

THE RELATIONSHIP BETWEEN LEADERS' EMOTIONAL INTELLIGENCE AND FOLLOWERS' SELF-CONCEPT MOTIVATION AND LEADERS' EMOTIONAL INTELLIGENCE

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ABSTRACT

Emotional intelligence (EI) has spawned substantial attention and a wealth of research as a possible area of insight into what determines great performance in the workplace (Ashworth, 2013: 8; Pillay, Viviers and Mayer, 2013: 1). The internal environment of organisations in the labour-intense hospitality industry is complex and dynamic. Given the unpredictability of change in the industry, the researcher found the hospitality industry to be a fascinating environment within which to ascertain the importance of EI. The purpose of this study was to investigate the relationship between leaders' EI and followers' self-concept motivation in the hospitality industry. Using critical realists' post-positivistic philosophical assumptions, the researcher used surveys to gather data using the Emotional and Social Competencies Inventory (ESCI) to assess leaders' EI. Furthermore, the Motivational Sources Inventory (MSI) was used to assess followers' self-concept motivation. The correlational analysis revealed positive relationships between leaders' EI and followers' self-concept motivation. It can be concluded that generally the results of this study reveal that organisational leaders can positively influence the self-concept motivation of their followers by enhancing their own EI competencies. This implies that organisations need to create EI developmental programs for their leaders in order to increase their competitive advantage.

INTRODUCTION

Delivering quality service in a constantly changing business environment is one of the major challenges facing the hospitality industry in general and South Africa in particular (Nicolaidis, 2008: 104). Studies show that even though job performance depends on three major elements, namely motivation, ability, and environment, in most situations motivation is

the most difficult and complex to manage (Jackson-Palmer, 2010: 103; Griffin and Moorhead, 2009: 104). Motivation is believed to be the reason why people engage in certain behaviour rather than in an alternative behaviour. According to Moorhead and Griffin (2009: 103), very often the difference between effective organisations and less effective organisations lies in the motivational profiles of their followers. According to Tell, Ayeni, and Popoola (2007: 1) even competitiveness problems appear to be largely motivational in nature. Tell et al. (2007: 1) notion is supported by Barbuto and Gifford (2012: 636) who posit that leaders who able to motivate their workers have better chances of reducing the typical labour challenges of contemporary economy (turnover, absenteeism, and low productivity). Having said that, it is important to also mention that motivation is presented in literature as a very complex construct, which explains why there have been so many motivational frameworks, theories and approaches to date. According to Barbuto and Gifford (2012: 636), the most common challenge leaders face when motivating followers, is a tendency to assume that all are motivated by the same means.

Literature seems to suggest that there is no single answer to what motivates followers to work. Furthermore, there has been less work done by scholars on employee motivation during the past 15 years (Iqbal, Yusaf, Munawar and Naheed, 2012: 693). However, current trends seem to place a strong emphasis on the importance of EI for leaders in achieving organisational goals. Goleman (2004:186) claims that extremely successful leaders are emotionally intelligent and that they exhibit a high level of positive energy that spreads throughout the organisation. Furthermore, Goleman et al. (2002: 93) posits that the percentage of time people experience positive emotions at work turns out to be one of the important predictors of their motivation; leaders who pass along good feelings drive business success. In this paper the relationship between leaders' EI and followers' self-concept motivation is investigated.

DISCUSSION OF LITERATURE REVIEW

Emotional Intelligence

Research on EI in the context of leadership has remained a recurring area of interest for more than 10 years (Pillay, Viviers and Mayer, 2013:1). The definition of EI has not been presented without contestation.

- Mayer, Salovey and Caruso (2008: 507) define EI as competencies that enable one to “engage in sophisticated information processing about one’s own and others’ emotions and the ability to use the information as a guide to thinking and behaviour.”
- Bar-On (2010: 57) defines EI as an array of interrelated emotional and social competencies and skills that determine how effectively individuals understand and express themselves, understand others and relate with them, and cope with daily demands, challenges and pressures.
- Goleman (1998: 317) defines EI as “the capacity for recognising our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships”. Goleman (2001: 27) modified his definition of EI as “the ability to recognise and regulate emotions in ourselves and others, which is learned; and it results in outstanding performance”.

A close analysis of the definitions of EI provides above indicates that it is not clear whether EI is cognitive or non-cognitive, whether it refers to explicit or implicit knowledge of emotions, nor whether it refers to a basic aptitude or to some adaptation to a specific social and cultural milieu (Zeidner, Matthews and Roberts, 2008: 65). If EI is cognitive, then it implies that it is part of an individual’s intellectual reasoning. If it is non-cognitive then it implies that affective, personal and social factors influence behaviour. On the other hand, if EI is implicit knowledge of emotions then it implies that it is latent but implied in behaviour, while explicit EI implies that it is plain and obvious knowledge of emotions, which can be

measured directly. Furthermore, if EI is a basic aptitude, then it implies that it is a natural ability to do something, while adaptation to a specific social and cultural milieu implies the potential to change or adjust to suit social or cultural setting or environment.

What is evident, though, is that all EI researchers categories EI into three distinct models namely; ability model, trait/characteristic model and the competency model. Furthermore, how EI is defined is determined by the particular model or framework through which aspects of EI are explained. What is pertinent about Goleman's competency EI model though, is that it is grounded specifically in the context of work performance, which separates his model from those of Bar-On, and Mayer, Salovey and Caruso. Emmerling and Goleman posited that (2003: 18) Goleman's competence model is framed as a theory of work performance based on social and emotional competencies. EI in the competency model is divided into four clusters namely; self-awareness, self-management, social-awareness and relationship management.

Self-awareness

Self-awareness is "the ability to understand our emotions, our drives, our strengths and our weaknesses" (Hay Group, 2010: 1). According to Goleman (2009: 40), "it would seem, at a glance, that our feelings are obvious; but they are frequently hidden from us." However, when one is self-aware, it means that a person is aware of both their mood and thoughts about that mood (Goleman, 2009: 40). It implies that the person is self-reflective, introspective attention to one's own experience that allows one to know the relationship between thoughts, feelings and reactions. Leaders who are aware of why they are experiencing emotional responses, and understand the origin and causes of those emotions, are capable of self-managing those emotions, because they can identify them (Scott-Halsell, 2006: 9). For hospitality leaders, the need for self-awareness is even more critical, if a *service quality excellence* philosophy is to pervade the operating ethos in the hotel (Nicolaidis, 2008: 31). Researchers support the importance of being emotionally self-aware and have found that self-awareness is significantly related to high-performance of managers within the context of service-industry managers (Scott-Halsell, 2006: 20; Dulewicz, Higgs, 2003: 405; and Langhorn, 2004: 321).

Self-management

According to McPheat (2010: 24) self-management means "handling our own emotions so that they do not interfere but facilitate; having the ability to delay gratification in pursuit of a goal; recovering well from emotional distress; translating our deepest, truest preferences into action in order to improve and succeed". Bourdon (2010: 31) describes self-management as the ability to take command or charge of the focus of disorderly motivations or states of mind. The self-management competency enables individuals to display dominion over demanding situations, to adapt to change, and to be zealous in confronting issues (Bourdon, 2010: 30; Vieira, 2008: 29). The self-management competence is very important for hotel leaders, as they need to understand and comply with the responsibilities that apply to their own role in hospitality sales and service. It is also believed that self-management of emotions is important in conveying ideas and creating team spirit and team effectiveness (Scott-Halsell, Blum and Huffman, 2010:139; Modassir and Singh, 2008: 10; Langhorn, 2004: 322; Gardner and Stough, 2002:69; Pirola-Merlo, Haertel, Mann and Hist, 2002: 562; Yost and Tucker, 2000:101). In the complex and ever-changing hospitality business environment where mergers and acquisitions are the order of the day and technology changes at a rapid pace, leaders with high levels of self-management are better able to facilitate the adaptation to change (Goleman, 2004: 45-47). The dimensions of self-management that are measured by the ESCI are emotional self-control, adaptability, achievement orientation, and positive outlook (Hay Group, 2011: 4)

Social awareness

Social awareness is the ability to perceive and understand the social relationships and structures in which the individual and those around him/her are operating (McPheat, 2010: 46). In the ESCI instrument social awareness includes empathy and organisational awareness (Hay Group, 2011: 11). Empathy, according to Nelson and Low (2010: 67), is “the ability to accurately understand and constructively respond to the expressed feelings, thoughts, and needs of others.” In the most basic form, empathy is the capacity to read another person’s face and voice/words and continually attuning to how someone else feels when communicating with them (Goleman, 2004:48). Organisational awareness is being aware of the surrounding environment, including political undertones, and being aware of followers and customers (McPheat, 2010: 49; Boyatzis and Goleman, 2007). In the hospitality industry, leaders who consider the feelings of their followers and guests in addition to other factors, cultivate good working relationships, which influence their motivation in the delivery of a sustainable excellent service.

Relationship management

Relationship management is the ability to apply emotional understanding when dealing with others (Hay Group, 2011:4) by using social awareness and self-management competencies to motivate others and to impact on their performance (Bourdon, 2010: 32; Hay Group, 2011; Sen, 2008: 26). The dimensions of relationship management, according to the competency model as measured by the ESCI instrument are: conflict management, coaching and mentoring, influence, inspirational leadership and teamwork (Hay Group, 2011:4). Conflict management refers to the ability to negotiate and resolve disagreements with others and the ability to resolve conflict between other people (Ogbeide, 2006: 30). Coaching and mentoring refers to the competency of taking an active interest in others’ developmental needs and bolstering their abilities (Hay Group, 2010). Influence is the ability to have a positive impact on others, persuading or convincing others in order to gain their support (Hay Group, 2011:5). Inspirational leadership refers to the ability to inspire and guide individuals and groups to get the job done, and to bring out the best in others (Hay Group, 2011: 6). Teamwork refers to the ability to work together with others towards a shared goal, participating actively, sharing responsibility and rewards, and contributing to the capacity of the team (Hay Group, 2011: 5).

Motivation

Definitions for the concept of motivation abound. The term motivation comes from the Latin word *movere* which, when translated into English, means “move” referring to forces that move, arouse and direct people (Rainey, 2009: 248). According to the Oxford English dictionary (2010: 10), “motivation is the conscious or unconscious stimulus for action towards a desired goal especially resulting from psychological or social factors which give purpose or direction to human or animal behaviour.” Hellriegel et al. (2012: 384) define motivation as “a psychological state that exists whenever internal and/or external forces stimulate, direct, or maintain behaviours. A close analysis of the above definitions reveals that most authors agree that motivation energises, directs and sustains people’s behaviour in an organisation, including determining the intensity of the behaviour in work settings.

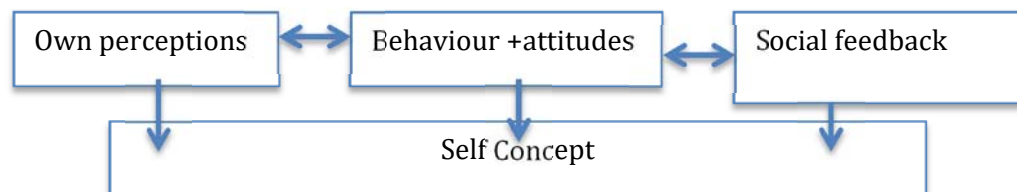
Many work motivation perspectives have emerged over the years across disciplines. According to Steel and Konig (2006: 890), a common theme across disparate disciplines has been the need for more comprehensive and integrated motivational theories (Kurose, 2013: 1; Barbuto and Gifford, 2012: 20; Cooksey, 2001; Leonard, Beauvais and Scholl, 1999). Barbuto (2007: 1) posited that the disagreements about the advantages of each perspective have been many and comprehensive and the outcome of these efforts have not provided an integrative taxonomy that would identify the source of motivation and further differentiate external and internal sources of motivation (Barbuto and Gifford, 2012). Leonard et al. (1999)

proposed a five-source model of work motivation, suggesting that individuals could be characterised by motivational profiles that reflected the relative strength of each source. The five sources of work motivation, according to this framework are; intrinsic process motivation, internal self-concept, external self-concept, instrumental motivation, and goal internalization. (Barbuto and Gifford, 2012). In this paper the focus is on the internal self-concept as an intrinsic source of motivation and external self-concept as an extrinsic source of motivation.

Self-concept motivation

Self-concept as a construct comprises of a set of thoughts, feelings, and attitude (Woolfolk, Hughes, and Walkup, 2009: 3) and self-assessment, awareness and insight (Hormuth, 2010) one has about themselves. Yengimolki, Kalantarkousheh and Malekitabar (2015: 51) summarises the concept of self-concept as involving attitudes, feelings and awareness one has about their abilities, skills, appearance and social acceptance and other features; which is actually formed through transaction with the environment especially through self-assessment with others. Reeve (2009: 241) argues that self-concept motivation is a result of environmental mastery and relatedness through positive interpersonal relations, which facilitates persistence, creativity, conceptual understanding and optimal functioning. Reeve (2009: 241) asserts that the self-concept in general develops from personal experiences, reflections on those experiences and feedback from the social environment. Thus, the process of self-concept development and consolidation involves a reciprocal, cyclic process as depicted in Figure 1.

FIGURE 1
THE PROCESS OF SELF-CONCEPT DEVELOPMENT AND CONSOLIDATION



Adapted
Reeve (2009)

from

Internal self-concept

Internal self-concept motivation is a form of motivation, which is internally rooted, that is, driven by personal standards, traits, values and beliefs (Barbuto, Fritz, Lim and Xu, 2008: 141). According to Leonard et al., (1999), the individuals who are particularly high in internal self-concept will be motivated to engage in behaviours that reinforce these self-directed standards and later achieve higher levels of competencies which result in self-efficacy. When the organisation succeeds in achieving its objectives, individuals who are dominant the internal self-concept motivation are rewarded through the internal perception that their inner values and newly acquired competencies have contributed towards that success.

The internal self-concept motivation, is similar to McClelland's (1961) and Murray's (1964) high need for achievement, Deci's (1975) internal motivation to overcome challenges, and Katz and Kahn's (1978) internalised motivation derived from role performance. Other theorists regard the internal self-concept motivation as formal operational (Piaget, 1972); social system (Kohlberg, 1976); institutional (Kegan, 1982); conscientious (Loevinger, 1976); the need for esteem (Maslow, 1943); motivating factors (Herzberg, 1968); or as growth needs associated with developing one's potential Alderfer (1969). Bandura (1986) described the

internal self-concept in terms of self-evaluative mechanisms, self-regulation and personal standards. According to Frey (2002), intrinsically motivated autonomists fit into this category, as well as intrinsically motivated formalists, those who are driven by internally established values.

External Self-concept

The external self-concept motivation occurs when individuals work toward organisational objectives because success will result in increased status among reference groups such as peers and management (Leonard, Beauvais and Scholl, 1999). Individuals with a high external self-concept as their source of motivation seek positive feedback in order to publicly validate their self-perceptions. This source of motivation tends to be externally based, when individuals are other-directed and seek affirmation of traits, competencies and values from external perceptions (Barbuto, 2005: 29). Group acceptance and high status in the eyes of others are primary drivers of motivation for these individuals. According to Frey (2002), the status-seekers or those whose behaviour is shaped by their concern for the opinions of others may be categorised as external self-concept motivated.

The external self-concept motivation is similar to Etzioni's (1961) social moral involvement, Deci's (1975), Staw's (1976) and Barnard's (1938) conformity to group attitudes, and communion. This source of motivation, according to Barbuto (2005), also resembles the social identity theory, which focuses on establishing and maintaining social reference and standing. Developmental theorists described external self-concept motivation as interpersonal (Kohlberg, 1976; Kegan, 1982), early formal operational (Piaget, 1972) and conformist (Loevinger, 1976). Other motivation theorists described external self-concept as a need for affiliation (McClelland, 1961; Murray, 1964), need for love, affection, and belonging (Maslow, 1943) and as relatedness needs (Alderfer, 1969).

PROBLEM BEING INVESTIGATED

According to Erkutlu and Chafra (2006: 3), organisations in the hospitality industry are under constant pressure to embrace change, develop their structures and improve performance. Mergers and acquisitions are the order of the day and technology changes at a rapid pace. Hospitality employees often experience conflicting demands from the company, the supervisor and customers – and the conflicts create dissonance for employees (O'Neill and Davis, 2011: 3). Employees play a crucial role in delivering the service product to hotel's customers. Excellent service creates lasting memories in the minds of guests, which can ensure repeat visits and even create loyalty to the hotel. Employee motivation thus becomes very crucial as the service quality is judged based on performance of employees, and employee performance is judged based on a number of factors including friendliness, alertness, appearance, attitude and the way conduct and do their jobs or assigned tasks (St-Onge, Morin, Bellehumeur and Dupuis, 2009: 273; Paswan, Pelton and True, 2005). In such a working environment leaders strive to make decisions that will ensure delivery of a sustainable excellent service.

In this study, the relationship between leaders' EI and followers' self-concept motivation in hospitality is examined. The focus is on the self-concept as a source of motivation on the part of followers and how a leader can stimulate that motivational behaviour, direct that motivational behaviour or sustain that motivational behaviour with an emphasis on the relationship between leaders' EI and followers' self-concept motivation. The problem investigated in this research was posed as follows: *Is there a relationship between leaders' EI and followers' self-concept motivation?*

RESEARCH PURPOSE, OBJECTIVES AND HYPOTHESIS

The primary purpose of this study was to identify, investigate and empirically test the relationship between leaders' EI and followers' self-concept motivation in the hospitality industry to enhance leadership effectiveness. Based on the purpose of this study, the aim was to empirically confirm or not support the assumed existence of the relationship. In view of the research purpose, the following research question and hypotheses were formulated:

1. *What is the relationship between leaders' EI and followers' self-concept motivation?*

H^{1.1}: There is a positive linear relationship between a leader's emotional self-awareness and followers' external self-concept.

H^{1.2}: There is a positive linear relationship between a leader's emotional self-awareness and followers' internal self-concept.

H^{2.1}: There is a positive linear relationship between a leader's self-management and followers' external self-concept.

H^{2.2}: There is a positive linear relationship between a leader's self-management and followers' internal self-concept.

H^{3.1}: There is a positive linear relationship between a leader's social awareness and followers' external self-concept.

H^{3.2}: There is a positive linear relationship between a leader's social awareness and followers' internal self-concept.

H^{4.1}: There is a positive linear relationship between a leader's relationship management and followers' external self-concept.

H^{4.2}: There is a positive linear relationship between a leader's relationship management and followers' internal self-concept.

RESEARCH DESIGN AND METHODOLOGY

The critical realism post-positivism research paradigm was adopted for this study (McGregor and Murnane (2010: 423). Post positivism is based on the assumption that there is no such thing as one correct scientific method; instead, the method to be applied in a particular study should be selected based on the research question being addressed (Trochim, 2006: 2). Critical realists believe that there is a reality independent of our thinking that can be studied scientifically. The purpose of this study is to investigate the relationship between leaders' EI follower self-concept motivation in the hospitality industry in South Africa.

For the purpose of this study, four hotel groups out of the ten most recommended hotel groups on the Hotel Accommodation Guide for South Africa website (2012) were selected as the sampling unit. According to this guide, the most recommended hotel groups in South Africa are: City Lodge, Sun International, Southern Sun (Tsogo Sun), Three Cities, Legacy hotels, Last word hotels, Relais and Chateaux hotels, Mantis collection, Liz McGrath collection, and Protea hotels. The unit of observation included all the leaders and their followers from the selected hotels who could read and write in English and who were full-time employees and representative of all the departments of the hotels, male and female, and from all age groups. In this study, the leader is viewed as a placeholder who may be elected, chosen or appointed to lead an organisation, a department or a project team; the placeholder is viewed as the source of leadership (Parkin, 2010:94) Leaders were identified as all individuals in formal management positions who supervised at least one employee. These included first-line managers, such as room service manager, restaurant manager, personnel manager, catering sales manager, banquet manager, controller and beverage manager. Middle

managers included the Human Resources (HR) manager, security manager, food and beverage manager, marketing and sales manager, rooms division manager and chief controller. Top managers included the HR director, director controller, security director, food and beverage director, sales and marketing director. All the leaders in the selected hotel groups were selected for the study. Followers were identified as those individuals reporting to the leaders who were identified as leader participants in this study. All the followers of the leaders in the selected hotel groups were selected for the study. The Data was collected during data collection sessions that were arranged with the hotels. Thirteen hotels and 555 people participated in this study.

The data needed for hypothesis testing was acquired from primary sources by means of two self-administered surveys. The first survey was distributed personally by the researcher to all the participants identified as leaders soliciting their opinions on their own EI. Use was made of the Emotional Social Competency Inventory (ESCI) instrument (self-version) to collect the EI data, using a Likert 5-point scale with 1 indicating, “strongly disagree” and 5 indicating, “strongly agree”. Based on previous research, the validity factors of the ESCI dimensions are regarded as high, above 0.72 (Boyatzis and Gaskin (2010: 14-15). Cronbach’s alpha reliability coefficients scores for the ESCI 3.0 based on previous research were above 0.70, which is acceptable (Hay Group, 2011; Ruestow, 2008: 80). The second survey was also personally distributed to all the participants identified as followers canvassing their opinions on their leader’s EI using the ESCI instrument (others-version), as well as obtaining their own opinions on their own self-concept motivation by using the Motivation Sources Inventory (MSI) instrument on a Likert 5-point scale with 1 indicating, “strongly disagree” and 5 indicating, “strongly agree”. In various studies the MSI produced Cronbach’s alpha reliability scores ranging between 0.70 and 0.93 (Carter and Rudd, 2005: 489; Barbuto, 2003; Barbuto and Gifford, 2012: 200; Barbuto and Scholl, 1999; Barbuto and Scholl, 1998. According to Barbuto and Scholl (1998: 1016-1017) the factor loadings of the MSI were found to be all above the minimum threshold of ± 0.3 , with the majority being above the ± 0.5 threshold, which according to Hair et al. (2006) is considered to be practically significant for a sample above 350, thus the instrument is valid.

All the collected data was then analysed statistically using SPSS. Descriptive statistics were used to summarise the set of scores obtained from respondents and to illustrate basic patterns in data (Neuman, 2006: 347). Inferential statistics were employed to make inferences in order to be able to generalise from data, and specifically correlational analysis and regression analysis were employed. The researchers are aware of the challenges of self-evaluations; as such both leaders and followers rated leaders’ EI.

FINDINGS

In this section the descriptive data analysis will; firstly be reported in terms of the leaders’ self-assessment of their EI and the followers’ assessment of their leaders’ EI as well as the perceived motivation source levels of the followers. Secondly the reliability of the research instruments will be reported on. Thirdly the results of the correlational analysis and regression analysis will be in report.

The findings of the perceived EI levels of the leaders as operationalised by self-awareness (SA), self-management (SM), social awareness (SOA) and relationship management (RM) as reported on in terms of the leaders’ self-assessment of their EI and the followers’ assessment of their leaders’ EI, in Table 1. For the self-awareness cluster, the leaders rated themselves with a mean score of 3.78 while the followers rated their leaders with a mean score of 3.56. For the self-management, social awareness and relationship management clusters, the leaders rated themselves with mean scores of 4.14, 4.10 and 4.21 respectively while the followers rated the leaders with mean scores of 3.56, 3.84 and 3.86 for the same dimensions respectively. The highest mean score according to followers and leaders ratings was for relationship management (3.86 and 4.21 respectively).

TABLE 1
DESCRIPTIVE STATISTICS FOR EI - THE ESCI INSTRUMENT (EI CLUSTERS)

| | | N | Min | Max | Mean | SD |
|--------------------------------|-----------|----------|------------|------------|-------------|-----------|
| Self-awareness | Leaders | 120 | 2.50 | 5.00 | 3.7808 | 0.58437 |
| | Followers | 435 | 1.00 | 5.00 | 3.5636 | 0.57227 |
| | All | 555 | 1.00 | 5.00 | 3.6106 | 0.58131 |
| Self-management | Leaders | 120 | 2.83 | 5.00 | 4.1433 | 0.46580 |
| | Followers | 435 | 1.42 | 5.00 | 3.5636 | 0.56084 |
| | All | 555 | 1.42 | 5.00 | 3.8850 | 0.55807 |
| Social awareness | Leaders | 120 | 2.80 | 5.00 | 4.0958 | 0.44972 |
| | Followers | 435 | 1.50 | 5.00 | 3.8361 | 0.58540 |
| | All | 555 | 1.50 | 5.00 | 3.8922 | 0.56865 |
| Relationship management | Leaders | 120 | 2.80 | 5.00 | 4.2090 | 0.42644 |
| | Followers | 435 | 1.00 | 4.96 | 3.8645 | 0.59193 |
| | All | 555 | 1.00 | 5.00 | 3.9390 | 0.57768 |

The findings pertaining to external self-concept and internal self-concept as reported by followers' self-assessment, are highlighted in Table 2. From Table 2 it can be noted that the mean score for external self-concept and internal self-concept were 4.01 and 4.05 respectively.

TABLE 2
DESCRIPTIVE STATISTICS FOR THE FOLLOWERS' SELF CONCEPT OF MOTIVATION - MSI INSTRUMENT

| Motivation source dimensions | N | Min | Max | Mean | Std. D |
|-------------------------------------|----------|------------|------------|-------------|---------------|
| External self-concept | 435 | 1.33 | 5.00 | 4.0144 | 0.60696 |
| Internal self-concept | 435 | 2.00 | 5.00 | 4.0505 | 0.56447 |

Table 3 presents the Cronbach's alpha coefficients for the EI competencies based on the ESCI instruments for both leader and followers. As can be noted from Table 4 the alpha reliability coefficients in this study were ranging from 0.772 to 0.890 for the leaders, 0.818 to 0.953 for the followers and 0.910 to 0.957 for all participants for all the EI clusters and their

dimensions. These alpha coefficients are regarded as being in the very good to excellent range (Hair et al., 2006; George and Mallery, 2003). The results of this study confirm that the ESCI scales are internally consistent, thus satisfying the reliability requirement.

TABLE 3
RELIABILITY OF THE ESCI 3.0 INSTRUMENTS SCALES

| EI clusters and dimensions | Coefficient alpha reliability | | |
|--------------------------------|---------------------------------|-----------------|-------------------|
| | All leaders & followers (N=555) | Leaders (N=120) | Followers (N=435) |
| OVERALL | 0.957 | 0.808 | 0.879 |
| Self-awareness | 0.956 | 0.890 | 0.953 |
| Emotional self-awareness | 0.956 | 0.890 | 0.953 |
| Self-management | 0.917 | 0.810 | 0.887 |
| Achievement | 0.953 | 0.845 | 0.818 |
| Adaptability | 0.953 | 0.842 | 0.818 |
| Self-control | 0.955 | 0.863 | 0.839 |
| Positive outlook | 0.953 | 0.852 | 0.846 |
| Social awareness | 0.939 | 0.800 | 0.895 |
| Empathy | 0.953 | 0.890 | 0.940 |
| Organisational awareness | 0.952 | 0.888 | 0.939 |
| Relationship management | 0.910 | 0.772 | 0.885 |
| Conflict management | 0.954 | 0.851 | 0.918 |
| Coach and mentor | 0.952 | 0.805 | 0.904 |
| Influence | 0.952 | 0.856 | 0.907 |
| Inspirational leadership | 0.952 | 0.823 | 0.908 |
| Teamwork | 0.951 | 0.826 | 0.900 |

The Cronbach's alpha reliability coefficients for the self-concept motivation based on the MSI instrument are reported on in Table 4.

TABLE 4
RELIABILITY OF THE MSI INSTRUMENT SCALES – SELF-CONCEPT
MOTIVATION

| Group | MSI variables | Cronbach's alpha coefficients (N=385) | Cronbach's alphas : Bugenhagen and Barbuto (2010) N=53 |
|------------------|-----------------------|----------------------------------------------|---------------------------------------------------------------|
| Followers | Self Concept external | 0.9155 | 0.90 |
| Followers | SC internal | 0.9157 | 0.93 |

From Table 4, the Cronbach's alpha coefficients for the external and internal perceptions of self-concept motivation are 0.9155 and 0.9157, respectively. As evident from Table 4 the Cronbach's alpha coefficients are above the upper threshold level of 0.9 that is regarded as excellent. Similarly, other researchers (Bugenhagen and Barbuto, 2012; Carter and Rudd, 2005:489; Barbuto, 2005; Barbuto et al., 2000; Barbuto and Scholl, 1999; Barbuto and Scholl, 1998) in a wide range of populations (i.e. urban business, healthcare and social service workers, education professionals and college students also) obtained high alpha scores. The results of this study thus show that the MSI dimensions of internal and external self-concept motivation satisfy the internal consistency requirement.

Table 5 presents the correlation analysis of EI clusters and dimensions and self-concept motivation dimensions. EI dimensions and MSI dimensions were found to be related and statistically significant at the $p < 0.01$ level. The relationships were found to be strong for all the EI dimensions with the lowest being empathy and external self concept ($r = 0.120$; $p = 0.012$) the rest were very close to the $p < 0.01$ level or slightly above. These results indicate that EI is positively related with self-concept motivation.

TABLE 5
CORRELATION OF EI DIMENSIONS AND SELF-CONCEPT MOTIVATION

| EI Dimensions | | | Self-concept motivation | |
|--------------------------|-------------------------|-------------|-------------------------|-----------------------|
| | | | Self-concept external | Self-concept internal |
| Self-awareness | Self-awareness | Correlation | 0.126** | 0.166** |
| | | Sig. | 0.009 | 0.001 |
| Self-management | Achievement orientation | Correlation | 0.220** | 0.228** |
| | | Sig. | <0.001 | <0.001 |
| | Adaptability | Correlation | 0.186** | 0.205** |
| | | Sig. | <0.001 | <0.001 |
| Self-control | Correlation | 0.223** | 0.257** | |
| | Sig. | <0.001 | <0.001 | |
| Positive outlook | Correlation | 0.158** | 0.190** | |
| | Sig. | 0.001 | <0.001 | |
| Social awareness | Empathy | Correlation | 0.120* | 0.145** |
| | | Sig. | 0.012 | 0.003 |
| Organisational awareness | Correlation | 0.174** | 0.202** | |
| | Sig. | <0.001 | <0.001 | |
| Relationship management | Conflict management | Correlation | 0.184** | 0.158** |
| | | Sig. | <0.001 | 0.001 |
| | Coach and mentor | Correlation | 0.124** | 0.127** |
| | | Sig. | 0.010 | 0.008 |
| | Influence | Correlation | 0.194** | 0.209** |
| Sig. | | <0.001 | <0.001 | |
| Inspirational leadership | Correlation | 0.200** | 0.191** | |
| Sig. | <0.001 | <0.001 | <0.001 | |
| Teamwork | Correlation | 0.248** | 0.265** | |
| | Sig. | <0.001 | <0.001 | |

** p<0.001

Table 6 represents the model summary of the regression analysis of self-concept motivation of followers and EI of leaders. The correlation coefficient for dimensions of leaders' EI and followers' external and internal self-concept yielded 0.322 for external self-concept and 0.346 for internal self-concept. The results suggest that level of leaders' EI have an effect on the self-concept motivation of followers, and it presents a relatively strong linear relationship. Table 6 also highlights the coefficient of determination, which indicates that difference in the leaders EI, account for 10.3 per cent difference in followers' external self-concept; and 12 per cent difference in follower internal self-concept.

TABLE 6
REGRESSION: FOLLOWERS' SELF CONCEPT OF MOTIVATION MSI = EI
MODEL SUMMARY

| Model | R | R square | Adjusted R square | Std. error of the estimate |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|----------|-------------------|----------------------------|
| 1. External self-concept motivation | 0.322a | 0.103 | 0.078 | 0.58282 |
| 2. Internal self-concept motivation | 0.346a | 0.120 | 0.095 | 0.53699 |
| a. Predictors: (Constant), EI_Relation_Man_Teamwork_M, EI_Self_Awareness_M, EI_Self_Man_SelfControl_M, EI_Relation_Man_Conflict_M, EI_Self_Man_Adaptability_M, EI_Self_Man_Achievemt_M, EI_Self_Man_PositiveOut_M, EI_Social_Aware_Empathy_M, EI_Relation_Man_CoachMentor_M, EI_Relation_Man_Inspirational_M, EI_Social_Aware_Organisatn_M, EI_Relation_Man_Influence_M. | | | | |

Table 7 represents the model summary of the regression analysis of self-concept motivation sources inventory of followers and EI of leaders using ANOVA. The ANOVA produces a p-value of <0.001 for all the EI predictors as indicated in Table 7. Based on these results it can be concluded that the level of EI of a leader determines how effective he/she is in fostering self-concept motivation of followers.

TABLE 7
REGRESSION: SELF-CONCEPT - MSI INSTRUMENT AND EI ANOVA^A

| Regression: MSI instrument and EI ANOVA ^a | | | | | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----------------|-----|-------------|-------|--------------------|
| Model | | Sum of squares | df | Mean square | F | Sig. |
| 1 External Self-Concept | Regression | 16.539 | 12 | 1.378 | 4.057 | 0.000 ^b |
| | Residual | 143.346 | 422 | 0.340 | | |
| | Total | 159.885 | 434 | | | |
| 2 Internal Self-concept | Regression | 16.596 | 12 | 1.383 | 4.796 | 0.000 ^b |
| | Residual | 121.686 | 422 | 0.288 | | |
| | Total | 138.282 | 434 | | | |
| b. Predictors: (Constant), EI_Relation_Man_Teamwork_M, EI_Self_Awareness_M, EI_Self_Man_SelfControl_M, EI_Relation_Man_Conflict_M, EI_Self_Man_Adaptability_M, EI_Self_Man_Achievemt_M, EI_Self_Man_PositiveOut_M, EI_Social_Aware_Empathy_M, EI_Relation_Man_CoachMentor_M, EI_Relation_Man_Inspirational_M, EI_Social_Aware_Organisatn_M, EI_Relation_Man_Influence_M | | | | | | |

Based on the correlational analysis and the regression analysis all the alternative hypothesis were supported. The details of the discussion of the empirical findings are presented below.

DISCUSSION OF THE EMPIRICAL FINDINGS

As indicated in the findings section, the findings provided answers to the following research question: *What is the relationship between leaders' EI and followers' self-concept motivation?* From the descriptive statistics, it was found that in the case of the self-concept motivation the followers' motivation emanates from both their internal and external self-concept motivation with a mean average score of above 4.00. The average mean score of 4.05 on a five-point Likert scale, for internal self-concept and an average mean score 4.01 for external self-concept. A higher mean score for internal self-concept motivation means that the motivation of most followers in the hospitality industry is strongly rooted in personal standards, traits, values and beliefs (Barbuto, Fritz, Lim and Xu, 2008:141). The external self-concept motivation score of 4.01 reflects that followers in the industry are other-directed and seek affirmation of traits, competencies and values from external perceptions (Barbuto 2005:29). Furthermore, employees in the hotels have a desire for individual or reference group's acceptance and affirmation of traits, competencies and values. Thus, they will also be motivated when people give them positive feedback and compliments for work well done in order to publicly validate their self-perception. Reeve (2009) asserts that self-concept develops from personal experiences, reflections on those experiences and feedback from the social environment.

An examination of the motivational behaviour hypothesis indicated that there is a statistically significant relationship between leaders' EI clusters (emotional self-awareness, self-management, social-awareness and relationship management) and followers' self-concept motivation dimensions (internal self-concept, and external self-concept). As a result, hypotheses H¹, H², H³, H⁴ were supported. The results for each set of hypothesis are discussed below.

When the relationships between leaders' emotional self-awareness and internal and external self-concepts of motivation were examined, the results highlighted that there is a statistically positive linear relationship between leaders' emotional self-awareness and the two self-concepts of motivation dimensions; thus, the alternative sub-hypotheses H^{1.1} and H^{1.2} were supported. Based on these findings in Tables 5, 6 and 7, it can be concluded that leaders' emotional self-awareness to a larger extent influences the self-concept motivational behaviour of followers; thus the alternative hypothesis H¹ is generally supported. These findings on emotional self-awareness are supported in literature by Scott-Halsell (2006); Dess and Picken (2000); Graetz (2000).

When the relationships between leaders' emotional self-management and internal and external self-concepts motivation were examined, the results highlighted that there is a statistically significant positive linear relationship between leaders' emotional self-management and the two self-concepts of motivation dimensions; thus, the alternative sub-hypotheses H^{2.1} and H^{2.2} were supported. Based on these accepted hypotheses, it can be concluded that leaders' self-management competency plays an important role in influencing the self-concept motivation of followers. Self-management competency enables one to manage one's internal states, impulses and resources (Boyatzis, 2010: 3). This result is supported in literature by Scott-Halsell (2006) who asserts that in the hospitality industry, followers have high expectations of leaders; they expect them to adjust to the needs of others in any situation. For leaders to be able to adjust to the needs of their followers, they should be able to exhibit emotional self-control, adaptability, achievement orientation and a positive outlook. Bourdon (2010: 31) posits that leaders who exhibit high levels of self-management competency can reduce adverse organisational politics and divisiveness, which enhances motivation. It is also believed that self-management of emotions is important in conveying ideas and creating team spirit and team effectiveness which are believed to form the basis of motivation (Scott-Halsell, Blum and Huffman, 2010: 139; Modassir and Singh, 2008:10; Langhorn, 2004: 322; Gardner and Stough, 2002: 69; Pirola-Merlo, Haertel, Mann, and Hist, 2002: 562; Yost and Tucker, 2000: 101).

The findings reveal that there is a statistically significant positive linear relationship between leaders' social awareness and followers' self-concepts of motivation. Based on these results the alternative sub-hypotheses $H^{3.1}$ and $H^{3.2}$ were supported. Based on these accepted hypotheses, it can be concluded that leaders' social awareness competency plays an important role in influencing followers' self concept motivation. Social awareness pertains to how people handle relationships and their awareness of others' feelings, needs and concerns. This EI cluster has two dimensions, namely empathy and organisational awareness (Goleman, 2006: 84). According to the Hay Group (2011: 5), leaders who are empathetic are able to pick up cues, understand what is being felt and thought by others, which makes it possible for them to influence the self-concept motivation of others. Furthermore, socially aware leaders find it easier to read a group's emotional currents and power relationships, identifying influencers, networks and dynamics (Hay Group 2011: 6).

The results of the empirical evidence reveal that there is a positive relationship between leaders' relationship management and followers' self-concept motivation. The correlational analysis results and the regression analysis results as presented above both reflect a positive correlation between leaders' relationship management and followers' internal self-concept, and external self-concept. The results show statistically significant results. Based on these results, alternative sub hypotheses $H^{4.1}$, $H^{4.2}$ were supported. Therefore it can be concluded that there is a positive relationship between leaders' relationship management and followers' motivation; thus the alternative hypothesis H^4 is supported. Based on these accepted hypotheses, it can be concluded that leaders' relationship management competencies play an important role in predicting followers self-concept motivation. Relationship management is that competency that enables one to apply one's emotional understanding in one's dealings with others (Hay Group, 2011: 4). Relationship management dimensions as discussed above include conflict management, coaching and mentoring, influence, inspirational leadership and teamwork. Bourdon (2010: 30) asserts that relationship management competency can be used to mediate and settle conflicts, to reach agreements and share information co-operatively. These findings are supported by Burnes (2009: 598) who asserts that one of the leadership responsibilities of organisational managers is to establish goals and motivate others to pursue and achieve those goals.

MANAGERIAL IMPLICATIONS

The study suggests that developing the EI of leaders in organisations is very important and critical as it ultimately culminates in competitive advantage. In the labour-intensive hospitality industry where guests' expectations change continuously, motivation is a serious concern. This study provides evidence that based on their emotional competencies; leaders can influence the self-concept motivation of their followers, which will in turn influence the competitive advantage of the organisation. This finding is critical for hospitality organisational development as it provides hope for the future. Being able to identify and influence leaders' EI provides hospitality organisations with the power to deal with the critical issue of motivation in the industry especially the self-concept motivation. On a practical level, the study suggests that organisations should make extensive investments in developing the EI of leaders in organisations as this leads to a competitive advantage. Hospitality industry is about people and to satisfy employees who play an important role in service delivery, organisations needs to design training programs to enhance the EI of their leaders.

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