

# Do Leadership and Effective Internal Communication Strategies Really Matters? Insights from MNCs in the Malaysian Hospitality Industry

Iftekhhar Amin Chowdhury\*, Norazah Mohd Suki and Mohd. Rizal Abd. Hamid

**Abstract---** *Studies on communication within MNCs and the effect on the global marketplace began as early as the 1970s. Leadership competencies have a profound impact on the type of communication strategies deployed within an organization. The purpose of this qualitative phenomenological study is to explore effective internal communication strategies used by leaders of MNCs in the hospitality industry in Malaysia. This conceptual study depicts the effect of leadership style on communication that occurs between leaders and subordinates via the leader-manager exchange (LMX) and the effect on the quality of communication. The aim of this research is to examine the relationship between the LMX and leadership strategy and the relevant linkage to communication within the multinational hospitality organizations in Malaysia. The research design has been selected for this study is the interview of purposefully selected hospitality industry professionals in a leadership role. During the interview process, the study will use open-ended questions to allow participants to control responses and respond to follow up questions. The interview sessions will be one-on-one closed sessions with industry leaders. The goal is to achieve a minimum sample size of 10 participants for the study. Research for this study will take place in a neutral setting away from daily business operations with the leaders from MNCs in Malaysian hospitality industry. The qualitative software tool, Nvivo 11, will be the primary source for collecting and analyzing the data. It is expected that the participants will express their views that effective communication strategies between leaders and subordinates in the LMX influence productivity either positively or negatively.*

**Keywords---** *Leadership, Internal Communication, Hospitality, Strategies, Leader-Manager Exchange, Business.*

---

## I. INTRODUCTION

Multicultural communication issues, specific barriers to effective internal communication that exist in multinational organizations can affect strategic planning for initiatives, project management, project implementation, and work accomplishment (Manduca, 2012). Organization leadership's ability to overcome barriers by implementing effective practices that enable communication and motivate employees towards goal achievement via effective leadership strategies help ensure sustainability for the organization (Dibble & Gibson, 2013; McCleskey, 2014; Quintana et al., 2015). This study seeks to add to the existing body of knowledge in leadership. The purpose of this envisioned study is to explore using a qualitative phenomenological study of effective internal communications strategies used by leaders of MNCs in the hospitality industry.

---

Iftekhhar Amin Chowdhury\*, Labuan Faculty of International Finance, Universiti Malaysia Sabah, Labuan International Campus, Jalan Sungai Pagar, 87000 Labuan F.T., Malaysia.

Norazah Mohd Suki, Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia, 06010 UUM Sintok, Kedah Darul Aman, Malaysia.

Mohd. Rizal Abd. Hamid, Labuan Faculty of International Finance, Universiti Malaysia Sabah, Labuan International Campus, Jalan Sungai Pagar, 87000 Labuan F.T., Malaysia.

An exploration of leadership competencies within MNCs related to leadership theory (Antonakis & House, 2014; Chaurasia & Shukla, 2014; Mishra, Boynton, & Mishra, 2014; Salas & Gelfand, 2013), and elements of engagement (Smith & Macko, 2014; Townsend, Wilkinson, & Burgess, 2014) reveal foundational information necessary to explore effective strategies for communication. Prior studies show that an environment of collaboration in multinational organizations improved communications and facilitated the success of attaining organizational goals and objectives (Salas & Gelfand, 2013). Studies on communication within MNCs and the effect on the global marketplace began as early as the 1970s (Calvano, 2008; Dawidziuk, Boboryko-Hocazade, & Mazur, 2012). The 1990s showed an increase in economic globalization that forced more attention to the management of MNCs that still exist today. The recent emergence of high turnover rates in MNCs force Hospitality managers to implement leadership practices that incorporate effective internal communication strategies (Smith & Macko, 2014). Leadership competencies have a profound impact on the type of communication strategies deployed within an organization (Testa & Sipe, 2012). Challenges exist that hinder the implementation of effective communication strategies in multinational corporations (Gatlin-Watts et al., 2013). These challenges can be addressed and overcome with leadership competency development (Gatlin-Watts et al., 2013).

The purpose of this envisioned qualitative phenomenological study is to explore effective internal communication strategies used by leaders of MNCs in the hospitality industry in Malaysia. The primary focus of this study is to provide a greater understanding of effective leadership strategies that affect communication strategies and provide insight that will increase awareness and knowledge of effective communication strategies employed by leaders in MNCs specifically in the Malaysian hospitality industry.

## **II. CONCEPTUAL FRAMEWORK**

The leader-subordinate dynamics of the Leader-Member Exchange (LMX) is the framework of this study. Researchers focus on discovering the key drivers of organizational performance that result from interactions within the LMX (Lindsey Hall, Baker, Andrews, Hunt, & Rapp, 2016; Michael, 2014). In the early to mid-1970s, a group of scholars in the field of leadership researched to gain a better understanding of the leader-subordinate relationship (Garg & Dhar, 2014; Jain, Srivastava, & Owens, 2014). Graen and his colleagues, Dansereau and Haga originally advanced the concept of Leader-member exchange (LMX) as a means to explain the status of a dyadic (one to one connection) between subordinates and managers (Dansereau, Graen, & Haga, 1975). The foundational tenet of LMX is that leaders form varying degrees of relationships with subordinate members of the organizations (Jain et al., 2014). Employees that are deemed to be part of the “in-group” are given preferential treatment and benefit from a more quality relationship with leaders (Graen & Uhl-Bien, 1995; Jain et al., 2014). The relationship quality experienced between leaders and subordinates via LMX, if positive, can lead to increased levels of communication resulting in higher job performance (Quintana et al., 2015).

Figure 1 illustrates the proposed conceptual framework for the effect of the Leader-Member Exchange (LMX) on the quality of communication between leaders and subordinates. This conceptual framework is a variation of information obtained from Garg & Dhar (2014).

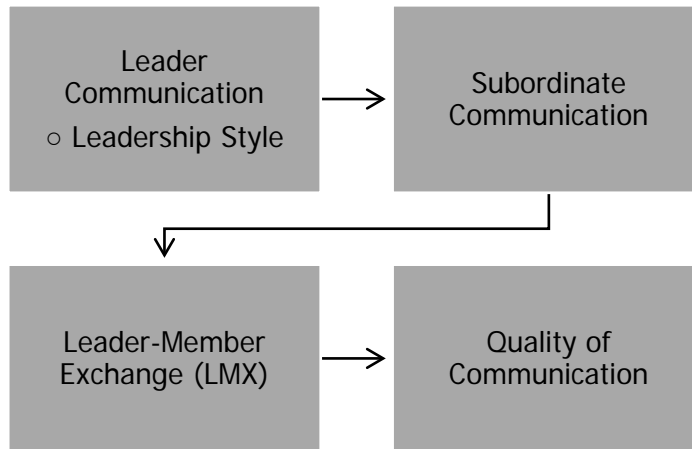


Figure 1: Proposed Conceptual Framework

Figure 1 indicates a visual depiction of the LMX theory/conceptual model by providing a framework or flow depicting how communication between leaders and subordinates occurs and ultimately affect internal communication in MNCs in the Malaysian hospitality industry. The conceptual framework is a variation of the works of Garg & Dhar (2014). The model depicts the effect of leadership style on communication that occurs between leaders and subordinates via the LMX and the effect on the quality of communication.

Since its formulation as a theory in 1975, the LMX has provided a theoretical foundation of how leadership's interaction with subordinates, as it relates to communication, has influenced productivity within the organization (Garg & Dhar, 2014; Graen&Uhl-Bien, 1995; Jain et al., 2014). The nature of this envisioned study is to explore using a qualitative phenomenological study of effective communication strategies used by leaders of MNCs in the Malaysian hospitality industry. The conceptual framework shown in Figure 1 addressed concepts from prior research as it relates to communication via the leader-member exchange and the leadership theories that influence communication in MNCs. Prior research was informative in that researchers provide foundational tenets of the LMX that examine how communicative interchanges between leaders and subordinates influence the performance of subordinate work tasks (Garg & Dhar, 2014; Lindsey Hall et al., 2016; Michael, 2014). Figure 1 was a guide for the conduct of research interviews from the qualitative, phenomenological perspective with the intent of gaining the lived experiences of leaders within the multinational hospitality industry in Malaysia.

### III. LITERATURE REVIEW

Transformational leadership, tenets of transactional leadership, and contingency models collectively possess similar frameworks for aiding leadership effectiveness (Parris & Peachey, 2012). Each theory provides insight into how leaders direct employees within the organization (Garg & Dhar, 2014; Jain, Srivastava, & Owens, 2014). Leaders within organizations utilize transformational and transactional leadership strategies to communicate with subordinates and enhance both performance and leader-subordinate exchanges (Garg & Dhar, 2014; Jain et al., 2014). Various leadership theories and models provide strategic roadmaps for leaders and leadership practices have evolved from being singular in their approach to communication (transactional) to more collaborative (transformational) (Antonakis& House, 2014; Jaiswal & Dhar, 2015; Manduca, 2012). The fluidity of leadership

styles, be it transactional, transformational, or other, refers to the ability of leaders to alter leadership practices based on experience or the attainment of additional knowledge (Parris & Peachey, 2012).

Garg and Dhar (2014) conducted a quantitative study to examine the factors affecting the obligation level of hospitality industry workforces and the following influence on offered services to customers. The results of the quantitative study conducted by Garg and Dhar (2014) revealed that hotel employees show less organizational commitment due to elevated levels of job stress. Employees regularly interact with customers, providing service, while at the same time concealing elevated stress levels with the job (Karatepe & Douri, 2012). Additionally, Garg and Dhar (2014) found that LMX and Perceived Organizational Support (POS) both completely influenced the job promise while job pressure had an adverse effect. Management reliance of employee commitment to the quality of LMX provides support for leaders within the hotel industry to focus more efforts on improving supervisor-subordinate interactions with staff (Garg & Dhar, 2014; Jain et al., 2014).

Documented employee turnover is a phenomenon in the hospitality industry (Dusek, Ruppel, Yurova, & Clarke, 2014). Documented turnover rates in the sector range from 43% (CHA International, 2013) to over 58% (Dusek et al., 2014). Research conducted on the turnover in the hospitality industry suggested that poor employee engagement (Smith & Macko, 2014); poor communication between leaders and subordinates (Mishra et al., 2014); and ineffective leadership styles (Quintana et al., 2015) all influence turnovers in the hospitality industry.

A similar study examined the relationship between turnover and employee engagement. Smith & Macko (2014) conducted a quantitative, single-case study utilizing participants from a large retailer in the United Kingdom (UK). The organization selected for the case study had experienced high levels of turnover. The unit selected experienced a turnover rate of 32 %, exceeding the company's rate of 21%. The retail industry in the UK experienced a turnover rate of 28% as recently as 2011; however, the accuracy of the percentage is hard to validate (Department for Work and Pension, 2011). Researchers issued a twenty-question, Likert questionnaire to eighty-five employees. Of the 85 questionnaires distributed, 64 were returned resulting in a 75% response rate from 24% of the employee population. Limitations of the study included limited access to participants, increasing retention issues during the period of study; and the small respondent pool of this single case study (Smith & Macko, 2014).

Leaders express varying leadership styles that influence communication and ultimately organizational performance (Choudhary et al., 2013). Based on the study of Dinh et al. (2014), several leadership styles were identified: authentic, autocratic, bureaucratic, charismatic, laissez-faire, servant, transactional and transformational. The authentic style of leadership shares similarities with the transformational, servant, and charismatic styles of leadership (Murphy & Johnson, 2011; Wong & Laschinger, 2013). Leaders, who possessed a keen awareness of self and promoted the tenets of transparency, high ethical behavior and self-awareness in others, are considered authentic (Laschinger & Fida, 2014). Authentic leaders are more expected to create leader-member exchanges that empower the subordinate members of the organization. Conversely, authentic leaders can implement bias in the leader-member exchange as they set their values and beliefs over the values of others (Ford & Harding, 2011, Stander, DeBeer, & Stander, 2015).

Leadership styles are developed based on circumstances surrounding job roles and responsibilities. From this perspective, leadership practices influence not only the organizational environment and leader-member exchanges but also the nature of job performance by employees (Manduca, 2012). The fluidity of leadership styles, be it transactional, transformational, or other, refers to the ability of leaders to change their leadership styles over time based upon experiences and the attainment of additional knowledge that influences their perspective. When applied efficiently, leadership styles can positively influence production outcomes within any industry.

Conceptualized in this literature review constructs the leader-member exchange (LMX) and applies leadership theories; in the form of effective leadership practices, as determinants of effective communication within the hospitality industry. This study aims to examine the relationship between the LMX and leadership strategy and the relevant linkage to communication within the multinational hospitality organizations in Malaysia.

The study seeks to build upon the studies conducted to examine the constructs of internal communication (Mishra et al., 2014); and leadership styles that influence communication (Mohammed, 2016; Quintana et al., 2015). The review of the literature from these practitioners will be an attempt to provide clear and convincing evidence to proceed with the study. Recommendations for additional research prompted the following two research questions for this study:

- 1) What are the lived experiences of leaders of MNCs in the hospitality industry regarding effective communication strategies?
- 2) What are the informed perceptions of leaders of MNCs in the hospitality industry regarding effective communication strategies?

The purpose of this envisioned study is to explore effective communication strategies used by leaders of MNCs in the Malaysian hospitality industry and provide a greater understanding of leadership strategies that promote successful internal communication.

## **IV. RESEARCH METHODOLOGY**

### ***4.1 Design and Methodology***

To explore the lived experiences, views, and perceptions of hospitality industry leaders, a qualitative research methodology using a phenomenological design will be employed. This approach will aid the interviewer in gaining an in-depth view of the lived experiences of the participant's daily work life and communication practices (Gallagher & Zahavi, 2012; Moustakas, 1994; Rubin & Babbie, 1993). Qualitative research is a methodology based on the assignment of meaning to individual experiences for the development of a theory or pattern based on research design (Cooper and Schindler, 2014; Yin, 2014). The conduct of qualitative research allows the research practitioner the opportunity to both observe and experience the phenomena that form the foundation of the study (Arbnor & Bjerke, 2009; Yin, 2014).

The design has been selected for this study is the interview of purposefully selected hospitality industry professionals in a leadership role. The research questions and subsequent interview questions will utilize for the interview. Leaders of MNCs are expected to share their informed perceptions of communication practices within the

hospitality industry. During the interview process, the study will use open-ended questions to allow participants to control responses and respond to follow up questions. Open-ended questions limited the perceptions of the resulting collected data.

#### ***4.2 Participants***

The sampling frame for the study consisted of hospitality employees in leadership positions. Participants will be selected based on a concept of Yin (2014) termed analytic generalization, which asserts that participants are purposefully selected to shed light on theoretical principles and concepts. The study's population will be purposefully selected to consist of employees at the leadership level of hospitality organizations located in Kuala Lumpur in Malaysia. Inclusion in the sampling pool for participation in the study required a minimum of six months of employment within the hospitality industry. The ideal sample size for the phenomenological interview approach is no less than five and no more than 25 participants (Dukes, 1984; Moustakas, 1994; Polkinghorne, 1998; Riemen, 1986). The goal is to achieve a minimum sample size of 10 participants for the study.

The recruitment strategy is to contact potential study participants in the hospitality industry with hotel leadership experience. Participants will receive initial contact via telephone or email to arrange face-to-face interviews at a public location of the participant's choosing. Selected participants will also invite to identify additional potential participants that may meet the research criteria. This snowballing technique has the potential of expanding the participant pool of qualified individuals (Cooper & Schindler, 2014). For this study, the objective is to obtain a quota sample of ten leaders from within the multinational hospitality organizations in Malaysia. Participants will take part in a minimum of a 30-minute interview session.

#### ***4.3 Setting***

The study will take place within businesses in the hospitality industry, mainly hotels in the Kuala Lumpur. Based on the Malaysian Demographics Profile in 2018, population approximations for Kuala Lumpur is 6.837 million people. From 2007 till 2017, hotel numbers have increased steadily in Kuala Lumpur, Malaysia. Data from the National Property Information Centre (Naptic) showed that the number of total hotels as at end-2017 was a total of 3,126 hotels (246,564 rooms). It means that 247 hotels were built last year or 8.58% growth from 2,879 hotels (212,437 rooms) in the previous year. Of the over 3000 hotels in Kuala Lumpur area, approximately 69 are a part of the Multinational hotel and hospitality industry (Shawn, 2018). Research for this study will take place in a neutral setting away from daily business operations.

#### ***4.4 Analysis of Research Questions***

The interview protocol will be prepared to guide the interview process in the discovery of lived and perceived experiences of leaders in the hospitality industry. The interview sessions will be one-on-one closed sessions with industry leaders. Open-ended interview questions in the interview sessions will allow for maximum discovery of participant experiences regarding the phenomenon of study. The interview sessions will continue until data saturation occurred. Data saturation will occur at the point at which no new information will furnish any result from subsequent study participants.

Transcribed data arising from the study will be coded to categorize similar data elements into organized and cohesive units. Coding should in no way minimize or alter the uniqueness of the data but enhance it by forming logical pockets of similar data points for further analysis of the data (Saldana, 2016; Yin, 2014). Implementation of an early coding process, before the collection of data, will aid in tying together the research questions to the data collection process. Initial codes will develop for this study based on the primary research questions and a review of the literature. The initial codes are representative of themes discovered during the review of the literature.

#### ***4.5 Credibility and Dependability***

Participants for this study will be chosen based on the leadership experience required to provide an expert assessment of the phenomenon under study. The selection of participants from varying area hotels will expand the study by providing different viewpoints. The participants will be encouraged to speak openly and honestly about their perceptions and experiences.

Dependability measurement for a study follows a specific outline of procedures to complete the study. Data collection procedures for this qualitative study will be:

1. Initial contact with potential participants
2. Schedule face to face interview sessions
3. Before commencement of interview session, review research parameters and address ethical concerns. Review and sign consent forms and review interview questions
4. Conduct and record interview session
5. Transcribe data
6. Conduct follow-up meetings to review transcribed data

#### ***4.6 Data Collection***

The data collection process for this study will be the structured interview. In this process, a researcher will first formally adopt the role of interviewer; second, follow a scripted set of interview questions and auto-record the interview session; and finally transcribe and analyze the data obtained during the structured interview sessions.

#### ***4.7 Data Analysis***

The data analysis process includes data preparation and organization, reduction, and interpretation. To achieve this goal, the interviewer, the primary source for collecting and analyzing the data, will utilize the qualitative software tool, Nvivo 11. The Livescribe Echo Smartpen, which offers transcription software that allows for the saving of audio files in both digital and pdf format, will assist in organizing and sorting the research results. The transcribed and the recorded interview sessions, in word format, will allow for in-depth data analysis.

## **V. CONCLUSION**

The purpose of this qualitative phenomenological study is to explore the lived experiences and informed perceptions of leaders of MNCs in the Malaysian hospitality industry regarding the effective communication

strategies. Based on the literature, an environment of collaboration in MNCs will improve communications and will facilitate the success of attaining organizational goals and objectives (Salas & Gelfand, 2013). This research will explore the effective communication strategies of leaders of MNCs, specifically, the lived experiences and the informed perceptions of those strategies on productivity within the organization.

This study expects to fulfill the research purpose by contributing knowledge towards an understanding of the business problem. Through the sharing of lived experiences and informed perceptions, the research participants will contribute data that will provide insight into the effective communication strategies leaders employ to increase productivity in the organization. Participants need to highlight the best practices used in support of the themes that will contribute to the organization's operational effectiveness. The themes that will emerge from the interviews with the 10 participants represent their specific lived experiences and informed perceptions and will contribute to the findings based on significant experience in the Malaysian hospitality industry.

The results of the study will provide insight into specific strategies for effective internal communication that leaders will utilize to promote productivity in the hospitality industry. This study will show an understanding of the impact poor communication strategies had on productivity and how effective communication was instrumental in business practices that promoted sustained productivity. The findings will outline the literature stating that the promotion of effective communication strategies between leaders and subordinates' influences productivity in the organization either positively or negatively. Effective leadership strategies provide the tools by which leaders can communicate in a manner that garners success for the organization (Antonakis & House, 2014). At the same time, the findings of this study may reflect the relationships established between leaders, subordinates, and peers contributed to the effective communication strategies that influence knowledge sharing and increase productivity.

In conclusion, it is expected that the participants will express their views that effective communication strategies between leaders and subordinates in the leader-member exchange influence productivity either positively or negatively.

## REFERENCES

- [1] Antonakis, J. & House, R.J. (2014). Instrumental leadership: Measurement and extension of transformational-transactional leadership theory. *The Leadership Quarterly*, 25, 746-771. doi: 10.1016/j.leaqua.2014.04.005
- [2] Arbnor, I. & Bjerke, B. (2009). *Methodology for creating business knowledge* (3rd Ed.). Thousand Oaks, CA: Sage Publications.
- [3] Calvano, L. (2008). Multinational corporations and local communities: A critical analysis of conflict. *Journal of Business Ethics*, 82, 793-805. doi:10.1007/s10551-007-9593-z
- [4] CHA International. (2013). The employee turnover? The challenge. Retrieved from <http://cha-international.com/The-Hotel-Employer-Turnover>
- [5] Chaurasia, S., & Shukla, A. (2014). Psychological capital, LMX, employee engagement & work role performance. *Indian Journal of Industrial Relations*, 50, 342-356. Retrieved from <http://www.publishingindia.com/ijir>
- [6] Choudhary, A.I., Akhtar, S.A., & Zaheer, A. (2013). Impact of transformational and servant leadership on organizational performance: A comparative analysis. *Journal of Business Ethics*, 116, 433-440. doi:10.1007/s1055-012-1470-8
- [7] Cooper, C., & Schindler, P. (2014). *Business research methods* (12th ed.). New York, NY: McGraw-Hill Irwin.



- [8] Dansereau, F., Graen, G.B., & Haga, W. (1975). A vertical dyad linkage approach to leadership in formal organizations. *Organizational Behavior and Human Performance*, 13(1), 46-78. Retrieved from <http://sciencedirect.com>
- [9] Dawidziuk, M., Boboryko-Hocazade, J., & Mazur, B. (2012). The intercultural competencies of the managers and organization in the global world. *Managerial Challenges of the Contemporary Society. Proceedings*, 3, 117-120. Retrieved from <https://www.ceeol.com>
- [10] Department for Work and Pension. (2011). Good practice case studies: Managing without fixed retirement age. Retrieved from <http://www.dwp.gov.uk>
- [11] Dibble R. & Gibson, C. (2013). Collaboration for the common good: An examination of challenges and adjustment processes in multicultural collaborations. *Journal Of Organizational Behavior*, 34, 764-790. doi:10.1002/job.1872.
- [12] Dinh, J.E., Lord, R.G., Gardner, W.L., Meuser, J.D., Liden, R.C., & Hu, J. (2014). Leadership theory and research in the new millennium: Current theoretical trends and changing perspectives. *The Leadership Quarterly*, 25(1), 36-62. doi:10.1016/j.leaqua.2013.11.005
- [13] Dukes, S. (1984). Phenomenological methodology in the human sciences. *Journal of Religion and Health*, 23, 197-203. doi:10.1007/BF00990785
- [14] Dusek, G.A., Ruppel, C.P., Yurova, Y., & Clarke, R. (2014). The role of employee service orientation in turnover in the U.S. hotel industry. *Journal of Organizational Culture, Communications, and Conflict*, 18(2), 87-104. Retrieved from <http://abacademies.org>
- [15] Ford, J., & Harding, N. (2011). The impossibility of the “true self” of authentic. *Leadership*, 7, 463-479. doi:10.1177/1742715011416894
- [16] Gallagher, S. & Zahavi, D. (2012). *The phenomenological mind* (2nd Ed.). New York, NY: Routledge.
- [17] Garg, S. & Dhar, R.L. (2014). Effects of stress, LMX, and perceived organizational support on service quality: Mediating effects of organizational commitment. *Journal of Hospitality and Tourism Management*, 21, 64-75. doi:10.1016/j.jhtm.2014.07.002
- [18] Gatlin-Watts, R., Jara Valls, M., & Mendoza, M.P. (2013). Communicating across borders: A guide. *Journal of Business & Behavioral Sciences*, 25(2), 83-91. Retrieved from <http://www.asbbs.org>
- [19] Graen, G.B., & Uhl-Bien, M. (1995). Relationship-based approach to leadership: Development of leader-member exchange (LMX) theory of leadership over 25 years: Applying a multi-level multi-domain perspective. *Leadership Quarterly*, 6, 219-247. doi:10.1016/1048-9843(95)90036-5
- [20] Jain, N.K., Srivastava, P., & Owens, D.L. (2014). Leader-member exchange and resource accessibility of subordinates: Perception towards MNC global integration strategy. *Leadership & Organizational Development Journal*, 35, 494-512. doi:10.1108/LODJ-09-2012-0112
- [21] Jaiswal, N.K. & Dhar, R.L. (2015). Transformational leadership, innovation climate, creative self-efficacy and employee creativity: A multilevel study. *International Journal of Hospitality Management*, 51, 30-41. doi:10.1016/j.ijhm.2015.07.002
- [22] Karatepe, O.M., & Douri, B.G. (2012). Does customer orientation mediate the effect of job resourcefulness on hotel employee outcomes? Evidence from Iran. *Journal of Hospitality and Tourism Management*, 19(1), 133-142. doi:10.1017/jht.2012.15
- [23] Laschinger, H.K.S., & Fida, R. (2014). New nurses' burnout and workplace well-being: The influence of authentic leadership and psychological capital. *Burnout Research*, 1(1), 19-28. doi:10.1016/j.burn.2014.03.002
- [24] Lindsey Hall, K.K., Baker, T.L., Andrews, M.C., Hunt, T.G., & Rapp, A.A. (2016). The importance of product/service quality for frontline marketing employee outcomes: the moderating effect of leader-member exchange (LMX). *Journal of Marketing Theory and Practice*, 24(1), 23-41.
- [25] Manduca, B. (2012). Leading effective change: Three keys for transforming your organization. *Strategic Leadership Review*, 2(2), 28-34. Retrieved from
- [26] McCleskey, J. A. (2014). Situational, transformational, and transactional leadership and leadership development. *Journal of Business Studies Quarterly*, 5(4), 117-130. Retrieved from <http://www.jbsq.org>
- [27] Michael, D.F. (2014). The impact of leader-member exchange, supportive supervisor communication, affective commitment, and role ambiguity on bank employees' turnover intentions and performance. *International Journal of Business and Social Science*, 5(7), 8-21. Retrieved from <http://ijbssnet.com>
- [28] Mishra, K., Boynton, L., & Mishra, A. (2014). Driving employee engagement: The expanded role of internal communications. *Journal of Business Communication*, 51, 183-202.
- [29] Mohammed, L.M. (2016). Assessing the effects of transformational leadership: A study on Egyptian hotel employees. *Journal of Hospitality and Tourism Management*, 27, 49-59. Retrieved from

- [30] Moustakas, C. (1994). *Phenomenological research methods*. Thousand Oaks, CA: Sage Publications.
- [31] Murphy, S.E., & Johnson, S.K. (2011). The benefits of a long-lens approach to leader development: Understanding the seeds of leadership. *The Leadership Quarterly*, 22, 459-470. doi:10.1016/j.leaqua.2011.04.004
- [32] Nakata, C. & Im, S. (2010). Spurring cross-functional integration for higher new product performance: a group effectiveness perspective. *Journal of Product Innovation Management*, 27, 554-571. doi:10.1111/j.1540-5885.2010.00735.x
- [33] Parris, D.L., & Peachey, J.W. (2012). A systematic literature review of servant Leadership theory in organizational contexts. *Journal of Business Ethics*, 113, 377-393. doi:10.1007/s10551-012-1322-6
- [34] Polkinghorne, D.E. (1998). *Phenomenological research methods*. In R.S. Valle & S. Halling (Eds). *Existential-phenomenological perspectives in psychology* (pp. 41-60). New York, NY: Plenum Press.
- [35] Quintana, T.A., Park, S. & Cabrera, Y.A. (2015). Assessing the effects of leadership styles on employee's outcomes in international luxury hotels. *Journal of Business Ethics*, 129, 469-489. doi:10.1007/s10551-014-2170-3
- [36] Riemen, D.J. (1986). The essential structure of a caring interaction: Doing phenomenology. In P.M. Munhall & C.J. Oiler (Eds), *Nursing research: A qualitative perspective* (pp.85-105). Norwalk, CT: Appleton-Century-Crofts.
- [37] Rubin, A., & Babbie, E. (1993). *Research methods for social work*. Pacific Grove, CA: Brooks/Cole.
- [38] Salas E. & Gelfand, M. (2013). Introduction to the special issue: Collaboration in multicultural environments. *Journal of Organizational Behavior*, 34, 735-738. doi:10.1002/job.1880
- [39] Saldana, J. (2016). *The coding manual for qualitative researchers*. Los Angeles, CA: Sage Publications.
- [40] Shawn, Ng. (2018). *Hotels mushrooming in Malaysia*. Edgeprop.
- [41] Smith, J., & Macko, N. (2014). Exploring the relationship between employee engagement and employee turnover. *Ascroft International Business School*, 6(1), 56-69. Retrieved from <http://ebsco.com>
- [42] Stander, F.W., DeBeer, L.T., & Stander, M.W. (2015). Authentic leadership as a source of optimism, trust in the organization and work engagement in the public health care sector. *Journal of Human Resource Management*, 13(1), 1-12. doi:10.4102/sajhrm.v13il.675
- [43] Testa, M.R., & Sipe, L.J. (2012). Service-leadership competencies for hospitality and tourism management. *International Journal of Hospitality Management*, 31, 648-658. doi:10.1016/j.ijhm.2011.08.009
- [44] Townsend, K., Wilkinson, A., & Burgess, J. (2014). Route to partial success: Collaborative employment relations and employee engagement. *The International Journal of Human Resource Management*, 25(2014), 915-930. doi:10.1080/109585192.2012.743478
- [45] Wong, C.A., & Laschinger, H.K. (2013). Authentic leadership, performance, and job satisfaction: The mediating role of empowerment. *Journal of Advanced Nursing*, 69, 947-959. doi:10.1111/j.1365-2648.2012.06089.x
- [46] Yin, R.K. (2014). *Case study research: Design and methods* (5th ed.). Thousand Oaks, CA: Sage Publications.