empowerment and HRM practices on self-efficacy, organizational commitment, and prosocial behaviour?

1.6 Methodology

This study used quantitative data to identify the relationships among the different variables, such as the relationship and the influence of HRM practices on organizational commitment, employee empowerment, and self-efficacy. Furthermore, identifying the relationship and the influence of self-efficacy and organizational commitment on prosocial behaviour was another aspect of the study. Thus, the study adopted a quantitative correlation approach. According to Tosun (2010), correlational studies provide valuable and applicable information about variable relationships. Therefore, a non-experimental approach based on ontological, epistemological, theoretical, and methodological perspectives was designed to seek empirical answers from the quantitative variable (Yong-Ki, Jung-Heon, Dae-Hwan, & Kyung, 2005). For this purpose, the current study used a questionnaire to collect the data.

1.7 Significant of the Study

This study primarily investigated the effects of employee empowerment and HRM practices on self-efficacy and organizational commitment and to determine the direct and indirect effects of self-efficacy and organizational commitment on the prosocial behaviour of employees. Morrison (2006) revealed that prosocial behaviour is not a vibrant role founded on individual differences based on gender. This research revealed that women are less likely to present prosocial behaviour. Therefore, the secondary purpose of the current study was to examine significant differences in the prosocial behaviour of employees in the hospitality industry using gender as a determinant. This aspect of the study will aid management in recruiting, selecting, and training employees in the hospitality industry.

Different basic concepts such as entertainment, recreation, leisure, and hospitality are associated with the term “tourism” (Jiang & Tribe, 2009). Several stakeholders in the tourism industry (i.e., travel agents, tour operators, food and beverage firms, transport companies, and souvenir shop keepers) promote the culture and lifestyle of multi-racial and multi-ethnic communities. It also formulates the prosocial behaviour of employees in the tourism and hospitality industry (Sheng & Chen, 2012). Therefore, tourism, as known by an organization, provides facilities and services to visitors and tourists in entertaining and recreational destinations (Kusluvan, Kusluvan, Ilhan, & Buyruk, 2010).

The dedication and prosocial behaviour of employees working in the tourism and hospitality industry are significant in providing quality services to customers. Therefore, the unsatisfactory and poor performance of employees in terms of their dedication and prosocial behaviour induces high labor costs and poor quality of guest service. Therefore, the prosocial behaviour and dedication of employees influence the success of the tourism and hospitality industry (Krause & Scannell, 2002).

The prosocial behaviours of the employees of the tourism and hospitality industry assist in formulating and modifying their behaviour to be suitable for providing quality services to customers. In return, the tourism and hospitality industry flourishes to excel in entertaining customers (Antimova, Nawijn, & Peeters, 2012). Therefore, the role of prosocial behaviour is significant in conjunction with the services provided to the customer. Furthermore, the current study will help the different stakeholders associated with the tourism and hospitality industry to improve their performance.

The tourism and hospitality industry is a productive and profitable business, being a rapidly growing economic sector worldwide. In recent years, this industry has been a major source for the promotion of the trade and economy of countries. It assists in generating revenue that strengthens the economic position of a country. It also helps promote social, cultural, environmental, and political values among the people. The tourism and hospitality industry similarly provides employment opportunities to millions of people, as well as serves as a tool for development and driver of economic growth. An annual report of the World Tourism Organization 2013 regarded tourism as a bid source of generating revenue to make nations prosperous (Blanke & Chiesa, 2013).

The tourism and hospitality industry generates opportunities for tourists to travel to and stay in the destinations outside their permanent environment and to enjoy in recreational activities. The people associated with tourist activities provide infrastructure, goods, and services to tourists and visitors. The term “tourism” is particularly associated with the concept of leisure and entertainment and with the provision of numerous earning opportunities (Wahab, et al., 2010).

The findings of the present research will help academic institutions, research scholars, and administrations to open new horizons in the development of tourism. They will also aid the tourism industry in improving prosocial behaviour and service quality according to customer feedback. Finally, this research, through the empirical implications, will be useful in promoting the Malaysian tourism industry.

1.8 Operational Definitions

The definitions of the terms employed in the current study are explained as follows:

- **Front-line Employees:** Frontline employees possess a large measure of control over the customer experience. Their actions determine whether a customer becomes a brand evangelist or detract. Understanding how best to motivate these employees--and designing processes and strategies to ensure that they're empowered, energized, and personally vested is at the core of delivering standout service and creating a compelling brand experience. Here are four critical areas to consider when creating a standout experience.(Gordon & Copes, 2008).
- **Human Resource Management (HRM):** Activities conducted for the developmental aspect of staff and the organization, set by the top management, including the involvement in assessing training plans and policies, staff motivation and creating a suitable working environment.
- **Employee Empowerment:**Employee empowerment is giving employees a certain degree of autonomy and responsibility for decision-making regarding their specific organizational tasks. It allows decisions to be made at the lower levels of an organization where employees have a unique view of the issues and problems facing the organization at a certain level(Bonn & Forbringer, 1992).

- **Self-efficacy:** Self-efficacy affects some of the factors that predict motivation. According to Bandura(1994)self-efficacy is a self judgment of one's ability to perform a task within a specific domain. However, high self-efficacy in one domain doesn't guarantee high efficacy in another. The high self-efficacy will positively affect performance and good performance will enhance one's self-efficacy in turn.
- **Organizational Commitment:** Psychological bond to a hotel organization, including a sense of job involvement, loyalty, and belief in the values of the organisation are referred to asorganizational commitment (O'Reilly & Chatman, 1986). It is characterised by employee's acceptance of organisational goals and their willingness to exert effort on behalf of the organisation (Anderson, Born, & Cunningham-Snell, 2002).
- **Prosocial Behaviour:** Prosocial Behaviour refers to the phenomenon of people helping each other with no thought of reward or compensation. You may have thought this didn't exist, but it's been known to happen. Prosocial behaviours are actions or patterns of behaviour rather than motivations. The motivation to do charitable acts is called altruism.

1.9 Organization of the Thesis

The present study consists of five chapters, and the structure of the study will be as follows.

Chapter One introduces prosocial behaviour of the employees working in tourism and hospitality industry, and describes research problem, background, scope, and purpose of the study and theoretical perspective that had been used for the current study. Research objectives, research questions and finally the limitations of the research were stated.

Chapter Two presents the detailed literature review related to basic concepts of tourism, hospitality industry, moderators gender experience, employee empowerment, HRM practices and organizational commitment, and customer-oriented prosocial behaviour of the employees working in tourism and hospitality industry.

Chapter Three describes the research methodology, along with the research design, the study setting, population, sampling, data collection tool and procedure, operationalization of the research variables, statistical method for data analysis, pre-test and pilot study, and finally, the procedure for preparing and interpreting of data for analysis.

Chapter Four discusses the assessment of the measurement model followed by the structural model in order to test the hypotheses. Multi - group comparisons will also be conducted to test the moderating effects of gender and experience.

Chapter Five presents the discussions and conclusions based on the results and findings of the current research, theoretical and practical implications, limitations, strengths and suggestions for future research.

1.10 Conclusion

This chapter provided an overview of the research gap relative to human resources management practices and employees' prosocial behaviour in tourism and hospitality industry. Background information related to the study was highlighted and pointed to the gap which this study addresses. The purpose of the study, research questions, and significance of the study were outlined.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a critical review of the relevant literature related to prosocial behaviour. It discusses the problems facing prosocial behaviour and reviews employee empowerment and HRM practices on self-efficacy and organizational commitment. It subsequently identifies the direct and indirect effects of self-efficacy and organizational commitment on employees in the tourism and hospitality industry.

2.2 Background

The word tourism is generally perceived as moving around from one place to another or as having a long trip or expedition, along with an organized group and under the leadership of a tour guide to visit a variety of sights one after another (Laws, Harper, Jones, & Marcus, 2013). Having such a definition, tourism refers to socio-economic events that bring social, economic, and ecological development (Smallman & Moore, 2010).

The word “tourism” is related to several basic notions, such as free or leisure time, fun, amusement, relaxation, and hospitality (Jiang & Tribe, 2009). A range of stakeholders (i.e., tour organizers, tour agencies, refreshment stands, transportation companies, and souvenir shop owners) contribute to the development of different cultures and lifestyles of multi-ethnic groups as well as the prosocial behaviour of the staff of the tourism and hospitality sector (Baruch, O’Creevy, Hind, & Vigoda-Gadot,

2004). Tourism generally refers to an organization that affords several amenities for visitors and tourists at entertaining destinations (Kusluvan, et al., 2010).

The tourism and hospitality industry provides tourists with the opportunity to travel and reside in entertaining destinations outside of their permanent milieu for less than one entire year for fun and leisure. Tourism is essentially tied with leisure and entertaining activities without any type of payment to the destination visited (Blanke & Chiesa, 2013). Nonetheless, some descriptions of tourism incorporate the idea of income generation in tourist activities. This type of tourism is known as business tourism, and it is linked to tourism activities that involve the provision of goods and services to tourists and visitors. The literature suggests a consensus on the aspects of leisure and entertainment in tourism, especially in the aspect of defining this term (Wahab, et al., 2010).

2.3 Organization Structural

Organizational structure is a peculiar structural agenda that clarifies the approach to the roles that organizational members perform, so that everyone understands their responsibilities to the group. A structure depends on the organization's objectives and policy, the vision and the general mission of the organization. Organizations are increasingly becoming aware based on a number of empirical studies of the importance of strategic human resources management. The certainty of causal relationship in organizational performance cannot be ascertained.

The valuable contribution of Alfred Chandler's scholarship on the large industrial enterprise has deepened understanding of economic development, and helped establish the field of strategic management research. Chandler's monumental work

was reported in (1962) when he carried out a study on major US firms. The high point of the study was the support provided for a capabilities theory of the business enterprises. Chandler's emphasized the importance of organizational innovation, managerial acumen and business performance. Chandler also stressed the importance of taking a long term perspective when looking to the future. In his 1962 groundbreaking work on Strategy and Structure, Chandler showed that a long-term coordinated strategy was necessary to give a company structure, direction, and focus. He says it concisely, structure follows strategy. Organizational structure of a company is related to the strategic analysis of the contractor or developer. According to his vision and macro environment or micro enterprise's strategic decision devont allow better structuring of activities entrepise.

2.4 General Administrative Theory

This is the part of Management Studies whose proponents have been Henri Fayol and Max Weber. It is a theory that focuses on describing what managers do and what constitute good management practices.

2.4.1 Henri Fayol

Henri Fayol who was the former managing director of a large French coal-mining firm was a contemporary of Frederick Taylor. Fayol, focused at the activities of all managers. He proposed that administrative management is concerned with the design and management of an organization. He developed 14 administrative principles for organizational structure and management. These principles are Division of Work, Authority, Discipline, Unity of Command, Unity of Direction, Subordination of Individual Interests to the General Interest, Remuneration, Centralization, Scalar

Chain, Order, Equity, Stability of Tenure of Personnel, Initiative, and Esprit de Corps.

2.4.2 Max Weber

Max" Weber was a German sociologist, philosopher, political, and early 20th century economist whose ideas influenced social theory, social research, and the entire discipline of sociology. He described a model form of organization as the system of government that runs throughout the realms of defined hierarchy, formal selection of employees, detailed rules and regulations, impersonal relationships and career orientation.

2.5 Prosocial Behaviour Theory

Prosocial behaviour has been studied from many different angles and from the perspective of almost every sub-discipline in psychology. However, several sources provide comprehensive overviews capturing key developments that have made the study of prosocial behaviour like evolutionary theories, models, or principles of prosociality in humans. Some of this work has tested such as genetic and neuro scientific perspectives of evolution, particularly Inclusive Fitness Theory. Prosaically research and includes many new theories and directions. most reviews of prosocial behaviour, and it emphasizes the context of social groups, large organizations, and real-world settings. Other important reviews do not focus specifically on prosociality. Review of prosocial behaviour summarizes prosocial theories and research in clear detail. Inclusive Fitness Theory involve research review that has tested other research inspired by co-evolutionary models has investigated the conditions under which individuals are willing to display strong prosocial tendencies.

2.6 Human Resources Theories

Raymond Miles. Miles, R. E. (1965) proposed a notion of human resources as a general category for a variety of management related theories. The primary task of management should be the creation of a working environment that fosters employee creativity and risk taking in an effort to maximize and tap into the resources employees bring to the job. He however delineated between two groups of researchers whom he labeled human relations and human resources. As such, communication in this perspective must be constant and bi-directional between human relations and human resources and participation in decision-making must include both management and workers.

2.7 Tourism and Hospitality Industry in Malaysia

As a source of business and economic development of a country, the tourism and hospitality industry does not only increase the income and economic strength of a country, but also affects the ecological, social, cultural, and political values of its citizens. For instance, creating job opportunities for millions of people, which is considered a sign of development, spurs the economic growth of a country. The report of the World Tourism Organization 2013 shows that tourism is a lucrative source of earnings, which contributes to the prosperity of a country.

The tourism and hospitality industry in Malaysia, as an important economic sector, has contributed to the economic development of the country to a great extent. Malaysia generated MYR 10.2 billion in revenues in 2000 and up to MYR 20.9

million in 2007. Various tourist activities spurred the increase in this amount, which reached MYR 46.0 billion from MYR 17.3 billion in seven years (Leng, 2010). The tourism and hospitality industry has a key role in the growth of a sustainable Malaysian tourism. This role explains the expectations from Malaysian hotels to provide their customers and visitors with quality services.

The Malaysian tourism enterprise has been booming swiftly for the last three decades. The promotion of the tourism industry in Malaysia goes back to the 1990s. The Malaysian tourism enterprise has since become a major source of earnings and foreign exchange, inducing a thriving economy (Kasim, 2007; Ko & Stewart, 2002; Látková & Vogt, 2012) and success in receiving a large number of tourists from different parts of the world owing to the charming and amazing destinations of Malaysia. Malaysia has thousands of tourist attractions for foreigners (Liu, 2006). Tourism, now the seventh largest source of income after oil, gas, palm oil, manufacturing, and other industries, has reinvigorated the Malaysian economy rapidly. More than MYR 47 billion have been generated by the Malaysian tourism enterprise in the financial year of 2012. This massive value implies that the tourism industry has promoted the economic growth of Malaysia (Heraty & Morley, 2000).

The tourism and hospitality industry, as a rapidly growing business, has been prolific and profitable not only in Malaysia but also across the world, engaging a range of stakeholders such as tour organizers and travel agencies. Each stakeholder requires thousands of staff members to work efficiently (Al Hroust & Mohamad 2014).

This study investigated the different aspects of tourism (tourism characteristics, key concepts, and factors fostering relationships among tourists, tour organizers, governments, and local communities). More specifically, this study examined the

prosocial behaviour of the staff members in the Malaysian tourism and hospitality industry in general and of the front-line staff in particular to determine how the behaviour is linked to hotel industry and how it can promote the quality of services offered by them (Narayan, Narayan, Prasad, & Prasad, 2010).

The tourism business would not be a success without the contribution of a large number of staff members. Of all of them, the front-line staff has a critical role in providing tourists with goods and quality services (Harris, Doughty, & Kirk, 2002). Service quality, as an indicator of the predictability and work consistency of organizations (Rust & Oliver, 1994) in meeting the needs of customers who have a variety of expectations and descriptions of service quality, is based on divergent cultural, traditional, social, and ethnic backgrounds. Such expectations and descriptions require human resources to look for new means of engaging the staff emotionally, undertaking responsibility in serving the needs of customers, and guaranteeing their satisfaction (Hsu & Leat, 2000).

2.8 Front-Line Employees in Hotels and Hospitality Industry

Given that the front-line employees are responsible for offering services to customers, they can build up and enhance the positive image of their organizations by guaranteeing quality services (Bettencourt & Brown, 1997; Hoffman & Kelley, 2000; Schneider & Bowen, 2010; Whittaker & Marchington, 2003). To offer quality services to customers and to bring them a great sense of satisfaction, the front-line staff needs to be competent and motivated. Similarly, high-quality human resources are desperately required to adopt effective measures in addressing the needs of the front-line staff to guarantee excellent customer service, as stated by Bowen and Ostroff (2004). Front-line employees whose efforts are appreciated and who have the