

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



**THE ROLE OF LEADERS' EMOTIONS MANAGEMENT
TOWARDS LEADERSHIP EFFECTIVENESS IN NON-
GOVERNMENT ORGANIZATIONS**



QASIM ALI NISAR

UUM
Universiti Utara Malaysia

**DOCTOR OF PHILOSOPHY
UNIVERSITI UTARA MALAYSIA
September 2019**

**THE ROLE OF LEADERS' EMOTIONS MANAGEMENT TOWARDS
LEADERSHIP EFFECTIVENESS IN NON-GOVERNMENT
ORGANIZATIONS**

**By
QASIM ALI NISAR**



UUM

Universiti Utara Malaysia

**Thesis submitted to
Othman Yeop Abdullah Graduate School of Business,
Universiti Utara Malaysia,
in Fulfillment of the Requirement for the Degree of Doctor of Philosoph**



Pusat Pengajian Pengurusan Perniagaan
(School of Business Management)

Kolej Perniagaan
(College of Business)

Universiti Utara Malaysia

PERAKUAN KERJA TESIS / DISERTASI
(Certification of thesis / dissertation)

Kami, yang bertandatangan, memperakukan bahawa
(We, the undersigned, certify that)

QASIM ALI NISAR (901691)

calon untuk Ijazah
(candidate for the degree of)

DOCTOR OF PHILOSOPHY

telah mengemukakan tesis / disertasi yang bertajuk:
(has presented his/her thesis / dissertation of the following title):

**THE ROLE OF LEADERS' EMOTIONS MANAGEMENT TOWARDS LEADERSHIP
EFFECTIVENESS IN NON-GOVERNMENT ORGANIZATIONS**

seperti yang tercatat di muka surat tajuk dan kulit tesis / disertasi.
(as it appears on the title page and front cover of the thesis / dissertation).

Bahawa tesis/disertasi tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan, sebagaimana yang ditunjukkan oleh calon dalam ujian lisan yang diadakan pada:
18 Julai 2019.

(That the said thesis/dissertation is acceptable in form and content and displays a satisfactory knowledge of the field of study as demonstrated by the candidate through an oral examination held on:
18 July 2019.

Pengerusi Viva
(Chairman for Viva)

: **Prof. Madya Dr. Abdul Shukor Shamsudin**

Tandatangan
(Signature)

Pemeriksa Luar
(External Examiner)

: **Prof. Dr. Mohamad Abdullah Hemdi (UiTM)**

Tandatangan
(Signature)

Pemeriksa Dalam
(Internal Examiner)

: **Dr. Nazlina Zakaria**

Tandatangan
(Signature)

Tarikh: **18 July 2019**
(Date)

Nama Pelajar
(Name of Student) : Qasim Ali Nisar

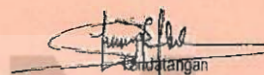
Tajuk Tesis / Disertasi
(Title of the Thesis /
Dissertation) : The Role of Leaders' Emotions Management Towards Leadership
Effectiveness in Non-Government Organizations

Program Pengajian
(Programme of Study) : Doctor of Philosophy (Management)

Nama Penyelia/Penyelia-
penyelia
(Name of
Supervisor/Supervisors) : Prof. Madya Dr. Noraini Othman



Dr. Bidayatul Akmal Mustafa Kamil


Bidayatul Akmal Mustafa Kamil

UUM
Universiti Utara Malaysia

PERMISSION TO USE

In presenting this thesis in fulfillment of the requirements for a Post Graduate degree from the Universiti Utara Malaysia (UUM), I agree that the library of this university may make it freely available for inspection. I further agree that permission for copying this thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor(s) or in their absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my thesis. It is understood that any copying or publication or use of this thesis or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and the UUM in any scholarly use which may be made of any material in my thesis.

Request for permission to copy or to make other use of materials in this thesis in whole or in part should be addressed to:

Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman



UUM
Universiti Utara Malaysia

ABSTRACT

Non-government organizations are challenged with ineffective leadership due to leaders' inappropriate management of emotions that lead towards unfavorable followers' attitudes and behaviors. Therefore, this study is undertaken to examine the role of leaders' emotions management towards leadership effectiveness. It aims to investigate the effect of leaders' emotional labor strategies, emotional intelligence, and emotional consonance on followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior). It further scrutinizes the mediating effect of perceived transformational leadership and the moderating effect of perceived emotional sincerity. The target population was leaders and their direct followers in NGOs of Malaysia and Pakistan. Survey questionnaire method was employed, and data were collected from 374 and 383 dyads (leader-follower) respectively by using cluster sampling. PLS-SEM was used for statistical analysis. Findings revealed that leaders' emotions management played a significant role in shaping followers' attitudes and behaviors that lead towards leadership effectiveness in NGOs. Leaders' emotional labor strategies, emotional intelligence, and emotional consonance were related to perceived transformational leadership as well as followers' attitudes and behaviors. Furthermore, perceived transformational leadership significantly mediated the relationship of leaders' emotional labor strategies, emotional intelligence, and emotional consonance with followers' attitudes and behaviors in both countries. Moreover, perceived emotional sincerity moderated the relationship of leaders' emotional labor strategies with followers' attitudes and behaviors in both Pakistani and Malaysian NGOs. Few relationships were found to be insignificant in both countries due to contextual factors and particular research settings. Multi-group comparison was also carried out in the study which signified that few relationships were significantly different due to cultural differences. This study enriches the body of knowledge by integrating leaders' emotions with followers' attitudes and behaviors. It also provides guidelines to NGOs regarding the management of their leaders' emotions effectively.

Keywords: Emotional labor strategies, emotional intelligence, emotional consonance, perceived transformational leadership, followers' attitudes and behaviors.

ABSTRAK

Pertubuhan bukan kerajaan berhadapan dengan cabaran ketidak keberkesanan kepimpinan disebabkan oleh pengurusan emosi pemimpin yang membawa kepada sikap dan tingkah laku pengikut yang tidak memuaskan. Oleh yang demikian kajian ini dijalankan untuk menyelidik peranan pengurusan emosi pemimpin terhadap keberkesanan kepimpinan. Kajian ini bertujuan untuk menyelidik kesan strategi emosi pekerja, kecerdasan emosi, dan keselarasan emosi pemimpin terhadap sikap pengikut (penglibatan emosi dan tindak balas emosi positif) dan tingkah laku (prestasi tugas dan tingkah laku kewarganegaraan organisasi). Seterusnya, kajian ini meneliti kesan pengantaraan tanggapan kepimpinan transformasi dan kesan penyederhanaan tanggapan keikhlasan emosi. Populasi sasaran adalah pemimpin dan pengikut langsung mereka dalam NGO di Malaysia dan Pakistan. Kaedah soal selidik telah digunakan, dan data dikumpul daripada 374 dan 383 diad (pemimpin-pengikut) masing-masing dengan menggunakan pensampelan kluster. PLS-SEM digunakan untuk analisis statistik. Hasil penemuan mendedahkan bahawa pengurusan emosi pemimpin memainkan peranan penting dalam membentuk sikap dan tingkah laku pengikut yang membawa kepada keberkesanan kepimpinan dalam NGO. Strategi emosi pekerja, kecerdasan emosi, dan keselarasan emosi pemimpin didapati mempunyai kaitan dengan tanggapan kepimpinan transformasi serta sikap dan tingkah laku pengikut. Di samping itu, tanggapan kepimpinan transformasi menjadi perantara yang penting dalam hubungan strategi emosi pekerja, kecerdasan emosi, dan keselarasan emosi pemimpin dengan sikap dan tingkah laku pengikut di kedua-dua negara. Selain itu, tanggapan keikhlasan emosi menyederhanakan hubungan di antara strategi emosi pekerja dengan sikap dan tingkah laku pengikut kedua-dua NGO di Pakistan dan Malaysia. Beberapa hubungan lain didapati tidak signifikan di kedua-dua negara disebabkan faktor kontekstual dan penetapan penyelidikan tertentu. Perbandingan berbilang kumpulan juga dijalankan dalam kajian ini yang menunjukkan bahawa beberapa hubungan didapati sangat berbeza disebabkan perbezaan budaya. Kajian ini memperkayakan intipati pengetahuan dengan mengintegrasikan emosi pemimpin dengan sikap dan tingkah laku pengikutnya. Kajian turut menyediakan garis panduan kepada NGO tentang pengurusan emosi pemimpin yang lebih berkesan.

Kata kunci: Strategi emosi pekerja, kecerdasan emosi, keselarasan emosi, tanggapan kepimpinan transformasi, sikap dan tingkah laku pengikut.

ACKNOWLEDGEMENT

In the name of Allah S.W.T, the Most Gracious and the Most Merciful. All praise to the Almighty, the One who has responded to my prayers in various ways and blessed me with patience, courage, and fortitude throughout this research. I would like to extend my gratitude of acknowledgement and appreciation to my institute, Universiti Utara Malaysia (UUM) for giving me the opportunity to complete my PhD. This thesis would not have possibly been undertaken without the support and assistance from many people. First and foremost, I would like to express my earnest gratitude to my research supervisors, Associate Professor Dr. Noraini Binti Othman and Dr. Bidayatul Akmal Binti Mustafa Kamil for their continuous support, patience, motivation, enthusiasm, and immense knowledge. Their guidance has helped me in completing the research and writing this thesis. Without their assistance and dedicated involvement in every step throughout the process, this thesis would have never been accomplished.

In addition, I am extremely thankful and indebted to my beloved family. Words cannot express how grateful I am to my father, Muhammad Nisar Ahmad, who sacrificed his life to complete our dreams, to my mother, Ansar Bibi, for her love, care, and prayers at every stage of life. Your prayers for me was what has sustained me thus far. I am forever grateful to both of them. My utmost appreciation is also extended to my elder brother, Khurram Nisar, for fulfilling my dreams and for providing me with your overwhelming care, endless love, encouragement, prayers, and inspiration that have greatly facilitated the completion of this challenging study. I would like to express my deepest gratitude and affection to my beloved wife who has always been my greatest support in crucial moments. A special thank also goes to my daughter, Nooram Eman for being my source of motivation. I am also grateful to all my sisters and cousins for all of the best wishes and prayers and that they have made.

This acknowledgement is not completed without recording my sincere thanks to my close friends who have given me unconditional support. I am thankful to Muhammad Sajjad Hussain who has given me his support from the beginning to the end of this lonely journey. Thank to my friends: Sajjad Ahmad Mughal, Umair Ahmed, Sayed Masood Hussain, Noman Babar, Muhammad Umar, Muhammad Farooq, Ali Waqas, and all other friends whose names I may have left out unintentionally. I would also like to convey my deepest appreciation and a note of thank to all my students, especially Shahbaz Haider, Sonaina Saif, Sania Noreen, and Sidra Shehzadi for their respect and moral support at every step of this journey.

TABLE OF CONTENTS

	Page
TITLE PAGE.....	i
CERTIFICATION OF THESIS WORK.....	ii
PERMISSION TO USE	iv
ABSTRACT	v
ABSTRAK	vi
ACKNOWLEDGEMENT.....	vii
LIST OF TABLES	xvi
LIST OF FIGURES	xviii
LIST OF ABBREVIATION.....	xix
LIST OF PUBLICATIONS.....	xx
CHAPTER 1 INTRODUCTION.....	1
1.1 Introduction.....	1
1.2 Background of the Study	2
1.3 Problem Statement	11
1.4 Research Questions	19
1.5 Research Objectives	21
1.6 Significance of Study	23
1.6.1 Theoretical Significance	23
1.6.2 Practical Significance	24
1.7 Scope of the Study	26
1.8 Definitions of Key Terms	28
1.8.1 Followers' Attitudes and Behaviors.....	28
1.8.1.1 Emotional Engagement.....	28
1.8.1.2 Positive Emotional Reactions	28
1.8.1.3 Task Performance.....	28
1.8.1.4 Organizational Citizenship Behavior	29
1.8.2 Emotional Labor.....	29
1.8.2.1 Surface Acting.....	29
1.8.2.2 Deep Acting	29
1.8.3 Emotional Intelligence.....	29
1.8.3.1 Self-Emotions Appraisal.....	30
1.8.3.2 Others-Emotions Appraisal.....	30

1.8.3.3 Regulation of Emotions	30
1.8.3.4 Use of Emotions	30
1.8.4 Emotional Consonance	30
1.8.5 Emotional Sincerity	31
1.8.6 Transformational Leadership	31
1.8.6.1 Idealized Influence	31
1.8.6.2 Individual Consideration.....	31
1.8.6.3 Inspirational Motivation	31
1.8.6.4 Intellectual Stimulation.....	32
1.8.7 Leaders.....	32
1.8.8 Followers	32
1.9 Organization of the Thesis.....	32
CHAPTER 2 LITERATURE REVIEW.....	34
2.1 Introduction.....	34
2.2 Followers' Attitudes and Behaviors	34
2.2.1 Emotional Engagement.....	34
2.2.2 Positive Emotional Reactions	36
2.2.3 Task Performance.....	37
2.2.4 Organizational Citizenship Behavior	38
2.3 Emotional Labor	39
2.3.1 Surface Acting.....	41
2.3.2 Deep Acting	41
2.4 Emotional Intelligence	42
2.5 Emotional Consonance	44
2.6 Transformational Leadership.....	45
2.7 Emotional Sincerity.....	46
2.8 Underpinning Theory: Social Exchange Theory	48
2.9 Supplementary Theories	49
2.9.1 Emotion Regulation Theory.....	49
2.9.2 Authentic Leadership Theory	51
2.10 Theoretical Framework	53
2.11 Hypotheses Development	56
2.11.1 Leaders' Emotional Labor Strategies and Followers' Attitudes and Behaviors.....	56

2.11.1.1 Leaders' Emotional Labor Strategies and Followers' Emotional Engagement.....	56
2.11.1.2 Leaders' Emotional Labor Strategies and Followers' Positive Emotional Reactions.....	58
2.11.1.3 Leaders' Emotional Labor Strategies and Followers' Task Performance	60
2.11.1.4 Leaders' Emotional Labor Strategies and Followers' Organizational Citizenship Behavior.....	63
2.11.2 Leaders' Emotional Intelligence and Followers' Attitudes and Behaviors	65
2.11.2.1 Leaders' Emotional Intelligence and Followers' Emotional Engagement.....	65
2.11.2.2 Leaders' Emotional Intelligence and Followers' Positive Emotional Reactions.....	67
2.11.2.3 Leaders' Emotional Intelligence and Followers' Task Performance	69
2.11.2.4 Leaders' Emotional Intelligence and Followers' Organizational Citizenship Behavior	71
2.11.3 Leaders' Emotional Consonance and Followers' Attitudes and Behaviors	73
2.11.4 Leaders' Emotional Labor Strategies and Perceived Transformational Leadership	76
2.11.5 Leaders' Emotional Intelligence and Perceived Transformational Leadership	78
2.11.6 Leaders' Emotional Consonance and Perceived Transformational Leadership	81
2.11.7 Perceived Transformational Leadership and Followers' Attitudes and Behaviors.....	83
2.11.7.1 Perceived Transformational Leadership and Followers' Emotional Engagement.....	83
2.11.7.2 Perceived Transformational Leadership and Followers' Emotional Reactions.....	85
2.11.7.3 Perceived Transformational Leadership and Followers' Task Performance	87

2.11.7.4 Perceived Transformational Leadership and Followers’ Organizational Citizenship Behavior.....	88
2.11.8 Mediating Role of Perceived Transformational Leadership.....	90
2.11.9 Moderating Role of Perceived Emotional Sincerity.....	96
2.12 Summary.....	100
CHAPTER 3 METHODOLOGY	101
3.1 Introduction.....	101
3.2 Research Design.....	101
3.3 Target Population and Sample	102
3.3.1 Selection of the NGOs.....	102
3.3.2 Sampling Procedure	104
3.4 Unit of Analysis	107
3.5 Data Collection Procedure.....	107
3.6 Measures.....	109
3.6.1 Followers’ Attitudes and Behaviors	110
3.6.1.1 Followers’ Emotional Engagement	110
3.6.1.2 Followers’ Positive Emotional Reactions	111
3.6.1.3 Followers’ Task Performance	111
3.6.1.4 Followers’ Organizational Citizenship Behavior	112
3.6.2 Leaders’ Emotional Labor Strategies.....	113
3.6.3 Leaders’ Emotional Intelligence	115
3.6.4 Leaders’ Emotional Consonance.....	117
3.6.5 Perceived Transformational Leadership	118
3.6.6 Perceived Emotional Sincerity.....	119
3.7 Translation of the Questionnaire.....	121
3.8 Pilot Study	122
3.9 Data Processing and Analysis.....	123
3.9.1 Preliminary Analysis and Descriptive Statistics	124
3.9.2 Measurement Model Assessment.....	125
3.9.3 Structural Model Assessment	125
3.9.4 Multi-Group Analysis (MGA)	125
3.10 Summary.....	126

CHAPTER 4 FINDINGS	127
4.1 Introduction.....	127
4.2 Response Rate.....	127
4.3 Respondents' Profile	129
4.3.1 Leaders' Profile.....	129
4.3.2 Followers' Profile.....	132
4.4 Non-Response Bias	134
4.5 Data Coding	135
4.6 Preliminary Analysis	136
4.6.1 Data Screening	136
4.6.1.1 Missing Values Treatment	136
4.6.1.2 Detection of Multivariate Outliers.....	138
4.6.2 Fundamental Statistical Assumptions	139
4.6.2.1 Multicollinearity	139
4.6.2.2 Data Normality	140
4.7 Descriptive Statistics	141
4.8. Measurement Model Assessment (Outer Model)	143
4.8.1 Composite Reliability.....	144
4.8.2 Construct Validity	145
4.8.2.1 Convergent Validity.....	145
4.8.2.2 Discriminant Validity.....	155
4.8.2.2.1 Fornell & Larcker Criterion	155
4.8.2.2.2 Cross-Loadings	162
4.8.2.2.3 Heterotrait-Monotrait Ratio.....	171
4.9 Structural Model Assessment (Inner Model).....	177
4.9.1 Path Analysis	177
4.9.2. Indirect Effects	187
4.9.3 Assessment of the Coefficient of Determination (R^2).....	198
4.9.4 Assessment of the Effect Size (f^2).....	200
4.9.5 Testing the Moderating Effect of Perceived Emotional Sincerity	204
4.9.5.1 Simple Slope Analysis for Interaction Terms (Malaysia).....	211
4.9.5.2 Simple Slope Analysis for Interaction Terms (Pakistan).....	215
4.10 Predictive Relevance	218
4.11 Multi-Group Analysis (MGA)	222

4.11.1 Measurement Invariance Composite MICOM.....	222
4.12 Summary of the Findings	230
4.13 Summary.....	238
CHAPTER 5 DISCUSSION AND CONCLUSION	239
5.1 Introduction.....	239
5.2 Recapitulation of the Findings	239
5.3 Discussion.....	242
5.3.1 Leaders’ Emotional Labor Strategies and Followers’ Attitudes and Behaviors.....	243
5.3.1.1 Leaders’ Surface Acting and Followers’ Attitudes and Behaviors ...	243
5.3.1.2 Leaders’ Deep Acting and Followers’ Attitudes and Behaviors.....	246
5.3.2 Leaders’ Emotional Intelligence and Followers’ Attitudes and Behaviors	248
5.3.2.1 Leaders’ Self-Emotions Appraisal and Followers’ Attitudes and Behaviors.	248
5.3.2.2 Leaders’ Others-Emotions Appraisal and Followers’ Attitudes and Behaviors.	249
5.3.2.3 Leaders’ Regulation of Emotions and Followers’ Attitudes and Behaviors.	250
5.3.2.4 Leaders’ Use of Emotions and Followers’ Attitudes and Behaviors.	251
5.3.3 Leaders’ Emotional Consonance and Followers’ Attitudes and Behaviors	253
5.3.4 Leaders’ Emotional Labor Strategies and Perceived Transformational Leadership	255
5.3.5 Leaders’ Emotional Intelligence and Perceived Transformational Leadership	257
5.3.5.1 Leaders’ Self-Emotions Appraisal and Perceived Transformational Leadership	257
5.3.5.2 Leaders’ Other-Emotions Appraisal and Perceived Transformational Leadership	258
5.3.5.3 Leaders’ Regulation of Emotions and Perceived Transformational Leadership.....	258

5.3.5.4 Leaders' Use of Emotion and Perceived Transformational Leadership.....	259
5.3.6 Leaders' Emotional Consonance and Perceived Transformational Leadership	260
5.3.7 Perceived Transformational Leadership and Followers' Attitudes and Behaviors.....	261
5.3.8 Mediating Role of Perceived Transformational Leadership.....	265
5.3.8.1 Mediating Role of Perceived Transformational Leadership between Leaders' Emotional Labor Strategies and Followers' Attitudes and Behaviors	265
5.3.8.2 Mediating Role of Perceived Transformational Leadership between Leaders' Emotional Intelligence and Followers' Attitudes and Behaviors...	268
5.3.8.3 Mediating Role of Perceived Transformational Leadership between Leaders' Emotional Consonance and Followers' Attitudes and Behaviors ..	271
5.3.9 Moderating Role of Perceived Emotional Sincerity	272
5.3.10 Multi-Group Comparison.....	276
5.4 Contributions of the Study.....	279
5.4.1 Theoretical Contributions	279
5.4.2 Practical Implications	282
5.5 Limitations and Future Directions	285
5.6 Conclusion	287
REFERENCES	289
APPENDICES	335
Appendix I: Survey Questionnaire for Leaders (Malaysia)	335
Appendix II: Survey Questionnaire for Followers (Malaysia)	345
Appendix III: Survey Questionnaire for Leaders (Pakistan)	352
Appendix IV: Survey Questionnaire for Followers (Pakistan)	358
Appendix V: Letter of Recommendation for Data Collection and Research Work.....	362
Appendix VI: Permohonan Untuk Mendapat Senarai Nama-Nama Pertubuhan/Badan Bukan Kerajaan (NGO's).....	363
Appendix VII: List of NGOs from Pakistan.....	364
Appendix VIII: List of NGOs from Malaysia	373
Appendix IX: Treatment of Missing Values	391

Appendix X: Descriptive Statistics and Data Normality 392
Appendix XI: Histograms with Normality Plots (Malaysia)..... 393
Appendix XII: Histograms with Normality Plots (Pakistan) 396



LIST OF TABLES

	Page
Table 3. 1	Clusters in Both Countries.....104
Table 3. 2	Selection of NGOs.....104
Table 3.3	Sample Size Calculation.....106
Table 3. 4	Scale for Emotional Engagement.....110
Table 3. 5	Scale for Positive Emotional Reactions.....111
Table 3. 6	Scale for Task Performance.....112
Table 3. 7	Scale for Organizational Citizenship Behavior.....113
Table 3. 8	Scale for Emotional Labor Strategies.....114
Table 3. 9	Scale for Emotional Intelligence.....116
Table 3. 10	Scale for Emotional Consonance.....117
Table 3. 11	Scale for Perceived Transformational Leadership.....118
Table 3. 12	Scale for Perceived Emotional Sincerity.....120
Table 3. 13	Reliability Analysis.....123
Table 4. 1	Response Rate from Peninsular Malaysia.....128
Table 4. 2	Response Rate from Pakistan.....129
Table 4. 3	Profile of Respondents (Leaders).....131
Table 4. 4	Profile of Respondents (Followers).....134
Table 4. 5	Data Coding.....135
Table 4. 6	Missing Values.....138
Table 4. 7	Multicollinearity.....140
Table 4. 8	Descriptive Statistics.....142
Table 4.9	Summary for Reliability and Convergent Validity of the Constructs (Malaysia).....147
Table 4.10	Summary of Reliability and Convergent Validity of Constructs (Pakistan).....151
Table 4. 11	Fornell-Larcker Criterion (First-order Constructs for Malaysia).....156
Table 4. 12	Fornell-Larcker Criterion (Higher-Order Constructs for Malaysia)...158
Table 4. 13	Fornell-Larcker Criterion (First-order Constructs for Pakistan).....159
Table 4. 14	Fornell-Larcker Criterion (Higher-Order Constructs for Pakistan)...161
Table 4. 15	Cross Loadings (Malaysia).....163
Table 4. 16	Cross Loadings (Pakistan).....167
Table 4. 17	HTMT for 1 st Order Constructs (Malaysia).....173

Table 4. 18	HTMT for Higher Order Construct (Malaysia).....	174
Table 4. 19	HTMT for 1 st Order Constructs (Pakistan).....	175
Table 4. 20	HTMT for Higher Order Construct (Pakistan).....	176
Table 4. 21	Path Analysis.....	184
Table 4. 22	Indirect Effects.....	193
Table 4. 23	R-square of Endogenous Constructs.....	199
Table 4. 24	Effect Size.....	201
Table 4. 25	Interaction Term.....	207
Table 4. 26	Effect Size for Interaction Terms.....	210
Table 4. 27	Predictive Relevance.....	219
Table 4. 28	Invariance Measurement Testing Using Permutation.....	225
Table 4. 29	Results for PLS-MGA.....	228
Table 4. 30	Summary of Hypotheses Testing.....	230



UUM
 Universiti Utara Malaysia

LIST OF FIGURES

	Page
Figure 2.1	Theoretical Framework55
Figure 4.1	Measurement Model Assessment (Malaysia).....150
Figure 4.2	Measurement Model Assessment (Pakistan).....154
Figure 4.3	Path Coefficients of Structural Model (Malaysia).....196
Figure 4.4	Path Coefficients of Structural Model (Pakistan).....197
Figure 4.5	PLS Bootstrapping for Interaction Terms (Malaysia).....208
Figure 4.6	PLS Bootstrapping for Interaction Terms (Pakistan).....209
Figure 4.7	Visual Presentation of Moderating Effect (SA* PES->FEE).....212
Figure 4.8	Visual Presentation of Moderating Effect (SA* PES->PER).....212
Figure 4.9	Visual Presentation of Moderating Effect (SA* PES->TP).....213
Figure 4.10	Visual Presentation of Moderating Effect (DA* PES->TP).....213
Figure 4.11	Visual Presentation of Moderating Effect (DA* PES->OCB).....214
Figure 4.12	Visual Presentation of Moderating Effect (SA* PES->TP).....215
Figure 4.13	Visual Presentation of Moderating Effect (SA* PES->OCB).....216
Figure 4.14	Visual Presentation of Moderating Effect (DA* PES->TP).....216
Figure 4.15	Visual Presentation of Moderating Effect (DA* PES->OCB).....217
Figure 4.16	Blindfolding (Malaysia).....220
Figure 4.17	Blindfolding (Pakistan).....221

LIST OF ABBREVIATION

EL	Emotional Labor
SA	Surface Acting
DA	Deep Acting
EI	Emotional Intelligence
ROE	Regulation of Emotions
SEA	Self-Emotions Appraisal
UOE	Use of Emotions
OEA	Others Emotional Appraisal
EC	Emotional Consonance
PTL	Perceived Transformational Leadership
EE	Emotional Engagement
PER	Positive Emotional Reaction
TP	Task Performance
OCB	Organizational Citizenship Behavior
NGOs	Non-Government Organizations
GDP	Gross Domestic Product
CFA	Confirmatory Factor Analysis
SEM	Structural Equation Modeling
AVE	Average Variance Extract
CR	Composite Reliability
HTMT	Heterotrait-Monotrait Ratio
CB-SEM	Covariance Based-Structural Equation Modeling
PLS-SEM	Partial Least Square- Structural Equation Modeling
SPSS	Statistical Package for Social Sciences
VIF	Variance Inflation Factor
MGA	Multi-Group Analysis
LL	Lower Limits
UL	Upper Limits

LIST OF PUBLICATIONS

1. **Nisar, Q. A.**, Othman, N., & Kamil, B. A. M. (2019). Impact of Leaders' Emotional Labor Strategies on Followers' Emotional Engagement: The Mediating Role of Perceived Transformational leadership. Accepted in *European Journal of International Management (SSCI; IF=1.349)*
2. **Nisar, Q. A.**, Othman, N., & Kamil, B. A. M. (2018). Leaders' Emotions and Followers' Behaviors: A New Perspective with Perceived Emotional Sincerity. *International Journal of Academic Research in Business and Social Sciences*, 8(9), 1434-1449.
3. **Nisar, Q. A.**, Othman, N., & Kamil, B. A. M. (2018). Leaders' Emotional Labor Strategies and Wellbeing: Does Perceived Organizational Justice Mediates the Relationship? *Pakistan Journal of Humanities and Social Sciences*, 6(1), 82-98.
4. Ahmad-Mughal, S., **Nisar, Q. A.**, Othman, N., & Kamil, B. A. M. (2017). Do Emotional Intelligence & Organizational Politics influence the Employee Work Behaviors and attitudes? Mediating Role of Political Skill. *Jurnal Pengurusan*, (51). (*Scopus Indexed Journal*)
5. **Nisar, Q. A.**, Imran, A., Othman, N. B., Kamil, B. A. B. M., & Marchalina, L. (2017). Do leaders' emotional labor strategies influence the leaders' emotional exhaustion? Moderating role of emotional intelligence: Longitudinal study on NGOs. *Advanced Science Letters*, 23(9), 8131-8137. (*Scopus Indexed Journal*)
6. **Nisar, Q. A.**, Nawaz, M., Othman, N., & Kamil, B. A. M. (2018). The Role of Emotional Intelligence to Shape the Extra Role Behaviors: Mediating effect of Emotional Labor Strategies. *Sains Humanika*, 11(2), 9-14.
7. **Nisar, Q. A.**, Othman, N., & Kamil, B. A. M. (2019). Does Leaders' Emotional Consonance Really Matters for Followers' Attitudes? Moderating Role of Perceived Emotional Sincerity. (In Review Process).

CHAPTER 1

INTRODUCTION

1.1 Introduction

Followers' attitudes and behaviors have been identified as key elements that ultimately influence to organizational effectiveness (Halle, 2016). They are the driving factors to measure leadership effectiveness (Visser, 2013), and leaders' emotions play a great role to influence these attitudes and behaviors (Little, Gooty, & Williams, 2016).

Therefore, this study is undertaken to examine the role of leaders' emotions management towards followers' attitudes and behaviors in non-government organizations (NGOs) of Pakistan and Malaysia. It focused to examine the effect of leaders' emotional labor strategies, leaders' emotional intelligence and leaders' emotional consonance on followers' attitudes (emotional engagement and positive emotional reactions) and behaviors (task performance and organizational citizenship behavior) by concentrating on the mediating role of perceived transformational leadership. It also investigated the moderating role of perceived emotional sincerity that has been completely ignored in previous studies. It is comparative in nature and attempted to make a comparison between Pakistani and Malaysian NGOs. This chapter discusses background of the study, problem statement, research questions and research objectives. Moreover, significance of the study, scope of the study and definitions of key terms are also provided at the end of this chapter.

The contents of
the thesis is for
internal user
only

REFERENCES

- Ab Hamid, M., Sami, W., & Sidek, M. M. (2017). *Discriminant validity assessment: Use of Fornell & Larcker criterion versus HTMT criterion*. Paper presented at the Journal of Physics: Conference Series.
- Abbas, M. Y. (2013). Social cohesion of the Malaysian cul-de-sac neighborhoods: Brief critical review of concepts. *Asian Journal of Environment-Behaviour Studies*, 4(11), 99-107.
- Abdullah, A., Marzbali, M. H., Tilaki, M. J. M., & Bahauddin, A. (2018). Does permeability promote social cohesion. *Asian Journal of Behavioural Studies*, 3(10), 87-94.
- Afaq, A. (2016). *Capacity development and leadership challenges in the NGO sector of Pakistan*. (Doctor of Philosophy), Florida State University.
- Ahmad, S., Nisar, Q. A., Imran, A., Waqas, M., & Malik, S. (2019). Linking leader's emotional labour strategies with leader's attitude: An effective approach towards leadership. *Middle East Journal of Management*, 6(2), 139-153.
- Ahmed, S., Hj. Hassan, M., & Taha, Z. (2004). State of implementation of TPM in SMIs: A survey study in Malaysia. *Journal of Quality in Maintenance Engineering*, 10(2), 93-106.
- Alghamdi, A. A. (2006). *Role of Islamic educational values in developing emotional intelligence skills*. (Masters), University of Montana.
- Ali, F., Rasoolimanesh, S. M., Sarstedt, M., Ringle, C. M., & Ryu, K. (2018). An assessment of the use of partial least squares structural equation modeling (PLS-SEM) in hospitality research. *International Journal of Contemporary Hospitality Management*, 30(1), 514-538.

- Ali, M. (2014). *Role of effective communication to ensure community participation in NGOs' projects: A comparative study of a Malaysian and a Pakistani NGO*. (Doctor of Philosophy), University of Malaya.
- AlKindy, A. M., Shah, I. M., & Jusoh, A. (2016). The impact of transformational leadership behaviors on work performance of Omani civil service agencies. *Asian Social Science, 12*(3), 152-156.
- Alsakarneh, A. A. A., Hong, S. C., Eneizan, B. M., & AL-kharabsheh, K. A. (2018). Exploring the relationship between the emotional labor and performance in the Jordanian insurance industry. *Current Psychology, 37*(3), 1-12.
- Alvinus, A., Elfgrén Boström, M., & Larsson, G. (2015). Leaders as emotional managers: Emotion management in response organisations during a hostage taking in a Swedish prison. *Leadership & Organization Development Journal, 36*(6), 697-711.
- Anthony, L., Van Hoose, E., Anand-Gall, K., & Tabler, Z. (2019). *From dissonance to authenticity: Strategies for navigating emotional labor in the writing center*. Paper presented at the East Central Writing Centers Association 2019 Conference, University of Dayton.
- Anuar, S., & Othman, R. (2010). Determinants of online tax payment system in Malaysia. *International Journal of Public Information Systems, 1*(1), 17-32.
- Arnold, K. A., Connelly, C. E., Walsh, M. M., & Martin Ginis, K. A. (2015). Leadership styles, emotion regulation, and burnout. *Journal of Occupational Health Psychology, 20*(4), 481-490.
- Ashforth, B. E., & Humphrey, R. H. (1993). Emotional labor in service role: The influence of identity. *Academy of Management Review, 18*(1), 88-115.

- Avolio, B. J. (1999). *Full leadership development: Building the vital forces in organizations*. Thousand Oaks, CA: Sage.
- Avolio, B. J., & Gardner, W. L. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly, 16*(3), 315-338.
- Avolio, B. J., Gardner, W. L., Walumbwa, F. O., Luthans, F., & May, D. R. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *The Leadership Quarterly, 15*(6), 801-823.
- Awan, K. Z., Qureshi, I. E., & Arif, S. (2012). The effective leadership style in NGOS: Impact of servant leadership style on employees' work performance and mediation effect of work motivation. *International Journal of Economics and Management Sciences, 1*(11), 43-56.
- Aykan, E. (2014). Relationships between emotional competence and task-contextual performance of employees. *Problems of Management in the 21st Century, 9*(1), 8-16.
- Baba, M. M., Makhdoomi, U. M., & Siddiqi, M. A. (2019). Emotional intelligence and transformational leadership among academic leaders in institutions of higher learning. *Global Business Review, 20*(2), 1-27.
- Bagozzi, R. P., Yi, Y., & Phillips, L. W. (1991). Assessing construct validity in organizational research. *Administrative Science Quarterly, 36*(3), 421-458.
- Barnett, V., & Lewis, T. (1994). *Outliers in statistical data*. New York: John Wiley & Sons, Chichester.
- Barroso, C., Carrión, G. C., & Roldán, J. L. (2010). Applying maximum likelihood and PLS on different sample sizes: studies on SERVQUAL model and

- employee behavior model. In *Handbook of partial least squares* (pp. 427-447): Springer.
- Barsade, S. G. (2002). The ripple effect: Emotional contagion and its influence on group behavior. *Administrative Science Quarterly*, 47(4), 644-675.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*: Free Press; Collier Macmillan.
- Bass, B. M., & Avolio, B. J. (1995). MLQ multifactor leadership questionnaire . Redwood City. CA: Mind Garden.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership*: Psychology Press.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between affect and employee "citizenship". *Academy of Management Journal*, 26(4), 587-595.
- Becker, W. J., Cropanzano, R., Van Wagoner, P., & Keplinger, K. (2017). Emotional labor within teams: Outcomes of individual and peer emotional labor on perceived team support, extra-role behaviors, and turnover intentions. *Group & Organization Management*, 43(1), 38-71.
- Blau, P. M. (1964). Social exchange. *International encyclopedia of the social sciences*, 7(1), 452-457.
- Bono, J. E., Foldes, H. J., Vinson, G., & Muros, J. P. (2007). Workplace emotions: the role of supervision and leadership. *Journal of Applied Psychology*, 92(5), 1357-1367.
- Bono, J. E., & Ilies, R. (2006). Charisma, positive emotions and mood contagion. *The Leadership Quarterly*, 17(4), 317-334.

- Bono, J. E., & Judge, T. A. (2003). Self-concordance at work: Toward understanding the motivational effects of transformational leaders. *Academy of Management Journal*, 46(5), 554-571.
- Bontis, N., Booker, L. D., & Serenko, A. (2007). The mediating effect of organizational reputation on customer loyalty and service recommendation in the banking industry. *Management Decision*, 45(9), 1426-1445.
- Borman, W. C., & Motowidlo, S. (1993). Expanding the criterion domain to include elements of contextual performance. *Personnel Selection in Organizations* (pp.71-98). San Francisco: Jossey Bass.
- Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10(2), 99-109.
- Bower, G. H. (1981). Mood and memory. *American Psychologist*, 36(2), 129-148.
- Bozionelos, N., & Singh, S. K. (2017). The relationship of emotional intelligence with task and contextual performance: More than it meets the linear eye. *Personality and Individual Differences*, 116, 206-211.
- Brass, J. N., Longhofer, W., Robinson, R. S., & Schnable, A. (2018). NGOs and international development: A review of thirty-five years of scholarship. *World Development*, 112, 136-149.
- Brotheridge, & Grandey, A. A. (2002). Emotional labor and burnout: Comparing two perspectives of "people work". *Journal of Vocational Behavior*, 60(1), 17-39.
- Brotheridge, & Lee, R. T. (2003). Development and validation of the emotional labour scale. *Journal of Occupational and Organizational Psychology*, 76(3), 365-379.

- Brotheridge, C. (2006). A review of emotional labour and its nomological network: practical and research implications. *Ergonomia*, 28(4), 295-309.
- Brotheridge, C. M., & Lee, R. T. (2002). Testing a conservation of resources model of the dynamics of emotional labor. *Journal of Occupational Health Psychology*, 7(1), 57-67.
- Brotheridge, C. M., Lee, R. T., Humphrey, R. H., Pollack, J. M., & Hawver, T. (2008). Leading with emotional labor. *Journal of Managerial Psychology*, 23(2), 151-168.
- Brunetto, Y., Teo, S. T., Shacklock, K., & Farr-Wharton, R. (2012). Emotional intelligence, job satisfaction, well-being and engagement: Explaining organisational commitment and turnover intentions in policing. *Human Resource Management Journal*, 22(4), 428-441.
- Buil, I., Martínez, E., & Matute, J. (2019). Transformational leadership and employee performance: The role of identification, engagement and proactive personality. *International Journal of Hospitality Management*, 77, 64-75.
- Burns, J. M. (1977). Wellsprings of political leadership. *American Political Science Review*, 71(1), 266-275.
- Bursali, Y. M., Bağcı, Z., & Kök, S. B. (2014). The relationship between emotional labor and task/contextual/innovative job performance: A study with private banking employees in Denizli. *European Journal of Research on Education*, 2(2), 221-228.
- Butar, I. D. B., Sendjaya, S., & Pekerti, A. A. (2019). Transformational leadership and follower citizenship behavior: The role of paternalism and institutional collectivism. In *Leading for High Performance in Asia* (pp. 19-40): Springer.

- Butt, S. S., Nisar, Q. A., Nadeem, S., & Baig, F. (2017). Longitudinal study to examine the influence of emotional intelligence on organizational citizenship behavior: Mediating role of political skills. *Walia Journal*, 33(1), 54-63.
- Byrne, B. M. (2016). *Structural equation modeling with AMOS: Basic concepts, applications, and programming*: Routledge.
- Cagliyan, V., Findik, M., & Doganalp, B. (2013). A consideration on emotional labour, burnout syndrome and job performance: The case of health institutions. *Mediterranean Journal of Social Sciences*, 4(10), 532-540.
- Campbell, J. P. (1990). *The role of theory in industrial and organizational psychology. handbook of industrial and organizational psychology* (pp.39-73). Palo Alto, CA, US: Consulting Psychologists Press.
- Campbell, J. P., McCloy, R. A., Oppler, S. H., & Sager, C. E. (1993). *A theory of performance. Personnel selection in organizations*, San Francisco: Jossey-Bass.
- Caniels, M. C., Semeijn, J. H., & Renders, I. H. (2018). Mind the mindset! The interaction of proactive personality, transformational leadership and growth mindset for engagement at work. *Career Development International*, 23(1), 48-66.
- Carson, J. B., Tesluk, P. E., & Marrone, J. A. (2007). Shared leadership in teams: An investigation of antecedent conditions and performance. *Academy of Management Journal*, 50(5), 1217-1234.
- Cavazotte, F., Moreno, V., & Hickmann, M. (2012). Effects of leader intelligence, personality and emotional intelligence on transformational leadership and managerial performance. *The Leadership Quarterly*, 23(3), 443-455.

- Caza, A., Zhang, G., Wang, L., & Bai, Y. (2015). How do you really feel? Effect of leaders' perceived emotional sincerity on followers' trust. *The Leadership Quarterly*, 26(4), 518-531.
- Chai, D. S., Jeong, S., Kim, J., Kim, S., & Hamlin, R. G. (2016). Perceived managerial and leadership effectiveness in a Korean context: An indigenous qualitative study. *Asia Pacific Journal of Management*, 33(3), 789-820.
- Chambel, M. J., & Castanheira, F. (2006). Different temporary work status, different behaviors in organization. *Journal of Business and Psychology*, 20(3), 351-367.
- Chan, S. W., Omar, S. S., Ramlan, R., Ahmad, M. F., Zaman, I., & Idrus, N. (2018). Emotional intelligence and transformational leadership among managers in manufacturing companies. *International Journal of Engineering & Technology*, 7(3), 1-4.
- Chandrashekar, S. (2009). Employee engagement as function of HRD in NGOs: A study of NGO's employees in South India. *SuGyaan*, 1(1), 18-37.
- Chen, Z., Sun, H., Lam, W., Hu, Q., Huo, Y., & Zhong, J. A. (2012). Chinese hotel employees in the smiling masks: Role of job satisfaction, burnout, and supervisory support in relationships between emotional labor and performance. *The International Journal of Human Resource Management*, 23(4), 826-845.
- Cherulnik, P. D., Donley, K. A., Wiewel, T. S. R., & Miller, S. R. (2001). Charisma is contagious: The effect of leaders' charisma on observers' affect. *Journal of Applied Social Psychology*, 31(10), 2149-2159.

- Chiang, J. T.-J., Liu, H., Zhang, Y., Akutsu, S., & Katsumura, F. (2017). *The dual inferences for authoritarian leaders' negative emotional labor on follower OCB and CWB*. Paper presented at the Academy of Management Proceedings.
- Chin, J. M.-C., & Chien, W. C. (2017). Examining the relationships among teacher's psychological contract, emotional labor, and organization citizenship behavior of junior high schools. *Journal of Education & Psychology, 40*(1), 1-30.
- Chin, W. W. (1998a). Issues and opinion on structural equation modeling. *MIS Quarterly, 22*, 7-16.
- Chin, W. W. (1998b). The partial least squares approach to structural equation modeling. *Modern Methods for Business Research*, (pp.295-336). Mahwah, NJ, US: Lawrence Erlbaum Associates Publishers.
- Chin, W. W. (2010). How to write up and report PLS analyses. In *Handbook of partial least squares* (pp. 655-690): Springer.
- Chin, W. W., & Dibbern, J. (2006). *A permutation based procedure for multi-group PLS analysis: results of tests of differences on simulated data and cross-cultural analysis of the sourcing of information system services between Germany and the USA*. Paper presented at International Conference.
- Chin, W. W., Marcolin, B. L., & Newsted, P. R. (2003). A partial least squares latent variable modeling approach for measuring interaction effects: Results from a Monte Carlo simulation study and an electronic-mail emotion/adoption study. *Information Systems Research, 14*(2), 189-217.
- Chitradub, S., & Kao-ian. (2013). *Final report: A capacity development system for advisor of children and youth council in Thailand project*.
- Choi, Y.-G., & Kim, K.-S. (2015). A literature review of emotional labor and non-task behavior. *Universal Journal of Management, 3*(4), 143-147.

- Choudhary, N., Naqshbandi, M. M., Philip, P., & Kumar, R. (2017). Employee job performance: The interplay of leaders' emotion management ability and employee perception of job characteristics. *Journal of Management Development, 36*(8), 1087-1098.
- Churchill, G. A. (1999). *Marketing Research: Methodological Foundations*: Dryden Press.
- Clark, L. A., & Watson, D. (1995). Constructing validity: Basic issues in objective scale development. *Psychological Assessment, 7*(3), 309-319.
- Cohen, J. (1988). *Statistical power analysis for the behavioral sciences*. (2nd ed.). Hillsdale, New Jersey: Lawrence Erlbaum Associates, Publishers.
- Cohen, J. (1992). A power primer. *Psychological Bulletin, 112*(1), 155-159.
- Cohen, J. (2013). *Statistical power analysis for the behavioral sciences*: Routledge.
- Colbert, A. E., Kristof-Brown, A. L., Bradley, B. H., & Barrick, M. R. (2008). CEO transformational leadership: The role of goal importance congruence in top management teams. *Academy of Management Journal, 51*(1), 81-96.
- Colquitt, J. A., Scott, B. A., & LePine, J. A. (2007). Trust, trustworthiness, and trust propensity: a meta-analytic test of their unique relationships with risk taking and job performance. *Journal of Applied Psychology, 92*(4), 909-927.
- Conger, J. A., & Kanungo, R. N. (1987). Toward a behavioral theory of charismatic leadership in organizational settings. *Academy of Management Review, 12*(4), 637-647.
- Cote, S. (2005). A social interaction model of the effects of emotion regulation on work strain. *Academy of Management Review, 30*(3), 509-530.
- Cote, S., Hideg, I., & van Kleef, G. A. (2013). The consequences of faking anger in negotiations. *Journal of Experimental Social Psychology, 49*(3), 453-463.

- Cote, S., & Miners, C. T. (2006). Emotional intelligence, cognitive intelligence, and job performance. *Administrative Science Quarterly*, 51(1), 1-28.
- Coyle-Shapiro, J. A., & Morrow, P. C. (2006). Organizational and client commitment among contracted employees. *Journal of Vocational Behavior*, 68(3), 416-431.
- Coyle-Shapiro, J. A. M., Kessler, I., & Purcell, J. (2004). Exploring organizationally directed citizenship behaviour: Reciprocity or 'It's my job'? *Journal of Management Studies*, 41(1), 85-106.
- Craig, S. B., & Gustafson, S. B. (1998). Perceived leader integrity scale: An instrument for assessing employee perceptions of leader integrity. *The Leadership Quarterly*, 9(2), 127-145.
- Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, 16(3), 297-334.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900.
- Crossman, B., & Crossman, J. J. L. (2011). Conceptualising followership—a review of the literature. 7(4), 481-497.
- Dabke, D. (2016). Impact of leader's emotional intelligence and transformational behavior on perceived leadership effectiveness: A multiple source view. *Business Perspectives and Research*, 4(1), 27-40.
- Dasborough, M. T. (2006). Cognitive asymmetry in employee emotional reactions to leadership behaviors. *The Leadership Quarterly*, 17(2), 163-178.
- De Jong, M. G., Steenkamp, J. B. E., & Fox, J. P. (2007). Relaxing measurement invariance in cross-national consumer research using a hierarchical IRT model. *Journal of Consumer Research*, 34(2), 260-278.

- Delhey, J., Boehnke, K., Dragolov, G., Ignácz, Z. S., Larsen, M., Lorenz, J., & Koch, M. (2018). Social cohesion and its correlates: A comparison of Western and Asian societies. *Comparative Sociology, 17*(3), 426-455.
- Devi, S. (2016). Impact of spirituality and emotional intelligence on employee engagement. *International Journal of Applied Research, 2*(4), 321-325.
- Devonish, D., & Devonish, D. (2016). Emotional intelligence and job performance: The role of psychological well-being. *International Journal of Workplace Health Management, 9*(4), 428-442.
- Dhani, P., & Sharma, T. (2017). Effect of emotional intelligence on job performance of IT employees: A gender study. *Procedia Computer Science, 122*, 180-185.
- Diefendorff, J. M., Croyle, M. H., & Gosserand, R. H. (2005). The dimensionality and antecedents of emotional labor strategies. *Journal of Vocational Behavior, 66*(2), 339-357.
- Dirks, K. T., & Ferrin, D. L. (2002). Trust in leadership: Meta-analytic findings and implications for research and practice. *Journal of Applied Psychology, 87*(4), 611-628.
- Doug, C. (2013). *Employee Engagement in the 3rd Sector – a Time Bomb Waiting to Explode?*
- Dumdum, U. R., Lowe, K. B., & Avolio, B. J. (2013). A meta-analysis of transformational and transactional leadership correlates of effectiveness and satisfaction: An update and extension. In *Transformational and Charismatic Leadership: The Road Ahead 10th Anniversary Edition* (pp. 39-70): Emerald Group Publishing Limited.

- Dvir, T., & Shamir, B. (2003). Follower developmental characteristics as predicting transformational leadership: A longitudinal field study. *The Leadership Quarterly*, 14(3), 327-344.
- Eberly, M. B., & Fong, C. T. (2010). *Follower reactions to leader affect: How emotion valence and sincerity shape leader effectiveness*. Foster School of Business, University of Washington.
- Eberly, M. B., & Fong, C. T. (2013). Leading via the heart and mind: The role of leader and follower emotions, attributions and interdependence. *The Leadership Quarterly*, 24(5), 696-711.
- Edelman, P., & van Knippenberg, D. (2018). Emotional intelligence, management of subordinate's emotions, and leadership effectiveness. *Leadership & Organization Development Journal*, 39(5), 592-607.
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied psychology*, 75(1), 51.
- Elfenbein, H. A. (2007). 7 Emotion in organizations: a review and theoretical integration. *The Academy of Management Annals*, 1(1), 315-386.
- Erez, A., & Isen, A. M. (2002). The influence of positive affect on the components of expectancy motivation. *Journal of Applied Psychology*, 87(6), 1055-1067.
- Farahnak, L. R., Ehrhart, M. G., Torres, E. M., & Aarons, G. A. (2019). The influence of transformational leadership and leader attitudes on subordinate attitudes and implementation success. *Journal of Leadership & Organizational Studies*, 26(3), 1-14.
- Favara, L. F. (2009). *Examining followership styles and their relationship with job satisfaction and performance*. Northcentral University,

- Fernandes, V. (2012). (Re)discovering the PLS approach in management science. *Management, 15*(1), 101-123.
- Florescu, M. S., & Nastase, M. (2014). The effects of transformational leadership and emotional intelligence of managers on organizational citizenship behaviors of employees. *Revista de Management Comparat International, 15*(4), 385-401.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research, 18*(1), 39-50.
- Frieder, R. E., Wang, G., & Oh, I.-S. (2018). Linking job-relevant personality traits, transformational leadership, and job performance via perceived meaningfulness at work: A moderated mediation model. *Journal of Applied Psychology, 103*(3), 324-333.
- Gallup Survey (2018). *Annual Report on NGOs Performance in Pakistan*. Gallup Pakistan.
- Gangai, K. N., & Agrawal, R. (2018). Relationship among emotional intelligence, employee engagement and workplace stress in hospitality industry: An empirical study. *BULMIM Journal of Management and Research, 3*(1), 1-10.
- Gardner, W. L., & Avolio, B. J. (1998). The charismatic relationship: A dramaturgical perspective. *Academy of Management Review, 23*(1), 32-58.
- Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R., & Walumbwa, F. (2005). "Can you see the real me?" A self-based model of authentic leader and follower development. *The Leadership Quarterly, 16*(3), 343-372.
- Gardner, W. L., Fischer, D., & Hunt, J. G. J. (2009). Emotional labor and leadership: A threat to authenticity? *The Leadership Quarterly, 20*(3), 466-482.

- Geisser, S. (1974). A predictive approach to the random effect model. *Biometrika*, 61(1), 101-107.
- George, J. M. (2000). Emotions and leadership: The role of emotional intelligence. *Human Relations*, 53(8), 1027-1055.
- Ghalandari, K., Jogh, M. G. G., Imani, M., & Nia, L. B. (2012). The effect of emotional labor strategies on employees job performance and organizational commitment in hospital sector: moderating role of emotional intelligence in Iran. *World Applied Sciences Journal*, 17(3), 319-326.
- Glaso, L., & Einarsen, S. (2008). Emotion regulation in leader–follower relationships. *European Journal of Work and Organizational Psychology*, 17(4), 482-500.
- Glaso, L., Ekerholt, K., Barman, S., & Einarsen, S. (2006). The instrumentality of emotion in leader-subordinate relationships. *International Journal of Work Organisation and Emotion*, 1(3), 255-276.
- Gold, A. H., Malhotra, A., & Segars, A. H. (2001). Knowledge management: An organizational capabilities perspective. *Journal of Management Information Systems*, 18(1), 185-214.
- Gondal, I. A. (2012). Role of NGO's in Pakistan: An overview. *Al Adwa*, 38, 27.
- Gooty, J., Connelly, S., Griffith, J., & Gupta, A. (2010). Leadership, affect and emotions: A state of the science review. *The Leadership Quarterly*, 21(6), 979-1004.
- Gorman, C. A., & Messal, C. A. (2017). *Inspiring the helpful self: How transformational leadership motivates organizational citizenship behavior*. paper presented at the interdisciplinary perspectives on leadership symposium, Mykonos, Greece.

- G0tz, O., Liehr-Gobbers, K., & Krafft, M. (2010). Evaluation of structural equation models using the partial least squares (PLS) approach. In *handbook of partial least squares* (pp. 691-711): Springer.
- Grandey, A. A. (2000). Emotional regulation in the workplace: A new way to conceptualize emotional labor. *Journal of Occupational Health Psychology*, 5(1), 95-110.
- Grandey, A. A. (2003). When “the show must go on”: Surface acting and deep acting as determinants of emotional exhaustion and peer-rated service delivery. *Academy of Management Journal*, 46(1), 86-96.
- Grandey, A. A., Fisk, G. M., Mattila, A. S., Jansen, K. J., & Sideman, L. A. (2005). Is “service with a smile” enough? Authenticity of positive displays during service encounters. *Organizational Behavior and Human Decision Processes*, 96(1), 38-55.
- Grandey, A. A., & Sayre, G. M. (2019). Emotional labor: Regulating emotions for a wage. *Current Directions in Psychological Science*, 28(2), 131-137.
- Greenslade, J. H., & Jimmieson, N. L. (2007). Distinguishing between task and contextual performance for nurses: Development of a job performance scale. *Journal of Advanced Nursing*, 58(6), 602-611.
- Gross, J. J. (1998). Antecedent-and response-focused emotion regulation: Divergent consequences for experience, expression, and physiology. *Journal of Personality and Social Psychology*, 74(1), 224-237.
- Groth, M., Hennig-Thurau, T., & Walsh, G. (2009). Customer reactions to emotional labor: The role of employee acting strategies and customer detection accuracy. *Academy of Management Journal*, 52(5), 958-974.

- Guzzo, R. A., & Noonan, K. A. (1994). Human resource practices as communications and the psychological contract. *Human Resource Management, 33*(3), 447-462.
- Haider, S., Jabeen, S., & Ahmad, J. (2018). Moderated mediation between work life balance and employee job performance: The role of psychological wellbeing and satisfaction with coworkers. *Journal of Work and Organizational Psychology, 34*(1), 29-37.
- Hair, J., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. (2010). *Multivariate data analysis* (7th ed. Vol. 7). Upper Saddle River, New Jersey: Prentice Hall.
- Hair, J., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2016). *A primer on partial least squares structural equation modeling (PLS-SEM)*: Sage Publications.
- Hair, J., Hult, G. T. M., Ringle, C., & Sarstedt, M. (2017). *A primer on partial least squares structural equation modeling (PLS-SEM)* (2nd ed.): Sage Publications.
- Hair, J., Money, A., Samouel, P., & Page, M. (2007). *Research methods for business*, UK edition. In: John Wiley and Sons Ltd, West Sussex England.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing theory and Practice, 19*(2), 139-152.
- Hair, J. F., Sarstedt, M., Ringle, C. M., & Gudergan, S. P. (2018). *Advanced issues in partial least squares structural equation modeling*: SAGE Publications.
- Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research. *Journal of the Academy of Marketing Science, 40*(3), 414-433.

- Hair, J. F. J., Black, W. C., Babin, B. J., Anderson, R. E., & Tatham, R. L. (2006). *Multivariate Data Analysis* (6th ed.): Upper Saddle River, NJ, Pearson.
- Hair, J. F. J., Sarstedt, M., Hopkins, L., & Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM). An emerging tool in business research. *European Business Review*, 26(2), 106-121.
- Halle, Y. (2016). *Influence of leader and follower behavior on employee voice, team task responsibility, and team effectiveness*. (Masters), University of Twente.
- Harms, P. D., & Credé, M. (2010). Emotional intelligence and transformational and transactional leadership: A meta-analysis. *Journal of Leadership & Organizational Studies*, 17(1), 5-17.
- Harrison, D. A., Newman, D. A., & Roth, P. L. (2006). How important are job attitudes? Meta-analytic comparisons of integrative behavioral outcomes and time sequences. *Academy of Management Journal*, 49(2), 305-325.
- Harter, S. (2002). *Authenticity Handbook of Positive Psychology* (pp.382-394). New York, US: Oxford University Press.
- Hassan, M. M., Bashir, S., & Abbas, S. M. (2017). The impact of project managers' personality on project success in NGOs: The mediating role of transformational leadership. *Project Management Journal*, 48(2), 74-87.
- Hatfield, E., Cacioppo, J. T., & Rapson, R. L. (1994). *Emotional contagion*: Cambridge university press.
- Hatfield, R., Cacioppo, J., & Rapson, R. (1992). *Emotion and social behavior*. Sage, Newbury Park, CA.
- Haver, A., Akerjordet, K., & Furunes, T. (2013). Emotion regulation and its implications for leadership: An integrative review and future research agenda. *Journal of Leadership & Organizational Studies*, 20(3), 287-303.

- Hayes, A. F. (2009). Beyond Baron and Kenny: Statistical mediation analysis in the new millennium. *Communication Monographs*, 76(4), 408-420.
- Hayyat, U., Nisar, Q. A., Imran, M., & Ikram, M. (2017). Consequences of emotional labor in health sector of Pakistan. *International Journal for Research in Business, Management and Accounting*, 3(6), 64-79.
- Henderson, A. (2001). Emotional labor and nursing: an under-appreciated aspect of caring work. *Nursing Inquiry*, 8(2), 130-138.
- Henseler, J. (2012). Why generalized structured component analysis is not universally preferable to structural equation modeling. *Journal of the Academy of Marketing Science*, 40(3), 402-413.
- Henseler, J., Dijkstra, T. K., Sarstedt, M., Ringle, C. M., Diamantopoulos, A., Straub, D. W., Calantone, R. J. (2014). Common beliefs and reality about PLS: Comments on Ronkko and Evermann (2013). *Organizational Research Methods*, 17(2), 182-209.
- Henseler, J., & Fassott, G. (2010). Testing moderating effects in PLS path models: An illustration of available procedures. In *Handbook of partial least squares* (pp. 713-735): Springer.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2016). Testing measurement invariance of composites using partial least squares. *International Marketing Review*, 33(3), 405-431.

- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. In *New challenges to international marketing* (pp. 277-319): Emerald Group Publishing Limited.
- Hermann, M. G., & Burns, J. M. (1979). Burns on Political Leadership. JSTOR.
- Hochschild, A. R. (1983). *The managed heart*. Berkeley, CA: University of California Press.
- Holland, P., Sheehan, C., Donohue, R., & Pyman, A. (2007). *Contemporary issues and challenges in human resource management*. (Ph.D.), Tilde University Press, Melbourne Australia.
- Holman, D., Martinez-Iñigo, D., & Totterdell, P. (2008). Emotional labor, well-Being, and performance. *The Oxford Handbook of Organizational Well-being* (pp.331-335): Oxford University Press.
- Homans, G. C., & Merton, R. K. (1961). *Social Behavior: Its Elementary Forms: Under the General Editorship of Robert K. Merton*: Harcourt, Brace & World.
- Hsieh, C.-W., Hsieh, J.-Y., & Huang, I. Y.-F. (2016). Self-efficacy as a mediator and moderator between emotional labor and job satisfaction: A case study of public service employees in Taiwan. *Public Performance & Management Review*, 40(1), 71-96.
- Hulsheger, U. R., Lang, J. W., & Maier, G. W. (2010). Emotional labor, strain, and performance: Testing reciprocal relationships in a longitudinal panel study. *Journal of Occupational Health Psychology*, 15(4), 505-521.
- Humphrey, R. H. (2002). The many faces of emotional leadership. *The Leadership Quarterly*, 13(5), 493-504.

- Humphrey, R. H. (2008). The right way to lead with emotional labor. *Affect and Emotion: New Directions In Management Theory And Research* (pp.1-17). North Carolina: Information Age Publishing.
- Humphrey, R. H. (2012). How do leaders use emotional labor? *Journal of Organizational Behavior*, 33(5), 740-744.
- Humphrey, R. H., Ashforth, B. E., & Diefendorff, J. M. (2015). The bright side of emotional labor. *Journal of Organizational Behavior*, 36(6), 749-769.
- Humphrey, R. H., Burch, G. F., & Adams, L. L. (2016). The benefits of merging leadership research and emotions research. *Frontiers in Psychology*, 7, 1-12.
- Hur, W.-M., Rhee, S.-Y., & Ahn, K.-H. (2015). Positive psychological capital and emotional labor in Korea: The job demands-resources approach. *The International Journal of Human Resource Management*, 27(5), 477-500.
- Hur, Y., van den Berg, P. T., & Wilderom, C. P. (2011). Transformational leadership as a mediator between emotional intelligence and team outcomes. *The Leadership Quarterly*, 22(4), 591-603.
- Hussein, L. A., & Baharudin, A. S. (2017). Factors affecting small and medium enterprises (SMEs) continuance intention to adopt e-commerce in Jordan. *International Journal of Advanced and Applied Sciences*, 4(4), 110-117.
- Iacobucci, D., & Churchill, G. A. (2004). *Marketing research: Methodological foundations* (9 ed.). South-Western: Thomson Digital.
- Inceoglu, I., & Warr, P. (2011). Personality and job engagement. *Journal of Personnel Psychology*, 10(4), 177-181.
- Iqbal, J. (2010). Role of non-governmental organizations for the development of basic education in Punjab, Pakistan. *Educational Research Reviews*, 5(8), 423-426.

- Irshad, R., & Hashmi, M. S. (2014). How transformational leadership is related to organizational citizenship behavior? The mediating role of emotional intelligence. *Pakistan Journal of Commerce & Social Sciences*, 8(2), 413-425.
- Janadari, M., Sri Ramalu, S., & Wei, C. (2016). *Evaluation of measurement and structural model of the reflective model constructs in PLS-SEM*. Paper presented at the 6th International Symposium, South Eastern University of Sri Lanka.
- Jawahar, I., & Carr, D. (2007). Conscientiousness and contextual performance: The compensatory effects of perceived organizational support and leader-member exchange. *Journal of Managerial Psychology*, 22(4), 330-349.
- Jeon, A. (2016). The effect of pre-flight attendants' emotional intelligence, emotional labor, and emotional exhaustion on commitment to customer service. *Service Business*, 10(2), 345-367.
- Johnson, S., Robertson, I., & Cooper, C. L. (2018). Well-being and employee engagement *Well-Being* (pp. 31-42): Springer.
- Johnson, S. K. (2008). I second that emotion: Effects of emotional contagion and affect at work on leader and follower outcomes. *The Leadership Quarterly*, 19(1), 1-19.
- Jordan, P. J., Ashkanasy, N. M., & Hartel, C. E. (2002). Emotional intelligence as a moderator of emotional and behavioral reactions to job insecurity. *Academy of Management Review*, 27(3), 361-372.
- Judge, T. A., & Piccolo, R. F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89(5), 755-768.

- Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724.
- Kammeyer-Mueller, J. D., Rubenstein, A. L., Long, D. M., Odio, M. A., Buckman, B. R., Zhang, Y., & Halvorsen-Ganepola, M. D. (2013). A meta-analytic structural model of dispositional affectivity and emotional labor. *Personnel Psychology*, 66(1), 47-90.
- Kark, R., & Medler-Liraz, H. (2007). Leading with a smile: The influence of managers' leadership behavior on the emotional experience of employees and customers. *Research on emotion in organizations: Functionality, intentionality, and morality* (pp. 177-198): Emerald Group Publishing Limited.
- Kernis, M. H. (2003). Toward a conceptualization of optimal self-esteem. *Psychological Inquiry*, 14(1), 1-26.
- Kernis, M. H., & Goldman, B. M. (2006). A multicomponent conceptualization of authenticity: Theory and research. *Advances in Experimental Social Psychology*, 38, 283-357.
- Khalili, A. (2017). Transformational leadership and organizational citizenship behavior: The moderating role of emotional intelligence. *Leadership & Organization Development Journal*, 38(7), 1004-1015.
- Kiffin-Petersen, S. A., Jordan, C. L., & Soutar, G. N. (2011). The big five, emotional exhaustion and citizenship behaviors in service settings: The mediating role of emotional labor. *Personality and Individual Differences*, 50(1), 43-48.
- Kim, Y. (2016). *Emotional labour and burnout among public middle school teachers in South Korea*. (Masters), University of Jyväskylä.
- Kline, R. (2011). *Principles and Practice of Structural Equation Modeling* (4 ed.). New York: Guilford Press.

- Koppula, R. (2008). *Examining the relationship between transformational leadership and engagement*. (Masters), San Jose State University.
- Korkmaz, T., & Arpacı, E. (2009). Relationship of organizational citizenship behavior with emotional intelligence. *Procedia-Social and Behavioral Sciences*, 1(1), 2432-2435.
- Koronios, K., Kriemadis, A., Dimitropoulos, P., Douvis, I., Papadopoulos, A., & Manousaridou, G. (2019). Emotional intelligence of employees in the hospitality sector: Exploring its effects on job satisfaction and performance. In *Smart Tourism as a Driver for Culture and Sustainability* (pp. 515-525): Springer.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*, 30(3), 607-610.
- Kumar, N., & Che Rose, R. (2010). Examining the link between Islamic work ethic and innovation capability. *Journal of Management Development*, 29(1), 79-93.
- Kusmanto, F. X. P. (2013). *An insight into NGO challenges and the need for organisational capacity building for Malaysian NGOs*. Paper presented at the International Conference on Business, Economics, and Social Sciences Proceeding, Bangkok.
- Lam, L., Xu, A. J., & Loi, R. (2018). Is emotional engagement possible in emotionally demanding jobs? *Journal of Personnel Psychology*, 17(1), 42-52.
- Lam, W., Huo, Y., & Chen, Z. (2018). Who is fit to serve? Person–job/organization fit, emotional labor, and customer service performance. *Human Resource Management*, 57(2), 483-497.

- Lapointe, E., Morin, A. J., Courcy, F., Boilard, A., & Payette, D. (2012). Workplace affective commitment, emotional labor and burnout: A multiple mediator model. *International Journal of Business and Management*, 7(1), 3-21.
- Lazarus, R. S. (1991). Cognition and motivation in emotion. *American Psychologist*, 46(4), 352-367.
- Lee, H. (2010). *The relationship between emotional intelligence and emotional labor and its effect on job burnout in Korean organizations*. (Ph.D.), University of Minnesota.
- Leedy, P. D., & Ormrod, J. E. (2005). *Practical research: Planning and Design* (8 ed.). Rentice Hall, Upper Saddle River, NJ.
- Lehmann, D., & Bebbington, A. (2018). NGOs, the state, and the development process: The dilemmas of institutionalization. In *The changing role of the state in Latin America* (pp. 251-270): Routledge.
- Li, H., Sajjad, N., Wang, Q., Muhammad Ali, A., Khaqan, Z., & Amina, S. (2019). Influence of transformational leadership on employees' innovative work behavior in sustainable organizations: Test of mediation and moderation processes. *Sustainability*, 11(6), 1594.
- Little, L. M., Gooty, J., & Williams, M. (2015). The role of leader emotion management in leader–member exchange and follower outcomes. *The Leadership Quarterly*, 27(1), 85-97.
- Little, L. M., Gooty, J., & Williams, M. (2016). The role of leader emotion management in leader–member exchange and follower outcomes. *The Leadership Quarterly*, 27(1), 85-97.
- Little, R. J., & Rubin, D. B. (2014). *Statistical analysis with missing data* (2 ed.): John Wiley & Sons.

- Liu, J., & Cho, S. (2018). Interaction effect of display rules and emotional intelligence on hotel managers' and non-managers' work engagement. *International Journal of Contemporary Hospitality Management*, 30(3), 1903-1919.
- Liu, X.-Y., Chi, N.-W., & Gremler, D. D. (2019). Emotion cycles in services: Emotional contagion and emotional labor effects. *Journal of Service Research*, 22(2), 1-16.
- Lu, C.-J., Shih, Y.-Y., & Chen, Y.-L. (2013). Effects of emotional labor and job satisfaction on organizational citizenship behaviors: A case study on business hotel chains. *International Journal of Organizational Innovation*, 77, 31-39.
- Luo, A., Guchait, P., Lee, L., & Madera, J. M. (2019). Transformational leadership and service recovery performance: The mediating effect of emotional labor and the influence of culture. *International Journal of Hospitality Management*, 77, 31-39.
- Luthans, F. (2002). The need for and meaning of positive organizational behavior. *Journal of Organizational Behavior*, 23(6), 695-706.
- Maneotis, S. M., Grandey, A. A., & Krauss, A. D. (2014). Understanding the "why" as well as the "how": Service performance is a function of prosocial motives and emotional labor. *Human Performance*, 27(1), 80-97.
- Mauno, S., Ruokolainen, M., Kinnunen, U., & De Bloom, J. (2016). Emotional labour and work engagement among nurses: Examining perceived compassion, leadership and work ethic as stress buffers. *Journal of Advanced Nursing*, 72(5), 1169-1181.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit

- at work. *Journal of Occupational and Organizational Psychology*, 77(1), 11-37.
- Mayer, J. D. (1997). *What is emotional intelligence? En P. Salovey y D. Sluyter (Eds.). Emotional development and emotional intelligence: Implications for educators (pp. 3-31):* New York: Basic Books.
- Mayer, J. D., & Salovey, P. (1997). *Emotional development and emotional intelligence: Educational implications:* New York, NY, US: Basic Books.
- Mayer, J. D., Salovey, P., Caruso, D. R., & Sitarenios, G. (2001). Emotional intelligence as a standard intelligence. *Emotions*, 1(3), 232-242.
- McCauley, K. D., & Gardner, W. L. (2016). Emotional labor among West Texas Baptist Pastors: Potential threats to leader authenticity and lessons learned. *Leadership Lessons from Compelling Contexts (Monographs in Leadership and Management, Volume 8)* Emerald Group Publishing Limited.
- McMullen, K., & Schellenberg, G. (2003). Job Quality in Non-Profit Organizations. CPRN Research Series on Human Resources in the Non-Profit Sector.
- Memon, M. A., Cheahb, J.-H., Ramayah, Tingd, H., Chuahe, F., & Chamf, T. H. (2019). Moderation analysis: Issues and guidelines. *Journal of Applied Structural Equation Modeling*, 3(1), 1-11.
- Mete, M., Davies, G., & Whelan, S. (2018). Employer brand image and employee engagement: An exploratory study in Britain. *World Academy of Science, Engineering and Technology, International Journal of Economics and Management Engineering*, 5(1), 64-80.
- Miao, C., Humphrey, R. H., & Qian, S. (2016). Leader emotional intelligence and subordinate job satisfaction: a meta-analysis of main, mediator, and moderator effects. *Personality and Individual Differences*, 102, 13-24.

- Miao, C., Humphrey, R. H., & Qian, S. (2018). A cross-cultural meta-analysis of how leader emotional intelligence influences subordinate task performance and organizational citizenship behavior. *Journal of World Business, 53*(4), 463-474.
- Millsap, R. E. (2012). *Statistical approaches to measurement invariance*: Routledge.
- Ministry of Finance Malaysia. (2015). *Development in the Malaysian Economy, Quarterly Bulletin*.
- Ministry of Finance Malaysia. (2016). *Development in the Malaysian Economy, Quarterly Bulletin*.
- Mitchell, G. E. (2015). The attributes of effective NGOs and the leadership values associated with a reputation for organizational effectiveness. *Nonprofit Management and Leadership, 26*(1), 39-57.
- Mittal, V., Han, K., & Westbrook, R. A. (2018). Customer engagement and employee engagement: A research review and agenda. In *Customer Engagement Marketing* (pp. 173-201): Springer.
- Moghadasli, M., Hamidi, Z. A., & Chavoshi, S. M. H. (2011). Emotional intelligence factors role in forecasting personnel-organizational citizenship behavior. *Police Human Development, 8*(34), 89-120.
- Mone, E. M., & London, M. (2018). *Employee engagement through effective performance management: A practical guide for managers*: Routledge.
- Moon, T. W., Hur, W.-M., & Choi, Y. J. (2019). How leaders' perceived emotional labor leads to followers' job performance: A serial mediation model. *Journal of Service Theory and Practice, 29*(1), 22-44.
- Moorman, R. H., Blakely, G. L., & Darnold, T. C. (2018). Understanding how perceived leader integrity affects follower trust: Lessons from the use of

- multidimensional measures of integrity and trust. *Journal of Leadership & Organizational Studies*, 25(3), 277-289.
- Moreo, A., Woods, R., Sammons, G., & Bergman, C. (2019). Connection or competence: Emotional labor and service quality's impact on satisfaction and loyalty. *International Journal of Contemporary Hospitality Management*, 31(1), 330-348.
- Morgan, C. (2017). *Trust in Direct Leader and Employee Outcomes: The Moderating Effects of Leaders' Perceived Emotional Sincerity*. (Master of Science), University of Tennessee,
- Morris, J. A., & Feldman, D. C. (1996). The dimensions, antecedents, and consequences of emotional labor. *Academy of Management Review*, 21(4), 986-1010.
- Mosby. (Ed.) (2012) (9th ed.). Elsevier
- Motowidlo, S. J., & Schmit, M. J. (1999). Performance assessment in unique jobs. *The changing Nature of Performance* (pp.56-86). San Francisco: Jossey-Bass.
- Mroz, J., & Kaleta, K. (2016). Relationships between personality, emotional labor, work engagement and job satisfaction in service professions. *International Journal of Occupational Medicine and Environmental Health*, 29(5), 767-782.
- Mubarak, F., Mumtaz, S. J. C. B., & Management. (2018). The impact of workplace bullying on project success as mediated through individual organizational citizenship behavior: A study in Pakistan. *Cogent Business & Management*, 5(1), 1-18.
- Mufti, M., Xiaobao, P., Shah, S. J., Sarwar, A., & Zhenqing, Y. (2019). Influence of leadership style on job satisfaction of NGO employee: The mediating role of psychological empowerment. *Journal of Public Affairs*, 8(1), 213-232.

- Munro, B. H. (2005). *Statistical methods for health care research* (Vol. 1): Lippincott Williams & Wilkins.
- Mwai, G. M., Namada, J. M., & Katuse, P. (2018). Influence of organizational resources on organizational effectiveness. *American Journal of Industrial and Business Management*, 8(06), 1634-1656.
- Neider, L. L., & Schriesheim, C. A. (2011). The authentic leadership inventory (ALI): Development and empirical tests. *The Leadership Quarterly*, 22(6), 1146-1164.
- Neumann, R., & Strack, F. (2000). "Mood contagion": The automatic transfer of mood between persons. *Journal of Personality and Social Psychology*, 79(2), 211-223.
- Newcombe, M. J., & Ashkanasy, N. M. (2002). The role of affect and affective congruence in perceptions of leaders: An experimental study. *The Leadership Quarterly*, 13(5), 601-614.
- Noor, N. H. M. (2015). Enforcing downward accountability for nonprofit effectiveness: A case study of Malaysian NGO. *International Journal of Innovation, Management and Technology*, 6(2), 93-99.
- O'Sullivan, D., & Abela, A. V. (2007). Marketing performance measurement ability and firm performance. *Journal of Marketing*, 71(2), 79-93.
- Omar, M. F. H. M. (2018). *leadership characters in malaysian religious-ngos: An introductory overview*. Paper presented at the International Conference on Da'wah and Islamic Management.
- Omar, M. F. H. M., & Ismail, S. H. S. (2019). Development of NGO governance In Malaysia: Lessons from Indonesia and Jordan. *al-Qanatir: International Journal of Islamic Studies*, 13(2), 70-80.

- Onay, M. (2011). The effect of emotional intelligence and emotional labor on task performance and contextual performance. *Ege Academic Review, 11*(4), 587-600.
- Ong, A. D., Edwards, L. M., & Bergeman, C. S. (2006). Hope as a source of resilience in later adulthood. *Personality and Individual Differences, 41*(7), 1263-1273.
- Onur, U., & Yurur, S. (2011). Relationship between emotional labor, emotional exhaustion and task / contextual performance: A research with service workers in Yalova. *Erciyes University Faculty of Economics and Administrative Sciences Journal, 37*, 183-207.
- Organ, D. W. (1988). *Organizational citizenship behavior: The good soldier syndrome*: Lexington Books/DC Heath and Com.
- Organ, D. W. (1997). Organizational citizenship behavior: It's construct clean-up time. *Human Performance, 10*(2), 85-97.
- Organ, D. W., & Ryan, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology, 48*(4), 775-802.
- Osman, I., CF, T. H., & Galang, M. C. (2011). Are human resource departments really important? An empirical study on Malaysian small and medium enterprises (SMEs) in the service Sector. *International Journal of Business and Management, 6*(2), 147-153.
- Overstreet, R. L. (2016). *The relationship between leaders' emotional intelligence and employees' organizational citizenship behavior and jobrelated affective well-being at Andrews University*. (Ph.D.), Andrews University,
- Pachler, D., Kuonath, A., & Frey, D. (2019). How transformational lecturers promote students' engagement, creativity, and task performance: The mediating role of

- trust in lecturer and self-efficacy. *Learning and Individual Differences*, 69, 162-172.
- Pakistan Bureau of Statistics. (2018a). Gross domestic product of Pakistan: Government of Pakistan.
- Pakistan Bureau of Statistics. (2018b). Macro Economic Indicators: Government of Pakistan.
- Pakistan Economic Survey. (2017). Economic Adviser's Wing, Finance Division, Government of Pakistan Islamabad.
- Palanski, M. E., & Yammarino, F. J. (2007). Integrity and leadership: Clearing the conceptual confusion. *European Management Journal*, 25(3), 171-184.
- Palanski, M. E., & Yammarino, F. J. (2009). Integrity and leadership: A multi-level conceptual framework. *The Leadership Quarterly*, 20(3), 405-420.
- Para-Gonzalez, L., Jimenez-Jimanez, D., & Martínez-Lorente, A. R. (2018). Exploring the mediating effects between transformational leadership and organizational performance. *Employee Relations*, 40(2), 412-432.
- Pimthong, S. J. T. J. o. B. S. (2016). Antecedents and consequences of organizational citizenship behavior among NGO staff from Thailand, Myanmar, Laos and Cambodia. *The Journal of Behavioral Science*, 11(1), 53-66.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *The Leadership Quarterly*, 1(2), 107-142.
- Polychroniou, P. V. (2009). Relationship between emotional intelligence and transformational leadership of supervisors: The impact on team

- effectiveness. *Team Performance Management: An International Journal*, 15(7), 343-356.
- Potter, E. M., Egbelakin, T., Phipps, R., & Balaei, B. (2018). Emotional intelligence and transformational leadership behaviours of construction project managers. *Journal of Financial Management of Property and Construction*, 23(1), 73-89.
- Prescott, J. (2016). Accounting for social services outcomes: extending the balanced scorecard to NGOs in New Zealand.
- Quang, H. N., Khuong, M. N., & Le, N. H. (2015). The effects of leaders' emotional intelligence on employee engagement in Vietnamese construction companies—A case of Hoa Binh Corporation. *Journal of Economics, Business and Management*, 3(8), 746-752.
- Raju, N. S., Laffitte, L. J., & Byrne, B. M. (2002). Measurement equivalence: A comparison of methods based on confirmatory factor analysis and item response theory. *Journal of Applied psychology*, 87(3), 517.
- Ramachandran, Y., Jordan, P. J., Troth, A. C., & Lawrence, S. A. (2011). Emotional intelligence, emotional labour and organisational citizenship behaviour in service environments. *International Journal of Work Organisation and Emotion*, 4(2), 136-157.
- Raman, P., Sambasivan, M., & Kumar, N. (2016). Counterproductive work behavior among frontline government employees: Role of personality, emotional intelligence, affectivity, emotional labor, and emotional exhaustion. *Journal of Work and Organizational Psychology*, 32(1), 25-37.

- Ramchunder, Y., & Martins, N. (2014). The role of self-efficacy, emotional intelligence and leadership style as attributes of leadership effectiveness. *SA Journal of Industrial Psychology, 40*(1), 1-11.
- Rathi, N., Bhatnagar, D., & Mishra, S. K. (2013). Effect of emotional labor on emotional exhaustion and work attitudes among hospitality employees in India. *Journal of Human Resources in Hospitality & Tourism, 12*(3), 273-290.
- Rathore, S., & Pandey, R. (2018). Reviewing emotional intelligence with leadership theory: A study of the role of emotional intelligence on transformational leadership. In *Management Strategies and Technology Fluidity in the Asian Business Sector* (pp. 1-13): IGI Global.
- Ravichandran, K., Arasu, R., & Kumar, S. A. (2011). The impact of emotional intelligence on employee work engagement behavior: An empirical study. *International Journal of Business and Management, 6*(11), 157-169.
- Raykov, T., & Calantone, R. J. (2014). The utility of item response modeling in marketing research. *Journal of the Academy of Marketing Science, 42*(4), 337-360.
- Raymond, M. R. (1986). Missing data in evaluation research. *Evaluation & the Health Professions, 9*(4), 395-420.
- Reina, C. S., Rogers, K. M., Peterson, S. J., Byron, K., & Hom, P. W. (2018). Quitting the boss? The role of manager influence tactics and employee emotional engagement in voluntary turnover. *Journal of Leadership & Organizational Studies, 25*(1), 5-18.
- Rezvani, A., Barrett, R., & Khosravi, P. (2019). Investigating the relationships among team emotional intelligence, trust, conflict and team performance. *Team Performance Management: An International Journal, 25*(1), 120-137.

- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617-635.
- Richards, J. M., & Gross, J. J. (2000). Emotion regulation and memory: The cognitive costs of keeping one's cool. *Journal of Personality and Social Psychology*, 79(3), 410-424.
- Rigdon, E. E. (2014). Rethinking partial least squares path modeling: breaking chains and forging ahead. *Long Range Planning*, 47(3), 161-167.
- Rigdon, E. E., Schumacker, R. E., & Wothke, W. (1998). A comparative review of interaction and nonlinear modeling. *Interaction and nonlinear effects in structural equation modeling* (pp.1-16), Mahwah, NJ, US: Lawrence Erlbaum Associates Publishers.
- Riggio, R. E., Chaleff, I., & Lipman-Blumen, J. (2008). *The Art of Followership: How Great Followers Create Great Leaders and Organizations*. San Francisco: Jossey-Bass.
- Rindfuss, R. R., Choe, M. K., Tsuya, N. O., Bumpass, L. L., & Tamaki, E. (2015). Do low survey response rates bias results? Evidence from Japan. *Demographic Research*, 32, 797-828.
- Ringle, C., Wende, S., & Will, A. (2005). Smart-PLS Version 2.0 M3. *University of Hamburg*.
- Ringle, C., Wende, S., & Will, A. (2005). SmartPLS 2.0 (software). *SmartPLS, Hamburg*, available at: www.smartpls.de.
- Ringle, C. M., Sarstedt, M., & Straub, D. W. (2012). Editor's Comments: A Critical Look at the Use of PLS-SEM. *MIS Quarterly*, 36(1), 3-15.

- Ringle, C. M., Wende, S., & Becker, J.-M. (2015). SmartPLS 3. Hamburg, University of Hamburg, *Boenningstedt*: Retrieved from <http://www.smartpls.com>.
- Rothbard, N. P. (2001). Enriching or depleting? The dynamics of engagement in work and family role. *Administrative Science Quarterly*, 46(4), 655-684.
- Rozell, E. J., & Gundersen, D. E. (2003). The effects of leader impression management on group perceptions of cohesion, consensus, and communication. *Small Group Research*, 34(2), 197-222.
- Rubin, R. S., Tardino, V. M. S., Daus, C. S., & Munz, D. C. (2005). *A reconceptualization of the emotional labor construct: On the development of an integrated theory of perceived emotional dissonance and emotional labor*. Paper presented at the Annual Conference of the Society for Industrial and Organizational Psychology. Toronto, ON, Canada.
- Ruderman, M., Hannum, K., Leslie, J. B., & Steed, J. L. (2001). Making the connection: Leadership skills and emotional intelligence. *LIA Center for Creative Leadership*, 21(5), 3-7.
- Sadiq Sohail, M., & Boon Hoong, T. (2003). TQM practices and organizational performances of SMEs in Malaysia: Some empirical observations. *Benchmarking: An International Journal*, 10(1), 37-53.
- Sadrudin, M. M. (2012). Study on the role of media, NGOs and civil society in promoting pluralism in Pakistan. *Dialogue*, 7(2), 161-177.
- Saleem, M. A., Bhutta, Z. M., Nauman, M., & Zahra, S. (2019). Enhancing performance and commitment through leadership and empowerment: An emerging economy perspective. *International Journal of Bank Marketing*, 37(1), 303-322.

- Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. *Imagination, Cognition and Personality*, 9(3), 185-211.
- Salzberger, T., & Sinkovics, R. R. (2006). Reconsidering the problem of data equivalence in international marketing research: Contrasting approaches based on CFA and the Rasch model for measurement. *International Marketing Review*, 23(4), 390-417.
- Sandell, K. (2007). *Transformational leadership, engagement, and performance: A new perspective*. Colorado State University. Libraries,
- Sarstedt, M., Henseler, J., & Ringle, C. M. (2011). Multigroup analysis in partial least squares (PLS) path modeling: Alternative methods and empirical results. In *Measurement and research methods in international marketing* (pp. 195-218): Emerald Group Publishing Limited.
- Sarstedt, M., Ringle, C. M., Henseler, J., & Hair, J. F. (2014). On the emancipation of PLS-SEM: A commentary on Rigdon (2012). *Long Range Planning*, 47(3), 154-160.
- Schaufeli, W., & Salanova, M. (2007). Work engagement. *Managing social and ethical issues in organizations*, 135, 177.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71-92.
- Schyns, B., & Felfe, J. (2006). The personality of followers and its effect on the perception of leadership: An overview, a study, and a research agenda. *Small Group Research*, 37(5), 522-539.
- Sekaran, U. (2003). *Research Methods for Business: A Skill-Building Approach* (4th ed.): John Wiley & Sons, New York.

- Sekaran, U. B., M. (2009). UK: John Wiley & Sons.
- Shiva, M., & Roy, S. (2008). A conceptual model of transformational leadership, organizational culture and organizational effectiveness for NGOs in the Indian context. *The Icfaian Journal of Management Research*, 7(4), 63-73.
- Shiva, M. M., & Suar, D. (2012). Transformational leadership, organizational culture, organizational effectiveness, and programme outcomes in non-governmental organizations. *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 23(3), 684-710.
- Siddique, M. H. (2010). NGOs and poverty issues in peri-urban areas. *Economia. Seria Management*, 13(1), 72-88.
- Silard, A. (2018). Emotions for a cause: How the emotion expression of nonprofit leaders produces follower engagement and loyalty. *Nonprofit and Voluntary Sector Quarterly*, 47(2), 304-324.
- Singh, K. (2014). Servant leadership in non-governmental organizations (NGOs). *Journal of Administrative Science* Vol, 11(1), 1-14.
- Sivanathan, N., & Cynthia Fekken, G. (2002). Emotional intelligence, moral reasoning and transformational leadership. *Leadership & Organization Development Journal*, 23(4), 198-204.
- Smith, S. S. (2017). *Discovering Relationships between Social Competencies of Emotional Intelligence and Employee Engagement within a Population of Business Leaders*. The Chicago School of Professional Psychology. ProQuest Dissertations Publishing.
- Sohn, H.-K., Lee, T. J., & Yoon, Y.-S. (2016). Emotional labor and burnout: Comparison between the countries of Japan and Korea. *Journal of Travel & Tourism Marketing*, 33(5), 597-612.

- Sosik, J. J. (2006). Full range leadership: Model, research, extensions and training. *Inspiring Leader* (pp. 33-66): Routledge Taylor & Francis Group.
- Starkweather, J. (2012). Step out of the past: Stop using coefficient alpha; There are better ways to calculate reliability. Research and statistical support: University of North Texas.
- Stewart, S. (2018). *Examining the Relationships between Front Line Supervisors and Employees' Emotional Intelligence, Engagement, and Job Satisfaction within the Manufacturing Industry*. (Doctor of Philosophy), Auburn University,
- Stone, M. (1974). Cross-validatory choice and assessment of statistical predictions. *Journal of the royal statistical society. Series B (Methodological)*, 36(2), 111-133.
- Suehs, D. (2015). *Emotional intelligence and employee engagement: A quantitative study to explore the relationship between the emotional intelligence of frontline managers and supervisors and the degree of employee engagement of their direct reports in a Tertiary Care Health Care Setting*. (Doctor of Philosophy), St. John Fisher College.
- Suis, S. N. F. B., Rusdy, M., & Fahrudin, A. (2017). The management and leadership of non-governmental organizations in Sabah. *Asian Social Work Journal*, 2(1), 39-43.
- Sultana, A. (2012). Patriarchy and women subordination: A theoretical analysis. *Arts Faculty Journal*, 4, 1-18.
- Sy, T., Côté, S., & Saavedra, R. (2005). The contagious leader: impact of the leader's mood on the mood of group members, group affective tone, and group processes. *Journal of Applied Psychology*, 90(2), 295-305.

- Tabachnick, B. G., & Fidell, L. S. (2007). *Using multivariate statistics*: Allyn & Bacon/Pearson Education.
- Tanakinjal, G. H., Deans, K. R., & Gray, B. J. (2010). Innovation characteristics, perceived risk, permissibility and trustworthiness in the adoption of mobile marketing. *Journal of Convergence Information Technology*, 5(2), 112-123.
- Taris, T. W., Peeters, M. C., Le Blanc, P. M., Schreurs, P. J., & Schaufeli, W. B. (2001). From inequity to burnout: The role of job stress. *Journal of Occupational Health Psychology*, 6(4), 303-323.
- Thor, S. (2012). *Organizational excellence: A study of the relationship between emotional intelligence and work engagement in process improvement experts*. (Doctor of Management), George Fox University.
- Thor, S., & Johnson, C. (2011). Leadership, emotional intelligence, and work engagement: A literature review. *Leadership & Organizational Management Journal*, 32(3), 18-56.
- Tims, M., Bakker, A. B., & Xanthopoulou, D. (2011). Do transformational leaders enhance their followers' daily work engagement? *The Leadership Quarterly*, 22(1), 121-131.
- Torland, M. (2013). *Emotional labour and the job satisfaction of adventure tour leaders in Australia*. (Ph.D.), Southern Cross University, Lismore, NSW.
- Toyama, H., & Mauno, S. (2017). Associations of trait emotional intelligence with social support, work engagement, and creativity in Japanese eldercare nurses. *Japanese Psychological Research*, 59(1), 14-25.
- Tsai, W. C., Chen, C. C., & Liu, H. L. (2007). Test of a model linking employee positive moods and task performance. *Journal of Applied Psychology*, 92(6), 1570-1583.

- Tsui-Hsu Tsai, T., & Lin, A. J. (2014). Do psychological contract and organizational citizenship behavior affect organizational performance in non-profit organizations? *Chinese Management Studies*, 8(3), 397-417.
- Turnley, W. H., Bolino, M. C., Lester, S. W., & Bloodgood, J. M. (2003). The impact of psychological contract fulfillment on the performance of in-role and organizational citizenship behaviors. *Journal of Management*, 29(2), 187-206.
- Van Dijk, P. A., Kirk, A., & Management, T. (2007). Being somebody else: Emotional labour and emotional dissonance in the context of the service experience at a heritage tourism site. *14(2)*, 157-169.
- Van Gelderen, B. R., Konijn, E. A., & Bakker, A. B. (2017). Emotional labor among police officers: A diary study relating strain, emotional labor, and service performance. *The International Journal of Human Resource Management*, 28(6), 852-879.
- Van Kleef, G. A., Homan, A. C., Beersma, B., Van Knippenberg, D., Van Knippenberg, B., & Damen, F. (2009). Searing sentiment or cold calculation? The effects of leader emotional displays on team performance depend on follower epistemic motivation. *Academy of Management Journal*, 52(3), 562-580.
- Van Kleef, G. A., Homan, A. C., & Cheshin, A. (2012). Emotional influence at work: Take it EASI. *Organizational Psychology Review*, 2(4), 311-339.
- Van Welie, M. J., & Romijn, H. A. (2018). NGOs fostering transitions towards sustainable urban sanitation in low-income countries: Insights from transition management and development studies. *Environmental Science & Policy*, 84, 250-260.

- Vasilagos, T., Polychroniou, P., & Maroudas, L. (2017). Relationship between supervisor's emotional intelligence and transformational leadership in hotel organizations. In *Strategic Innovative Marketing* (pp. 91-95): Springer.
- Verardi, V., & Croux, C. (2009). Robust Regression in Stata. *Stata Journal* 9 (3), 439-453.
- Visser, V. (2013). *Leader affect and leadership effectiveness: How leader affective displays influence follower outcomes*. (Ph.D.), Erasmus University Rotterdam.
- Visser, V. A., van Knippenberg, D., van Kleef, G. A., & Wisse, B. (2013). How leader displays of happiness and sadness influence follower performance: Emotional contagion and creative versus analytical performance. *The Leadership Quarterly*, 24(1), 172-188.
- Vratskikh, I., Al-Lozi, M., & Maqableh, M. (2016). The impact of emotional intelligence on job performance via the mediating role of job satisfaction. *International Journal of Business and Management*, 11(2), 69-91.
- Waldron, K. D. (2017). *The Influence of Leadership Emotional Intelligence on Employee Engagement*. (Masters), Pepperdine University.
- Walsh, G. (2019). Service employees' naturally felt emotions: Do they matter? *European Management Journal*, 37(1), 78-85.
- Wang. (2011). *What role does leaders' emotional labor play in effective leadership? An empirical examination*. (Doctor of Philosophy degree in Business Administration), University of Iowa.
- Wang, G., Oh, I. S., Courtright, S. H., & Colbert, A. E. (2011). Transformational leadership and performance across criteria and levels: A meta-analytic review of 25 years of research. *Group & Organization Management*, 36(2), 223-270.

- Wang, G., & Seibert, S. E. (2015). The impact of leader emotion display frequency on follower performance: Leader surface acting and mean emotion display as boundary conditions. *The Leadership Quarterly*, 26(4), 577-593.
- Wang, G., Seibert, S. E., & Boles, T. L. (2011). Chapter 1 Synthesizing what we know and looking ahead: A meta-analytical review of 30 years of emotional labor research. In *What Have We Learned? Ten Years On* (pp. 15-43). Emerald Group Publishing Limited.
- Wang, H., Law, K. S., Hackett, R. D., Wang, D., & Chen, Z. X. (2005). Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behavior. *Academy of Management Journal*, 48(3), 420-432.
- Wang, K. L. (2014). *The Role of Emotional Labor in Services: How Employee Emotional Labor Influences Organizational Outcomes*. (Ph.D), The University of New South Wales,
- Washington, J. D. (2017). *The correlation between emotional intelligence and employee engagement within the human services industry*. (Doctor of Management), University of Phoenix.
- Weber, M. (1947). *The theory of social and economic organization: Being part I of wirtschaft and gessellschaft*: W. Hodge.
- Welbourne, T. M., Johnson, D. E., & Erez, A. (1998). The role-based performance scale: Validity analysis of a theory-based measure. *Academy of Management Journal*, 41(5), 540-555.
- Wilding, M., Chae, K., & Jang, J. (2015). Emotional labor in Korean local government: Testing the consequences of situational factors and emotional dissonance. *Public Performance & Management Review*, 38(2), 316-336.

- Williams, K. D., & Karau, S. J. (1991). Social loafing and social compensation: the effects of expectations of co-worker performance. *Journal of Personality and Social Psychology*, 61(4), 570-581.
- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617.
- Wong, C.-S., & Law, K. S. (2002). The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. *The Leadership Quarterly*, 13(3), 243-274.
- Woods, S. A., & Sofat, J. A. (2013). Personality and engagement at work: The mediating role of psychological meaningfulness. *Journal of Applied Social Psychology*, 43(11), 2203-2210.
- Xupe, L., & Wang, Z. (2013). *Management at the Academic* (9 ed.).
- Yan, X., Lin, H., & Clarke, A. (2018). Cross-sector social partnerships for social change: The role of non-governmental organizations. *Sustainability*, 10(2), 558.
- Yan, X., Yang, K., Su, J., Luo, Z., & Wen, Z. (2018). Mediating role of emotional intelligence on the associations between core self-evaluations and job satisfaction, work engagement as indices of work-related well-being. *Current Psychology*, 37(3), 552-558.
- Yoo, J., & Yoo, J. (2016). Perceived customer participation and work engagement: The path through emotional labor. *International Journal of Bank Marketing*, 34(7), 1009-1024.
- Yoo, J. J., & Arnold, T. J. (2014). Customer orientation, engagement, and developing positive emotional labor. *The Service Industries Journal*, 34(16), 1272-1288.

- Young, S. (2018). Retraction: Mediating effect of social capital between transformational leadership behavior and organizational citizenship behavior in hospital nurses. *Journal of Nursing Administration*, 24(2), 172.
- Yuan, L., Nguyen, T. T. N., & Vu, M. C. (2018). *Transformational leadership and its impact on performance: The role of psychological capital and collectivism*. Paper presented at the 2nd International Conference on Management Engineering, Software Engineering and Service Sciences.
- Yunus, N. H. (2012). Displaying employees' organizational citizenship behaviour: The impact of emotional intelligence and leader-member exchange in development bank in Malaysia. *International Journal of Social Science and Humanity*, 2(4), 344-349.
- Yunus, N. H., Othman, A. K., Noormala, A. I., & Norlia, H. C. (2010). *The influence of supervisors' emotional intelligence on non-bank supervisory employees' organizational citizenship behavior*. Paper presented at the Science and Social Research (CSSR), 2010 International Conference on Science and Social Research, Kuala Lumpur.
- Yusoff, W. F. W., & Adamu, M. S. (2016). The relationship between corporate social responsibility and financial performance: Evidence from Malaysia. *International Business Management*, 10(4), 345-351.
- Zaccaro, S. J., Kemp, C., & Bader, P. (2004). Leader traits and attributes. *The Nature of Leadership*, (pp. 101-124). Thousand Oaks, CA, US: Sage Publications, Inc.
- Zammuner, V. L., & Galli, C. (2005). The relationship with patients: "Emotional labor" and its correlates in hospital employees. *Emotions in Organizational Behavior*, 250-283.

Zhu, W., Avolio, B. J., & Walumbwa, F. O. (2009). Moderating role of follower characteristics with transformational leadership and follower work engagement. *Group & Organization Management*, 34(5), 590-619.

Zhu, Y., Liu, C., Guo, B., Zhao, L., & Lou, F. (2015). The impact of emotional intelligence on work engagement of registered nurses: the mediating role of organisational justice. *Journal of Clinical Nursing*, 24(15), 2115-2124.



APPENDICES

Appendix I: Survey Questionnaire for Leaders (Malaysia)

Survey Questionnaire

‘SET A’

Dear Respondent,

I am PhD Candidate in School of Business Management at Universiti Utara Malaysia and I am conducting a study to examine the role of leaders’ emotions management towards followers’ attitudes and behaviors. You are invited to participate in this study by completing the attached questionnaire and you need to response as a “*Leader/Supervisor*”.

I hope you will take few minutes to complete this questionnaire. Without the help of people like you, research on this topic could not be conducted. Thank you for taking the time to assist me in my educational endeavors. I value your cooperation very highly. The survey comprises of different kind of questions. There is no right and wrong answer to the question. We are interested in your personal opinions. Your responses will be treated in strict confidence and will only be used for research purposes.

The data collected will provide useful information regarding the role of leaders’ emotions management and followers’ attitudes behaviors in NGOs sector.

Your participation is voluntary and there is no penalty if you do not participate. If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me at (+92) 336-4627828 or at qasimalinisar@yahoo.com. Thanking you in advance.

Regards,

Qasim Ali Nisar

PhD Candidate

School of Business Management

Universiti Utara Malaysia

SECTION A (BAHAGIAN A)

I. The following are self-descriptive statements regarding perception on your emotional labor strategies which include surface acting and deep acting. Please indicate your responses by circling the number stated below.

Pernyataan berikut menjelaskan diri anda tentang persepsi anda terhadap Strategi “emotional labor” yang merangkumi lakonan luaran and lakonan dalaman. Sila nyatakan maklum balas anda dengan membulatkan nombor yang berkenaan.

Strongly Disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Neither Agree nor Disagree <i>Tidak pasti</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat bersetuju</i>
1	2	3	4	5

1	I put a “mask” in order to display appropriate emotions toward my subordinates. <i>Saya meletakkan "topeng" untuk memaparkan emosi yang sesuai terhadap orang bawahan saya.</i>	1	2	3	4	5
2	I behave as an ‘actor’ in order to deal with subordinates in an appropriate way. <i>Saya bertindak sebagai 'pelakon' apabila berurusan dengan orang bawahan saya dengan cara yang sesuai.</i>	1	2	3	4	5
3	I fake an appropriate mood when interacting with subordinates. <i>Saya menyembunyikan emosi yang sesuai apabila berinteraksi dengan orang bawahan.</i>	1	2	3	4	5
4	I put on a “show” or “performance” when interacting with subordinates. <i>Saya membuat “persembahan” apabila berinteraksi dengan orang bawahan</i>	1	2	3	4	5
5	I just pretend to have the emotions I need to display toward my subordinates. <i>Saya hanya berpura-pura mempunyai emosi yang perlu untuk dipaparkan kepada orang bawahan saya.</i>	1	2	3	4	5

Strongly Disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Neither Agree nor Disagree <i>Tidak pasti</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat bersetuju</i>		
1	2	3	4	5		
6	I show feelings to subordinates that are different from what I feel inside (actually). <i>Saya menunjukkan perasaan yang berbeza daripada apa yang saya rasakan kepada orang bawahan.</i>	1	2	3	4	5
7	I fake the emotions I show when dealing with subordinates. <i>Saya menyembunyikan emosi saya apabila berurusan dengan orang bawahan.</i>	1	2	3	4	5
8	I try to actually experience the emotions that I must show to my subordinates. <i>Saya cuba untuk benar-benar mengalami emosi yang harus saya tunjukkan kepada orang bawahan saya.</i>	1	2	3	4	5
9	I make an effort to actually feel the emotions that I need to display toward my subordinates. <i>Saya berusaha untuk benar-benar merasai emosi yang saya perlu untuk dipaparkan kepada orang bawahan saya.</i>	1	2	3	4	5
10	I work at developing the feelings inside of me that I need to show to my subordinates. <i>Saya berusaha membina perasaan dalaman saya dan perlu menunjukkannya kepada orang bawahan saya</i>	1	2	3	4	5
11	I work hard to feel the emotions that I need to show to my subordinates. <i>Saya berusaha keras untuk merasai emosi yang saya perlu tunjukkan kepada orang bawahan saya</i>	1	2	3	4	5

- II. The following statements are regarding perception on your emotional intelligence which includes regulation of emotions, self-emotions appraisal, use of emotions and others-emotions appraisal. Please indicate your responses by circling the number as stated below.

Pernyataan berikut adalah berkenaan dengan persepsi kepintaran emosi yang merangkumi peraturan emosi, penilaian emosi sendiri, penggunaan emosi and lain-lain penilaian emosi. Sila nyatakan maklum balas anda dengan membulatkan nombor yang berkenaan.

Strongly Disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Neither Agree nor Disagree <i>Tidak pasti</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat bersetuju</i>
1	2	3	4	5

1	I have a good sense of why I have certain feelings most of the time. <i>Saya memahami dengan baik mengapa saya mempunyai perasaan tertentu pada sesuatu masa.</i>	1	2	3	4	5
2	I have good understanding of my own emotions. <i>Saya memahami emosi saya dengan baik.</i>	1	2	3	4	5
3	I really understand what I feel. <i>Saya benar-benar memahami apa yang saya rasa.</i>	1	2	3	4	5
4	I always know whether or not I am happy. <i>Saya sentiasa tahu sama ada saya gembira ataupun sebaliknya.</i>	1	2	3	4	5
5	I always know my friends' emotions from their behavior. <i>Saya sentiasa tahu emosi rakan-rakan saya melalui tingkah laku mereka.</i>	1	2	3	4	5
6	I am a good observer of others' emotions. <i>Saya pemerhati emosi yang baik.</i>					
7	I am sensitive to the feelings and emotions of others. <i>Saya sensitif terhadap perasaan dan emosi orang lain.</i>					

Strongly Disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Neither Agree nor Disagree <i>Tidak pasti</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat bersetuju</i>
1	2	3	4	5

8	I have good understanding of the emotions of people around me. <i>Saya mempunyai pemahaman yang baik ke atas emosi orang di sekeliling saya.</i>	1	2	3	4	5
9	I always set goals for myself and then try my best to achieve them. <i>Saya sentiasa meletakkan matlamat untuk diri sendiri dan cuba yang terbaik untuk mencapainya</i>	1	2	3	4	5
10	I always tell myself I am a competent person. <i>Saya sentiasa memberitahu diri saya sendiri yang saya seorang yang berwibawa.</i>	1	2	3	4	5
11	I am a self-motivated person. <i>Saya seorang yang bermotivasi sendiri.</i>	1	2	3	4	5
12	I would always encourage myself to try my best. <i>Saya akan sentiasa menggalakkan diri saya untuk mencuba yang terbaik.</i>	1	2	3	4	5
13	I am able to control my temper and handle difficulties rationally. <i>Saya boleh mengawal kemarahan dan mengendali masalah secara rasional.</i>	1	2	3	4	5
14	I am quite capable of controlling my own emotions. <i>Saya agak mampu mengawal emosi saya sendiri.</i>	1	2	3	4	5
15	I can always calm down quickly when I am very angry. <i>Saya boleh bertenang dengan cepat apabila saya marah.</i>	1	2	3	4	5
16	I have good control of my own emotions. <i>Saya dapat mengawal emosi saya dengan baik.</i>	1	2	3	4	5

III. Please indicate the degree of your agreement or disagreement about your emotional consonance by circling the number as stated below.

Sila nyatakan tahap kesetujuan atau ketidaksetujuan anda tentang kesesuaian emosi dengan membulatkan nombor yang berkenaan.

	Strongly Disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Neither Agree nor Disagree <i>Tidak pasti</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat bersetuju</i>			
	1	2	3	4	5			
1	The emotions I express to my subordinates are genuine. <i>Emosi yang saya luahkan kepada orang bawahan saya adalah benar.</i>			1	2	3	4	5
2	The emotions I show my subordinates come naturally. <i>Emosi yang saya tunjukkan kepada orang bawahan saya datang secara semula jadi.</i>			1	2	3	4	5
3	The emotions I show my subordinates match what I spontaneously feel. <i>Emosi yang saya tunjukkan kepada orang bawahan saya sepadan dengan apa yang saya rasa secara spontan.</i>			1	2	3	4	5
4	I purposely use my natural emotions to influence my subordinates. <i>Saya sengaja menggunakan emosi semula jadi saya untuk mempengaruhi orang bawahan saya</i>			1	2	3	4	5
5	I am careful about the genuine emotions I show my subordinates. <i>Saya berhati-hati dalam menunjukkan emosi sebenar kepada orang bawahan saya.</i>			1	2	3	4	5
6	I let my subordinates know how I really feel when it seems constructive. <i>Saya membenarkan orang bawahan saya tahu perasaan sebenar saya apabila merasakan bahawa ianya sesuatu yang membina.</i>			1	2	3	4	5

IV. The following are descriptive statements regarding your followers' job performance which includes task performance and organizational citizenship behavior. Please indicate your evaluation of their performance under your supervision by circling the number stated below.

Pernyataan berikut menjelaskan tentang prestasi kerja pengikut anda yang meliputi prestasi tugas dan kelakuan kewarganegaraan organisasi. Sila nyatakan penilaian anda terhadap prestasi kerja staf di bawah seliaan anda dengan membulatkan nombor yang berkenaan.

Strongly Disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Neither Agree nor Disagree <i>Tidak pasti</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat bersetuju</i>
1	2	3	4	5

1	He/she fulfills all the responsibilities specified in his job description. <i>Beliau memenuhi semua tanggungjawab yang ditentukan dalam deskripsi kerja.</i>	1	2	3	4	5
2	He/she consistently meets the formal performance requirements of his job. <i>Beliau sentiasa memenuhi keperluan prestasi formal tugas saya.</i>	1	2	3	4	5

Strongly Disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Neither Agree nor Disagree <i>Tidak pasti</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat bersetuju</i>
1	2	3	4	5

3	He/she conscientiously performs tasks that are expected to him. <i>Beliau melaksanakan tugas dengan teliti seperti yang saya inginkan.</i>	1	2	3	4	5
4	He/she adequately completes all his assigned duties. <i>Beliau menyelesaikan semua tugas yang saya berikan dengan memuaskan.</i>	1	2	3	4	5
5	He/she performs essential duties of his job. <i>Beliau melakukan tugas yang penting dalam pekerjaan saya.</i>	1	2	3	4	5
6	He/she pays attention to aspects of the job that he obligated to perform. <i>Beliau memberi perhatian terhadap setiap aspek pekerjaan yang saya wajibkan untuk dia laksanakan.</i>	1	2	3	4	5
7	He/she willingly gives time to aid others who have work-related problems. <i>Beliau sanggup meluangkan masa untuk membantu orang lain yang mempunyai masalah dalam kerja.</i>	1	2	3	4	5
8	He/she generally helps others who have heavy workloads. <i>Beliau secara amnya membantu orang lain yang mempunyai beban kerja yang berat.</i>	1	2	3	4	5
9	He/she generally takes time to listen to coworkers' problems and worries. <i>Beliau secara amnya mengambil masa untuk mendengar masalah dan kebimbangan rakan sekerja.</i>					
10	He/she passes along work-related information to coworkers. <i>Beliau menyampaikan maklumat berkaitan kerja kepada rakan sekerja.</i>					

Strongly Disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Neither Agree nor Disagree <i>Tidak pasti</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat bersetuju</i>
1	2	3	4	5

11	He/she does things to promote the company. <i>Beliau melakukan perkara yang membantu memajukan syarikat.</i>	1	2	3	4	5
12	He/she works for the overall good of the company. <i>Beliau bekerja untuk kebaikan keseluruhan syarikat.</i>	1	2	3	4	5
13	He/she helps so that the company is a good place to be. <i>Beliau membantu menjadikan syarikat sebagai tempat kerja yang baik .</i>	1	2	3	4	5
14	He/she does thing that help others when it's not part of the job. <i>Beliau melakukan perkara yang membantu orang lain walaupun ia bukan sebahagian daripada tugasnya .</i>	1	2	3	4	5



UUM
Universiti Utara Malaysia

SECTION B (BAHAGIAN B)

The following information is required to assist us understand your responses. Please indicate your responses by circling the number stated below.

Maklumat berikut diperlukan untuk membantu kami memahami maklum balas anda. Sila nyatakan maklum balas anda dengan membulatkan nombor yang berkenaan.

<p>Gender / Jantina :</p> <ol style="list-style-type: none">1. Male / <i>Lelaki</i>2. Female / <i>Perempuan</i>
<p>Age Group / Kumpulan Umur:</p> <ol style="list-style-type: none">1. Up to 25 / <i>25 dan ke bawah</i>2. 26-45 / <i>26-45</i>3. 46-55 / <i>46-45</i>4. 56+ / <i>56 dan ke atas</i>
<p>Education / Pendidikan:</p> <ol style="list-style-type: none">1. Bachelor / <i>Sarjana Muda</i>2. Masters / <i>Sarjana</i>3. PhD / <i>Doktor Falsafah</i>4. If other please specify / <i>Jika lain-lain, nyatakan _____</i>
<p>Nature of employment / Corak Pekerjaan:</p> <ol style="list-style-type: none">1. Contractual / <i>Kontrak</i>2. Permanent / <i>Tetap</i>3. Others / <i>Lain-lain _____</i>
<p>Length of service / Tempoh Perkhidmatan:</p> <ol style="list-style-type: none">1. up to 1 year / <i>1 tahun ke bawah</i>2. 2-5years / <i>2 – 5 tahun</i>3. 5-10years / <i>5-10 tahun</i>4. 10+years / <i>10 tahun ke atas</i>

Appendix II: Survey Questionnaire for Followers (Malaysia)

Survey Questionnaire

‘SET B’

Dear Respondent,

I am PhD Candidate in School of Business Management at Universiti Utara Malaysia and I am conducting a study to examine the role of leaders’ emotions management towards followers’ attitudes and behaviors. You are invited to participate in this study by completing the attached questionnaire and you need to response as a “*Follower/Subordinate*”.

I hope you will take few minutes to complete this questionnaire. Without the help of people like you, research on this topic could not be conducted. Thank you for taking the time to assist me in my educational endeavors. I value your cooperation very highly. The survey comprises of different kind of questions. There is no right and wrong answer to the question. We are interested in your personal opinions. Your responses will be treated in strict confidence and will only be used for research purposes. The data collected will provide useful information regarding the role of leaders’ emotions management and followers’ attitudes and behaviors in NGOs sector.

Your participation is voluntary and there is no penalty if you do not participate. If you have any questions or concerns about completing the questionnaire or about participating in this study, you may contact me at (+92) 336-4627828 or at qasimalinisar@yahoo.com. Thanking you in advance.

Regards,

Qasim Ali Nisar

PhD Candidate

School of Business Management

Universiti Utara Malaysia

I. Please indicate the degree of your agreement or disagreement about your perception on transformational leadership.

Sila nyatakan tahap kesetujuan atau ketidaksetujuan anda tentang persepsi anda terhadap kepimpinan transformasi dengan membulatkan nombor yang berkenaan.

Strongly Disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Neither Agree nor Disagree <i>Tidak pasti</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat bersetuju</i>
1	2	3	4	5

1	He/she instills pride in others. <i>Beliau memupuk perasaan bangga dalam diri orang lain.</i>	1	2	3	4	5
2	He/she goes beyond self-interest for the good of the group. <i>Beliau melangkaui kepentingan diri sendiri untuk kebaikan kumpulan.</i>	1	2	3	4	5
3	He/she acts in ways that builds others. <i>Beliau bertindak dengan cara tertentu untuk membina orang lain.</i>	1	2	3	4	5
4	He/she displays a sense of power and confidence. <i>Beliau menunjukkan kekuatan dan keyakinan</i>	1	2	3	4	5
5	He/she talks about most important values and beliefs. <i>Beliau bercakap tentang nilai dan kepercayaan yang paling penting .</i>	1	2	3	4	5
6	He/she specifies the importance of having a strong sense of purpose. <i>Beliau menyatakan kepentingan mempunyai tujuan yang kuat.</i>	1	2	3	4	5
7	He/she considers the moral and ethical results of decisions <i>Beliau mempertimbangkan keputusan dari segi moral dan etika.</i>	1	2	3	4	5
8	He/she emphasizes the importance of having a collective sense of mission <i>Beliau menekankan kepentingan mempunyai misi yang kolektif.</i>	1	2	3	4	5

Strongly Disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Neither Agree nor Disagree <i>Tidak pasti</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat bersetuju</i>
1	2	3	4	5

9	He/she talks positively about the future. <i>Beliau bercakap secara positif tentang masa hadapan.</i>	1	2	3	4	5
10	He/she talks excitedly about what needs to be accomplished. <i>Beliau bercakap dengan penuh semangat tentang apa yang perlu dicapai.</i>	1	2	3	4	5
11	He/she clears a compelling vision of the future. <i>Beliau menerangkan dengan jelas visi masa hadapan yang menarik.</i>	1	2	3	4	5
12	He/she expresses confidence that goals will be achieved. <i>Beliau menyatakan keyakinan bahawa matlamat akan dicapai.</i>	1	2	3	4	5
13	He/she re-examines critical assumptions for correctness. <i>Beliau meneliti semula andaian kritikal bagi kebenaran.</i>	1	2	3	4	5
14	He/she seeks different perspectives when solving problems. <i>Beliau mencari perspektif yang berbeza dalam menyelesaikan masalah.</i>	1	2	3	4	5
15	He/she gets others look at problems from many different angles. <i>Beliau membuatkan orang lain melihat masalah daripada pelbagai sudut yang berbeza.</i>	1	2	3	4	5
16	He/she suggests new ways of looking at how to complete assignments. <i>Beliau mencadangkan cara-cara baharu dalam menyiapkan tugas.</i>	1	2	3	4	5
17	He/she spends time teaching and coaching. <i>Beliau menggunakan masa dengan mengajar dan melatih.</i>	1	2	3	4	5
18	He/she treats others as an individual rather than just as a member of a group. <i>Beliau melayan orang lain sebagai seorang individu dan bukan hanya sebagai ahli dalam kumpulan.</i>	1	2	3	4	5

Strongly Disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Neither Agree nor Disagree <i>Tidak pasti</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat bersetuju</i>
1	2	3	4	5

19	He/she considers an individual as having different needs, abilities, and aspirations from others. <i>Beliau menganggap seseorang individu mempunyai keperluan, kebolehan, dan aspirasi yang berbeza daripada orang lain.</i>	1	2	3	4	5
20	He/she helps others to develop their strengths. <i>Beliau membantu orang lain dalam membentuk kekuatan diri.</i>	1	2	3	4	5

II. Please indicate the degree of your agreement or disagreement about your perception on perceived emotional sincerity.

Sila nyatakan tahap kesetujuan atau ketidaksetujuan anda tentang persepsi anda terhadap tanggapan keikhlasan emosi

Strongly Disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Neither Agree nor Disagree <i>Tidak pasti</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat bersetuju</i>
1	2	3	4	5

1	My leader's emotions are credible. <i>Emosi ketua saya boleh dipercayai.</i>	1	2	3	4	5
2	My leader shows his/her true feelings when dealing with me. <i>Ketua saya menunjukkan perasaan beliau yang sebenar apabila berurusan dengan saya.</i>	1	2	3	4	5
3	My leader is sincere about his/her emotions. <i>Ketua saya jujur dengan emosi beliau.</i>	1	2	3	4	5
4	My leader pretends or puts on an act about his/her emotions. <i>Ketua saya berpura-pura tentang emosi beliau</i>	1	2	3	4	5

Strongly Disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Neither Agree nor Disagree <i>Tidak pasti</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat bersetuju</i>
1	2	3	4	5

5	My leader fakes his/her emotions and feelings. <i>Ketua saya menipu tentang emosi dan perasaan beliau</i>	1	2	3	4	5
6	My leader uses fake emotions. <i>Ketua saya menggunakan emosi yang tidak benar.</i>	1	2	3	4	5

III. The following statements are about your emotional engagement. Please indicate your responses by circling the number as stated below.

Pernyataan berikut adalah berkenaan penglibatan emosi anda. Sila nyatakan maklum balas anda dengan membulatkan nombor yang berkenaan.

Strongly Disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Neither Agree nor Disagree <i>Tidak pasti</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat bersetuju</i>
1	2	3	4	5

1	My leader makes me enthusiastic. <i>Ketua saya membuatkan saya bersemangat.</i>	1	2	3	4	5
2	My leader makes me feel good. <i>Ketua saya membuatkan saya berasa bagus.</i>	1	2	3	4	5
3	My leader makes me feel energetic. <i>Ketua saya membuatkan saya berasa bertenaga.</i>	1	2	3	4	5
4	My leader makes me feel optimistic. <i>Ketua saya membuatkan saya berasa yakin.</i>	1	2	3	4	5

IV. The following statements are about your positive emotional reactions. Please indicate your responses by circling the number as stated below.

Pernyataan berikut adalah berkenaan reaksi emosi positif anda. Sila nyatakan maklum balas anda dengan membulatkan nombor yang berkenaan.

Strongly Disagree <i>Sangat tidak bersetuju</i>	Disagree <i>Tidak bersetuju</i>	Neither Agree nor Disagree <i>Tidak pasti</i>	Agree <i>Bersetuju</i>	Strongly Agree <i>Sangat bersetuju</i>
1	2	3	4	5

1	My leader makes me enthusiastic. <i>Ketua saya membuatkan saya bersemangat.</i>	1	2	3	4	5
2	My leader makes me feel good. <i>Ketua saya membuatkan saya berasa bagus.</i>	1	2	3	4	5
3	My leader makes me feel energetic. <i>Ketua saya membuatkan saya berasa bertenaga.</i>	1	2	3	4	5
4	My leader makes me feel optimistic. <i>Ketua saya membuatkan saya berasa yakin.</i>	1	2	3	4	5

SECTION B (BAHAGIAN B)

The following information is required to assist us understand your responses. Please indicate your responses by circling the number stated below.

Maklumat berikut diperlukan untuk membantu kami memahami maklum balas anda. Sila nyatakan maklum balas anda dengan membulatkan nombor yang berkenaan.

<p>Gender / Jantina :</p> <ol style="list-style-type: none">1. Male / <i>Lelaki</i>2. Female / <i>Perempuan</i>
<p>Age Group / Kumpulan Umur:</p> <ol style="list-style-type: none">1. Up to 25 / <i>25 dan ke bawah</i>2. 26-45 / <i>26-45</i>3. 46-55 / <i>46-45</i>4. 56+ / <i>56 dan ke atas</i>
<p>Education / Pendidikan:</p> <ol style="list-style-type: none">1. Bachelor / <i>Sarjana Muda</i>2. Masters / <i>Sarjana</i>3. PhD / <i>Doktor Falsafah</i>4. If other please specify / <i>Jika lain-lain, nyatakan _____</i>
<p>Nature of employment / Corak Pekerjaan:</p> <ol style="list-style-type: none">1. Contractual / <i>Kontrak</i>2. Permanent / <i>Tetap</i>3. Others / <i>Lain-lain _____</i>
<p>Length of service / Tempoh Perkhidmatan:</p> <ol style="list-style-type: none">1. up to 1 year / <i>1 tahun ke bawah</i>2. 2-5years / <i>2 – 5 tahun</i>3. 5-10years / <i>5-10 tahun</i>4. 10+years / <i>10 tahun ke atas</i>

Items	Strongly Disagree کامل غیر متفق	Disagree غیر متفق	Neutral غیر متعاد	Agree متفق	Strongly Agree کامل متفق
Surface Acting					
I put a "mask" in order to display appropriate emotions toward my subordinates. ہیں اپنی بے مٹھیوں کی جلب ب جلب جب ان کو ظاہر کرنے کے لئے "مٹھیوں" کا استعمال کرتے ہیں۔	1	2	3	4	5
I behave as an 'actor' in order to deal with subordinates in an appropriate way. ہیں ایک فنکار کی طرح طرز عمل سے مٹھیوں کے ساتھ سب سے بہتر طریقے سے لہجے کے لئے ایک فنکار کی طرح برتاؤ کرتے ہیں۔	1	2	3	4	5
I fake an appropriate mood when interacting with subordinates. مٹھیوں کے ساتھ سب سے بہتر طریقے سے متعلقہ وقت میں ایک فنکار کی طرح برتاؤ کرتے ہیں۔	1	2	3	4	5
I put on a "show" or "performance" when interacting with subordinates. مٹھیوں کے ساتھ سب سے بہتر طریقے سے وقت میں ایک فنکار کی طرح برتاؤ کرتے ہیں۔	1	2	3	4	5
I just pretend to have the emotions I need to display toward my subordinates. ہیں صرف ان جب ان کو ظاہر کرتے ہیں جو مجھے بے مٹھیوں کے ساتھ ظاہر کرنے کی ضرورت ہے۔	1	2	3	4	5
I show feelings to subordinates that are different from what I feel inside (actually). ہیں مٹھیوں کے ساتھ ان جب ان کا اظہار کرتے ہیں جو وہ محسوس نہیں کرتے۔	1	2	3	4	5
I fake the emotions I show when dealing with subordinates. ہیں مٹھیوں سے سب سے بہتر طریقے سے وقت میں غیر متعلقہ جب ان کو ظاہر کرتے ہیں۔	1	2	3	4	5
Deep Acting					
I try to actually experience the emotions that I must show to my subordinates. درحقیقت میں طرز عمل سے جب ان کو ظاہر کرنے کی ضرورت ہے۔	1	2	3	4	5

Items	Strongly Disagree کامل غیر متفق	Disagree غیر متفق	Neutral غیر جانبدار	Agree متفق	Strongly Agree کاملاً متفق
I make an effort to actually feel the emotions that I need to display toward my subordinates. درحقیقت میں ظہارے جبنا ااكو مچوس كرن يكى كوشش كرا موں جو مچھے بلن ے ملضور كو كهل يكى ضروراء ے۔	1	2	3	4	5
I work at developing the feelings inside of me that I need to show to my subordinates میں بلن ے ان در امل انا كو فروغ مین پیر كا اكا ا مور كہ و مچھے بلن ے ملضور كو كهل يكى ضروراء ے۔	1	2	3	4	5
I work hard to feel the emotions that I need to show to my subordinates. میں جبنا ااكو مچوس كرن يك ے لئ ے س خا مچنا ااكو ا مور جو مچھے ھرے ملضور كو كهل يكى ضروراء ے۔	1	2	3	4	5
Leaders' Emotional Intelligence					
I have a good sense of why I have certain feelings most of the time. مچھے اسباب ااكو اچھی س مچھے ے كہ میں فاءا ااكو ا مور س كا ا مور۔	1	2	3	4	5
I have good understanding of my own emotions. میں اپن ے جبنا ااكو ااكو ا مور س مچھا ا مور۔	1	2	3	4	5
I really understand what I feel. میں س مچھا ا مور كہ میں كی ا مور س كا ا مور۔	1	2	3	4	5
I always know whether or not I am happy. مچھے مچھوم مواء ے كہ میں خوش مورى ان میں۔	1	2	3	4	5
I always know my friends' emotions from their behavior. میں مچھیں بلن ے اوس اور كے جبنا ااكو ااكو ا مور س ے جان لھتا مور۔	1	2	3	4	5
I am a good observer of others' emotions. میں اوس اور كی جبنا ااكو ااكو ا مور س مچھا ا مور۔	1	2	3	4	5
I am sensitive to the feelings and emotions of others. میں اوس اور كے جبنا ااكو ااكو ا مور س مچھا ا مور س میں میں اس مور۔	1	2	3	4	5

Items	Strongly Disagree کامل غیر متفق	Disagree غیر متفق	Neutral غیر جانبدار	Agree متفق	Strongly Agree کاملاً متفق
I have good understanding of the emotions of people around me. ہیں ارنگرنگ کے لوگوں کے جذبات کو اچھی طرح سمجھتا ہوں۔	1	2	3	4	5
I always set goals for myself and then try my best to achieve them. ہیں ہمیشہ اپنی اپنی امداد کے لیے ہدف قائم کرتا ہوں اور پھر ان کو حاصل کرنے کے لیے اپنی پوری کوشش کرتا ہوں۔	1	2	3	4	5
I always tell myself I am a competent person. ہیں ہمیشہ اپنی اپنی آپ کو دہانتا ہوں کہ میں کافی قابل شخص ہوں۔	1	2	3	4	5
I am a self-motivated person. ہیں میں کیسے عزم مند شخص ہوں۔	1	2	3	4	5
I would always encourage myself to try my best. ہیں ہمیشہ جب ہیپورکوشش کرنے کے لیے اپنی حوصلہ افزائی کرتا ہوں۔	1	2	3	4	5
I am able to control my temper and handle difficulties rationally. ہیں اپنی مزاج پر قابو پانا جانتا ہوں اور منجھول طور پر اس تک سہولت ہال ہتا ہوں۔	1	2	3	4	5
I am quite capable of controlling my own emotions. ہیں اپنی اپنے جذبات کو کنٹرول کرنے کے قابل ہوں۔	1	2	3	4	5
I can always calm down quickly when I am very angry. ہیں میں جلد ہی غصے کی صورت میں ہمیشہ ٹھیک سے سونے میں آجاتا ہوں۔	1	2	3	4	5
I have good control of my own emotions. میں اپنے اپنے جذبات پر اچھا کنٹرول حاصل کرتا ہوں۔	1	2	3	4	5
Leaders' Emotional Consonance					
The emotions I express to my subordinates are genuine. ہیں اپنی اپنے مندرجہ ذیل کے سربراہان کے لیے حقیقی جذبات کا اظہار کرتا ہوں۔	1	2	3	4	5
The emotions I show my subordinates come naturally. ہیں اپنی اپنے مندرجہ ذیل کے سربراہان کے لیے حقیقی جذبات کا اظہار کرتا ہوں۔	1	2	3	4	5

Items	Strongly Disagree کامل غیر متفق	Disagree غیر متفق	Neutral غیر جانبدار	Agree متفق	Strongly Agree کاملاً متفق
The emotions I show my subordinates match what I spontaneously feel. ہیں جو جذبات میں وسوسہ کرتا ہوں وہی ہیں کے متعلق اور پر ظاہر کرتا ہوں۔	1	2	3	4	5
I purposely use my natural emotions to influence my subordinates ہیں ہیں کے متعلق اور پر ظاہر کرتا ہوں۔	1	2	3	4	5
I am careful about the genuine emotions I show my subordinates. ہیں ہیں کے متعلق اور پر ظاہر کرتا ہوں۔	1	2	3	4	5
I let my subordinates know how I really feel when it seems constructive جب مجھے ایک چیز بھی نہیں دلائی ہے تو میں ہیں کے متعلق اور پر ظاہر کرتا ہوں۔	1	2	3	4	5
I am selective about the genuine emotions I show my subordinates. ہیں صرف مخصوص متعلق اور پر ظاہر کرتا ہوں۔	1	2	3	4	5
I show my subordinates my genuine emotions ہیں ہیں کے متعلق اور پر ظاہر کرتا ہوں۔	1	2	3	4	5
Followers' Task Performance					
He fulfills all the responsibilities specified in his job description. وہ ہیں کے متعلق اور پر ظاہر کرتا ہوں۔	1	2	3	4	5
He consistently meets the formal performance requirements of his job. وہ ہیں کے متعلق اور پر ظاہر کرتا ہوں۔	1	2	3	4	5
He conscientiously performs tasks that are expected to him. وہ ہیں کے متعلق اور پر ظاہر کرتا ہوں۔	1	2	3	4	5
He adequately completes all his assigned duties. وہ ہیں کے متعلق اور پر ظاہر کرتا ہوں۔	1	2	3	4	5

Items	Strongly Disagree کاملاً غیر متفق	Disagree غیر متفق	Neutral غیر متعصب	Agree متفق	Strongly Agree کاملاً متفق
He performs essential duties of his job. وہ اپنی نیکو کام کے ذمہ داریاں سرانجام دیتا ہے۔	1	2	3	4	5
He pays attention to aspects of the job that he obligated to perform. وہ اس کا کام میں توجہ دیتا ہے جو اس کے سرانجام دینا ہوتا ہے۔	1	2	3	4	5
Followers' Organizational Citizenship Behaviors					
He willingly gives time to aid others who have work-related problems. دوسروں کے کام میں سے نفع ہونے پر ہرگز ہٹ کر نہیں دے گا۔ وہ خوشی سے وقت نکالتا ہے۔	1	2	3	4	5
He generally helps others who have heavy workloads. عموماً وہ ان کی مدد کرتا ہے جن کے پاس زیادہ کام ہوتا ہے۔	1	2	3	4	5
He generally takes time to listen to coworkers' problems and worries. وہ عام طور پر سرینٹھوں کے مسائل اور پریشانیوں کو سنانے کے لئے وقت نکالتا ہے۔	1	2	3	4	5
He passes along work-related information to coworkers. وہ اپنی سرینٹھوں کو کام سے متعلق معلومات فراہم کرتا ہے۔	1	2	3	4	5
He does things to promote the company. وہ کمپنی کو فروغ دینے کے کام کرتا ہے۔	1	2	3	4	5
He works for the overall good of the company. وہ مجموعی طور پر کمپنی کے فائدے کے لئے کام کرتا ہے۔	1	2	3	4	5
He helps so that the company is a good place to be کمپنی کو ایک اچھے مقام پر پہنچانے میں اس کی مدد کرتا ہے۔	1	2	3	4	5
He does thing that help others when it's not part of the job. وہ دوسروں کی ان کاموں میں مدد کرتا ہے جو اس کے کام میں نہیں ہیں۔	1	2	3	4	5

Items	Strongly Disagree کامل غیر متفق	Disagree غیر متفق	Neutral معتدل	Agree متفق	Strongly Agree کامل متفق
Perceived Transformational Leadership					
He instills pride in others وہ دوسروں پر فخر کرتا ہے	1	2	3	4	5
He goes beyond self-interest for the good of the group. وہ دوسروں کو بہتر بنانے کے لیے اپنے ذاتی مفادات کو پس پشت ڈالتا ہے۔	1	2	3	4	5
He acts in ways that builds others وہ اسی طریقے سے کام کرتا ہے جو دوسروں کو تیار کرتا ہے	1	2	3	4	5
He displays a sense of power and confidence وہ پختگی اور اعتماد لگایا کرتا ہے۔	1	2	3	4	5
He talks about most important values and beliefs. وہ اہم ترین اقدار اور نظریات کے بارے میں بات کرتا ہے۔	1	2	3	4	5
He specifies the importance of having a strong sense of purpose. وہ مقصد کی اہمیت بیان کرتا ہے۔	1	2	3	4	5
He considers the moral and ethical results of decisions وہ فیصلوں کے اخلاقی اور اخلاقی نتائج کو ملحوظ خاطر رکھتا ہے۔	1	2	3	4	5
He emphasizes the importance of having a collective sense of mission وہ جماعی مقصد کا احساس رکھنے کی اہمیت پر زور دیتا ہے۔	1	2	3	4	5
He talks positively about the future. وہ مستقبل کے بارے میں مثبت طور پر بات کرتا ہے۔	1	2	3	4	5
He talks excitedly about what needs to be accomplished. وہ مقصد کو حاصل کرنے کے لیے پرجوش طریقے سے بات کرتا ہے۔	1	2	3	4	5
He clears a compelling vision of the future. وہ مستقبل کے بارے میں قوی طور پر نظر دکھاتا ہے۔	1	2	3	4	5

Items	Strongly Disagree کامل غیر متفق	Disagree غیر متفق	Neutral غیر جانبدار	Agree متفق	Strongly Agree کاملاً متفق
He expresses confidence that goals will be achieved وہ اہم کام کا اظہار کرتا ہے کہ اہداف حاصل کیے جاسکیں گے۔	1	2	3	4	5
He re-examines critical assumptions for correctness وہ دہرائی کے لیے اہم مفروضات کی تصدیق دی جانے لگتا ہے۔	1	2	3	4	5
He seeks different perspectives when solving problems. وہ مسائل کو حل کرنے کے دوران مختلف نقطہ نظر طلب کرتا ہے۔	1	2	3	4	5
He gets others look at problems from many different angles. وہ دوسروں کو مختلف زاویوں سے دیکھنے پر شرمکاتا ہے۔	1	2	3	4	5
He suggests new ways of looking at how to complete assignments. وہ کام کو پورا کرنے کے نئے طریقے پیش کرتا ہے۔	1	2	3	4	5
He spends time teaching and coaching. تدریس میں گھنٹے لگاتا ہے۔	1	2	3	4	5
He treats others as an individual rather than just as a member of a group. وہ دوسروں کو ان کے انفرادیت کے بجائے فیملی کے طور پر دیکھتا ہے۔	1	2	3	4	5
He considers an individual as having different needs, abilities, and aspirations from others. وہ سمجھتا ہے کہ ہر شخص کی مختلف ضروریات، صلاحیتیں اور خواہشات ہیں۔	1	2	3	4	5
He helps others to develop their strengths. وہ دوسروں کی خوبیوں کو فروغ دینے میں مدد کرتا ہے۔	1	2	3	4	5
Perceived Emotional Sincerity					
My leader's emotions are credible. میرے سربراہ کے جذبات قابل اعتماد ہیں۔	1	2	3	4	5
My leader shows his/her true feelings when dealing with me. میرا سربراہ مجھ سے معاملے میں حقیقی احساسات ظاہر کرتا ہے۔	1	2	3	4	5
My leader is sincere about his/her emotions. میرا سربراہ اپنے جذبات کے بارے میں سچا ہے۔	1	2	3	4	5

Items	Strongly Disagree کامل غیر متفق	Disagree غیر متفق	Neutral غیر جانبدار	Agree متفق	Strongly Agree کامل متفق
My leader pretends or puts on an act about his/her emotions.(R) ہدرا رہنما اپنے بے جذبات کی عکاسی میں انگاری کرتا ہے۔	1	2	3	4	5
My leader fakes his/her emotions and feelings. (R) ہدرا رہنما غیر حقیقی جذبات اور احساسات دکھاتا ہے۔	1	2	3	4	5
My leader uses fake emotions. (R) ہدرا رہنما غیر حقیقی جذبات کا استعمال کرتا ہے۔	1	2	3	4	5
Followers' Emotional Engagement					
I really put my heart into my job. میں دل سے اپنی لگاؤ کرتا ہوں۔	1	2	3	4	5
I get excited when I perform well on my job. میں کام میں اچھے کارکردگی پر بہت متاثر ہوتا ہوں۔	1	2	3	4	5
I often feel emotionally detached from my job میں اکثر خود کو اپنے کام سے جذباتی طور پر تھک چکا ہوں۔	1	2	3	4	5
My own feelings are affected by how well I perform my job. میں کام میں اچھے کارکردگی سے میرے احساسات متاثر ہوتے ہیں۔	1	2	3	4	5
Followers' Positive Emotional Reactions					
My leader makes me enthusiastic. ہدرا رہنما مجھے متاثر کرتا ہے۔	1	2	3	4	5
My leader makes me feel good. ہدرا رہنما مجھے اچھے محسوس دیتا ہے۔	1	2	3	4	5
My leader makes me feel energetic. ہدرا رہنما مجھے تازہ کرتا ہے۔	1	2	3	4	5
My leader makes me feel optimistic. ہدرا رہنما مجھے اچھے محسوس دیتا ہے۔	1	2	3	4	5

Appendix V: Letter of Recommendation for Data Collection and Research Work

	OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS Universiti Utara Malaysia 06010 UUM SINTOK KEDAH DARUL AMAN MALAYSIA	 UUM Universiti Utara Malaysia
		Tel: 094 928 7191/71157130 Faks (Fax): 094 928 7190 Laman Web (Web): www.oyagob.uum.edu.my

"MUAFAKAT KEDAH"

UUM/OYAGSB/R-4/A/1
14 July 2017

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

LETTER OF RECOMMENDATION FOR DATA COLLECTION AND RESEARCH WORK

This is to certify that **Qasim Ali Nisar (Matric No: 901691)** is a student of Othman Yeop Abdullah Graduate School of Business, Universiti Utara Malaysia pursuing his Doctor of Philosophy (PhD). He is conducting a research entitled "**The Role of Leaders Emotions Management Towards Leadership Effectiveness in Non-Government Organizations**" under the supervision of Assoc. Prof. Dr. Nazani Binti Othman.

In this regard, we hope that you could kindly provide assistance and cooperation for him to successfully complete the research. All the information gathered will be strictly used for academic purposes only.

Your cooperation and assistance is very much appreciated.

Thank you,

"BERKHIDMAT UNTUK NEGARA"
"ILMU, BUDI, BAKTI"

Yours faithfully,


FADHINA BINJI MD PUDZI
Assistant Registrar
for Dean
Othman Yeop Abdullah Graduate School of Business

c.c - Supervisor
Student's File (901691)

Universiti Pengurusan Terkemuka
The Eminent Management University



**Appendix VI: Permohonan Untuk Mendapat Senarai Nama-Nama
Pertubuhan/Badan Bukan Kerajaan (NGO's).**

 **PUSAT PENGAJIAN PENGURUSAN PERNIAGAAN (SBM)**
SCHOOL OF BUSINESS MANAGEMENT
Universiti Utara Malaysia
06010 UUM SINTOK
KEDAH DARUL AMAN MALAYSIA

 **UUM**
UNIVERSITI UTARA MALAYSIA

Tel: 604 628 7401
Faks/Fax: 604 628 7422
Laman Web (Web): www.uum.edu.my

"MUAFAKAT KEDAH"

UUMCOB/SBMA-3
17 Sept. 2017

Jabatan Pendaftaran Pertubuhan Malaysia
Atas 2 & 3, Blok B, Bangunan Chancery Place,
Jalan Diplomatik 2, Presint Diplomatik,
62547 Wilayah Persekutuan Putrajaya,
Malaysia

Kepada sesiapa yang berkenaan,

Tuan/Puan

Permohonan Untuk Mendapat Senarai Nama-Nama Pertubuhan /Badan Bukan Kerajaan (NGO's)

Dengan hormatnya merujuk kepada perkara di atas.

Adalah dimaklumkan bahawa pembawa surat ini iaitu Qasim Ali Nisar adalah pelajar PhD di Pusat Pengajian Pengurusan Perniagaan, Universiti Utara Malaysia. Beliau sedang menjalankan kajian bertajuk "The Role of Leaders' Emotional Management Towards Leadership Effectiveness in Non-Government Organizations". Bagi tujuan tersebut, beliau perlu mendapatkan data dari pertubuhan/badan bukan kerajaan (NGO's) di seluruh Malaysia yang didaftar di bawah Jabatan Pendaftaran Pertubuhan Malaysia.

Selubungan dengan itu, memandangkan pihak kami merasakan bahawa jabatan tuan/puan mempunyai senarai lengkap NGO's yang berkenaan, sukacita kiranya, ianya dapat dikemukakan kepada pelajar yang tersebut. Perhatian dan kerjasama pihak tuan/puan dalam hal ini amatlah dihargai dan terlebih dahulu diucapkan ribuan terima kasih.

Sekiranya pihak tuan/puan memerlukan maklumat lanjut sila hubungi Puan Ku Radmah di no telefon (04-6287422) atau email badriyah@uum.edu.my

Sekian, terima kasih

"BERKHIDMAT UNTUK NEGARA"
"ILMU BUDI BAKTI"

Yang benar



PROF. MADYA DR. FAIS AHMAD
Timbalan Dekan
Pusat Pengajian Pengurusan Perniagaan
Universiti Utara Malaysia
Tel: +604928 7402 | Fax: +604928 7422 | E-mail: faiz@uum.edu.my

Universiti Pengurusan Terkemuka
The Eminent Management University



Appendix VII: List of NGOs from Pakistan

PUNJAB			
Sr.#	Name of NGOs	Address	District
1	SOCIAL WELFARE SOCIETY	Jahangir Road, Mughalpura, Lahore	Lahore
2	ASSOCIATION FOR NETWORK FOR COMMUNITY EMPOWERMENT - (ACNE)	Head Office: 10, New Shalimar Road, Nawkot, Multan Road, Lahore	Lahore
3	LAHORE EDUCATIONAL & WELFARE SOCIETY	93-k Gullberg III Lahore	Lahore
4	INDUS FOUNDATION FOR HUMAN DEVELOPMENT	226-Mehran Block, Allama Iqbal Town, Lahore	Lahore
5	SOCIAL ADVOCACY NETWORK PAKISTAN	H#26, St. No.1 , Madina Gardan, Ferozpur Road Lahore Cantt., Lahore,	Lahore
6	UMANG DEVELOPMENT FOUNDATION	D-4, E-123, Almadni Sanitary Store, Street Near Main Bazar, Chungi Amar Sidhu, Ferozpur Road, Lahore	Lahore
7	PEOPLES CARE FOUNDATION	House No. 46/a, Rafiq Street No. 2, Nawan Kot Chowck Nonareeyan Multan Road Lahore	Lahore
8	WOMEN HEALTH AND VOCATIONAL FOUNDATION	Firdous Market, Gulberg III, Lahore, Pakistan	Lahore
9	WOMEN ADVANCEMENT AND DEVELOPMENT ASSOCIATION.	325/326 Kiyani Chambers Session courts Gujranwala	Gujranwala
10	SOCIETY FOR ADVANCEMENT, TRANSFORMATION AND HARMONY	Mariam Sadiqa Town, Post office chanda Qila , Gujranwala	Gujranwala
11	SOCIETY FOR DEMOCRACY AND HUMAN DEVELOPMENT	50-D, New Officers Colony, Bahawalpur, Pakistan	Bahawalpur

Sr.#	Name of NGOs	Address	District
12	RESEARCH BASED ASSOCIATION FOR THE ADVANCEMENT OF SOCIETY	House Number BV 733 Mohallah Islam Pura Band Road Bahawalpur	Bahawalpur
13	AL-NISA WELFARE ORGANIZATION	Al-Nisa welfare organization Street # 1,near madina masjid Tibba badar sheer Bahawalpur	Bahawalpur
14	HUMAN DEVELOPMENT ORGANIZATION	17981 street , mohallah Nawaban Bahawalpur	Bahawalpur
15	SOCIAL HELP & RESEARCH ORGANIZATION	83/B, Ehsan Awan Block , Phase-I , Sajid Awan Colony, Bahawalpur	Bahawalpur
16	NATIONAL ORGANIZATION FOR SOCIAL DEVELOPMENT	First Floor, House No.83/B, Ehsan Awan Block, Phase-I, Sajid Awan Colony, Bahawalpur	Bahawalpur
17	RURAL DEVELOPMENT ORGANIZATION	P # 3134, St # 8, Roza Park, Mansoorabad, Faisalabad, Pakistan.	Faisalabad
18	DANISH FOUNDATION	Steet No. 4, Bilal Town Faisalabad	Faisalabad
19	BEHBOOD-E-NISWAN NETWORK	P-982, Sabzi Mandi Road, Noor Pur	Faisalabad
20	HUMAN WELFARE SOCIETY	Bana Rana Advocate office No 17 Lyalpur Law Chamber District Court Faisalabad.	Faisalabad
21	HARMONY FOUNDATION	Daudnagar Warsipura, Faisalabad	Faisalabad
22	KHIDMAT-E-KHALQ WELFARE SOCIETY	Dhilwan P/O Phool Nagar Tehsil Pattoki Dist, Kasur	Kasur
23	WOMEN DEVELOPMENT FOUNDATION	Hanjrakalan Tehsil Pattoki Dist Kasur	Kasur

Sr.#	Name of NGOs	Address	District
24	PUKAR FOUNDATION	Sahari Road Basti Barad Shah	Kasur
25	SHINE HUMANITY ENCOURAGEMENT & DEVELOPMENT ORGANIZATION	Nasrat Colony Church road, Phool Nagar, Kasur	Kasur
26	PAKISTAN YOUNG COUNCIL MULTAN	House # 1772/ 7m Kirri jamandan Khuni Burj Multan	Multan
27	COMMUNITY DEVELOPMENT ORGANIZATION	Bohar, Tehsil Jalalpur Pirwala.	Multan
28	SOCIETY OF AWARENESS AND DEVELOPMENT FOR ALL	Ruby Villa, House # 1/18 Block X, Himmatabad New Multan	Multan
29	PARAGON WELFARE AND DEVELOPMENT COUNCIL	H. # 4 Street # 3 , Peer Manzoor Colony Street , Behind Niaz Pump Chowk , Qadafi , Multan	Multan
30	PEOPLES WELFARE COUNCIL	Village Jaswala Via Kallar Saidan Tehsil Gujar Khan	Rawalpindi
31	SAFEED POSH WELFARE SOCIETY	P-256, Jama Masjid Road, Rawalpindi.	Rawalpindi
32	SERVING ALL THE HUMAN	G-60, P&T Colony Multan Road Lahore, Punjab, Pakistan	Sialkot
33	GREEN PAK WELFARE SOCIETY	Nadeem Market, Sahowala, Tehsil Sameryal , Sialkot-51060	Sialkot
34	ADAM WELFARE FOUNDATION PAKISTAN	BLOCK 5, SARGODHA .	Sargodha
35	UMEED WELFARE ORGANIZATION	Village Kohlian, Bhera, Sargodha.	Sargodha
36	PAK DEVELOPMENT ORGANIZATION	House name sheikh house thindar street madina park gujranwala road sheikhopura	Sheikhupura
37	AL-NISA WELFARE SOCIETY	Al-Nisa Welfare Society, Kot Ranjeet Gujranwala Road Sheikhupura	Sheikhupura

Sr.#	Name of NGOs	Address	District
38	AKHUWAT DEVELOPMENT FOUNDATION	Akhuwat development foundation jandiala sher khan Road Chak shah Pur Tehsil & District Sheikhpura.	Sheikhpura
39	COMMUNITY HOSTAGE INDIGENT NASTY WOMEN AID GUILD	Chinwag House 120-Gulberg Town Post Code No. 57070 (Kot Khadim Ali) Sahiwal Punjab Pakistan	Sahiwal
40	CONSTITUENCY RELATIONSHIP GROUP	Rao Hosue New Abadi Malka Hans	Pak Pattan
41	SAHARA WELFARE ASSOCIATION, PAKPATTAN.	Qasoori House, Street Tameer-e-Millat Model School, Nae Abadi, Tibba Sher Kot, Pakpattan.	Pak Pattan
42	HUMAN RESOURCE DEVELOPMENT SOCIETY	Qaboola Sherif, Pak Pattan	Pak Pattan
43	HUMAN RESOURCE DEVELOPMENT & FORMER SUPPORT COUNCIL	Human Resource Development & Former Support Council Pakpattan	Pak Pattan
44	SOCIAL DEVELOPMENT FOUNDATION PAKPATTAN	Sadat House, Sahiwal Road, Pakpattan	Pak Pattan
45	INITIATIVE FOR THE PARTICIPATORY DEVELOPMENT THROUGH PEACE	1st floor , Taj complex Abbasia Town Rahim Yar Khan	Rahim Yar Khan
46	ISLAMIC WELFARE SOCIETY	Islamic Welfare Society Chack 100/p Taranda Saway Kan RYK, Green Commission Shop Ghala Mandi Rahim Yar Khan.	Rahim Yar Khan Rahim Yar Khan
47	SAMAJ DEVELOPMENT FOUNDATION	First Floor, MCB Bank , Gulshan Iqbal Branch, Rahim Yar Khan	Rahim Yar Khan
48	ISLAMI SOCIAL WELFARE COUNCIL	515-E.B, Burewala.	Vehari
49	ASSOCIATION FOR PEACE & PROSPERITY	Street # 4, Christian Colony, Toba Tek Singh	Toba Tek Singh

Sr.#	Name of NGOs	Address	District
50	PIARA PAKISTAN SOCIAL WELFARE SOCIETY	Chak No. 709/G.B, Tehsil Kamalia, District Toba Tek Singh	Toba Tek Singh
51	KOHSAR WELFARE & EDUCATIONAL SOCIETY	House 1322-Street 20 Phase-1 Farash Town Islamabad	Islamabad
52	SOCIETY FOR SUSTAINABLE DEVELOPMENT	House No 24 A, street 1, Block A, Soan Gardens, Islamabad	Islamabad
53	ORGANIZATION FOR INTEGRATED AND SUSTAINABLE DEVELOPMENT	Flat# 1, Block 36-E, G-11/4, Near SLS Montessori School, Islamabad	Islamabad
54	HUMAN RESOURCE DEVELOPMENT SOCIETY	House no.143, St 7, F11/1	Islamabad
55	SOCIO-LEGAL ANCHORS FOUNDATION	House # 15, Street # 65, Sector: G-6/4, Islamabad	Islamabad
56	POVERTY ALLEVIATION AND SUSTAINABLE ORGANIZATION	203, Al-Habib Plaza, Phase-IV B, Street 4, Ghauri Town, Islamabad	Islamabad
57	SOCIAL JUSTICE & DEVELOPMENT INSTITUTE	Office # 202, 2nd Floor Dossul Arcade East Block E, Jinnah Avenue, Blue Area, Islamabad	Islamabad

BALUCHISTAN

Sr.#	Name of NGOs	Address	District
1	KHIDMAT KHALQ FOUNDATION	Universal Complex Basement Ground Office 12 ma Jinnah Quetta	Quetta
2	Ã,Â CENTRE FOR RESEARCH & DEVELOPMENT BALOCHISTAN	(SCAMB)Engineering Institute Zarghoon Rd flat 11, Quetta.	Quetta
3	HUMAN ORGANIZATION FOR PEACEFUL ENVIRONMENT	B choke, Malik Afzal Banglor,Spini Road Quetta	Quetta
4	YOUTH ORGANIZATION	Habibzai Qaila Abdullah, Quetta	Quetta
5	HUMANITARIAN SURVIVAL AND PROMOTION ORGANIZATION	Balochistan(H.S.P.O) Arbab Ghulam Ali Road,Quetta	Quetta
6	WOMEN WELFARE ORGANIZATION FOR WOMEN	Winder welfare organization Care of Doctor Rahila Habib Civil Hospital Winder,Lasbela.	Lasbela
7	HEALTH DEVELOPMENT SOCIETY	C/o Killi Haji Dad M. Zarkoon Oryani Distt. Kholu Balochistan	Kohlu
8	EDUCATION HEALTH AND SOCIAL ACTIVITIES FOR SOCIETY	Ward no 5 nazd railway phatak Ehsas Balochistan Office Dera Murad Jamali Balochistan. 04-05-2012	Nasirabad
9	SUBHO-NU-WELFARE SOCIETY BALOCHISTAN	Subho-nu-Welfare Society pobox manji pur tehsil sohbatpur district jafarabad Balochistan.	Jafarabad
10	GHAREEB AWAM DEVELOPMENT ORGANIZATION	Care of Murabba photo state Opposite telephone exchange,Dera Allah yar ,Tehsil Jhat pat,Disst Jaffarabad Balochistan	Jafarabad
11	RURAL ORGANIZATION FOR AWARENESS AND DEVELOPMENT	(ROAD), Dist. kila safiullah, Balochistan	Qilla Saifullah
12	ZULAM TORE FALAHI TANZIM	Azizulla Bajkani Sadar Zulumtore Falahi Tanzeem Post Office Pahanwar Sanhri, U/C Sunhri Tahsil Suhbatpur	Jacobabad

KHYBER PAKHTUNKHWA

Sr.#	Name of NGOs	Address	District
1	PEACE & DEVELOPMENT FOUNDATION	Infront of Deans appartments,Old Bara Road,University Town Peshawar	Peshawar
2	INITIATIVE FOR SOCIAL TRANSFORMATION	H.No: 26, Jamal ud Din Afghani Road, University Town, Peshawar	Peshawar
3	AGHAZ INITIATIVES TOWARDS DEVELOPMENT	Upper Portion ,In front of Deans appartments,Old Bara Road, University Town Peshawar	Peshawar
4	RABTA ORGANIZATION FOR WOMEN EMPOWERMENT & CHILD PROTECTION	H # 2-B, Sarwar Street # 3, Sarwar Colony, Gulberg # 1, Peshawar Cantt, KP, Pakistan	Peshawar
5	SOCIETY FOR HUMAN EMPOWERMENT & DEVELOPMENT	3rd Nasim Jan Sher Flats, Near CIA Police Station,Gulberg III, Peshawar.	Peshawar
6	COMMUNITY WELFARE ORGANIZATION	CWO office, Mohallah Haji abad, near railway phattak, Shaidu, Nowshera.	Nowshera
7	YOUTH CATALYST-PAKISTAN	Nowshera Office Address: Malik Abad near G.T Road, Kabal River, Nowshera Kalyan,	Nowshera
8	CHARSADA WOMEN ORGANIZATION	New Shams Abad, Gali Tarkanen, Mardan Road, Tehsil and ,District Charsadda.	Charsadda
9	HAMDARD DEVELOPMENT ORGANIZATION	Nissata Mohallah Usmania, Village Nissata, District Charsadda.	Charsadda
10	ALFALAH WELFARE ORGANISATION	Nowdiha Market, Dosehra Chowk, Sugar Mill Road, Mardan.	Mardan
11	NAYA SOCH WELFARE ORGANIZATION MARDAN	Mohallah Doctor Nawab Ali, Bank Road, District Mardan.	Mardan
12	ORGANIZATION FOR SUSTAINABLE DEVELOPMENT AND SOCIAL INTEGRATION	Village and Post Office Kaddi,Tehsil & Distt: Swabi	Swabi
13	ITTEFAQ WELFARE ORGANIZATION	Ittefaq Welfare Organization, Chekar Kot Bala, District Kohat,	Kohat

SINDH

Sr.#	Name of NGOs	Address	District
1	FLAME	C-29 Mezzanine Floor, Street 24, Tauheed Commercial Area, Phase V ,DHA ,xxx Karachi	Karachi
2	INITIATOR HUMAN DEVELOPMENT FOUNDATION	Suite No.5,2nd Floor,Block C-3,Taj Complex,M.A.Jinnah Road,Karachi-74400	Karachi
3	EDUCATION & CHILD WELFARE TRUST	B-58 lakhani pride block 14 gulistan-e-jouhor, opposite rabia city karachi	Karachi
4	THE PEACE ORGANIZATION	C-21, phase 3, KDA Flats, Shadman Town No.1 , karachi.	Karachi
5	HOPE FOR LIFE ORGANIZATION	89-E,Khalid Bin Waleed Road,PECHS block 2 karachi	Karachi
6	MUFAD-E-NISWAN TRUST	St-6/G Shah Faisal Colony-2 Karachi	Karachi
7	COMMUNITY DEVELOPMENT FOUNDATION PAKISTAN	Hussainabad Sakrand, District: Shaheed Benazir Abad, Sindh Pakistan	Nawabshah
8	SAATH WELFARE ASSOCIATION	Village And P.O Mashaikh Taluka Sakrand District Shaheed Benazir abad Sindh Pakistan	Nawabshah
9	SINDHICA REFORMS SOCIETY	Head Office: Sindhica Reforms Society, House No: A 1350 , Near Old Noorani Center, Garibabad Nawabshah	Nawabshah
10	SEWA DEVELOPMENT TRUST SINDH	A-3, 3RD FLOOR, CIVIC CENTER ,KHAIRPUR MIRS-66020 - SINDH	Khairpur
11	HUMAN RESOURCE ORGANIZATION	HRO office Village Khuwaja PO Ahmed Pur Taluka Kangri District Khairpu Mir's	Khairpur

Sr.#	Name of NGOs	Address	District
12	ABDUL KARIM GADAI SOCIAL WELFARE AND DEVELOPMENT ASSOCIATION ALISHA WOMEN DEVELOPMENT SOCIETY SINDH	Main bazar Thul near Ali mohammad book store THUL district jacobabad sindh	Jacobabad
13	HAMDARD DEVELOPMENT FOUNDATION	Head office:plot:no:3/h/5/37, Flat :no D-201 2nd floor Nazimabad Karachi Sindh	Jacobabad
14	HUMAN FRIENDS SOCIAL WELFARE ORGANIZATION	Opposite Shaikh Rice Mill, Station Road, Thul, PO & Taluka Thul, District Jacobabad, Sindh.	Larkana
15	SINDH DHARTI SOCIAL DEVELOPMENT ORGANIZATION	Village Kanga Taluka Larkana	Larkana
16	AFSHAN WOMEN SOCIAL WELFARE & EDUCATIONAL ASSOCIATION	Old Power House	Sukkur
17	SINDH EDUCATIONAL AND ENVIRONMETAL DEVELOPMENT ORGANIZATION	Taluka P.Akil	Sukkur
18	PARTICIPATORY HUMAN DEVELOPMENT	Junejo Muhalla, Post Office And Town Bagarji, Pakistan	Sukkur
19	SHADE WELFARE ASSOCIATION	H.No.C-631/49, Pir Makki Shah Colony Local Board Sukkur	Sukkur
20	DEVELOPMENT & WOMEN ADVOCACY NET WORK SHIKARPUR	Bungalow No A-11 Professor Housing Society Ste Area Square Sukkur Sindh	Shikarpur
21	SOCIETY FOR COMMUNITY EMPOWERMENT AND DEVELOPMENT (SCED)	Jalbani Mohallah, Railway Station Road, Shaikarpur.	Hyderabad
22		House no. 305, Christian Colony, opposite BISE, Unit # 6 Latifabad Hyderabad	

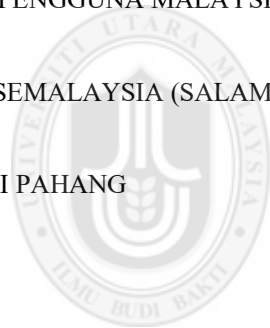
Appendix VIII: List of NGOs from Malaysia

PAHANG

Sr.#	NAMA PERTUBUHAN	KATEGORI	SUB KATEGORI	ALAMAT
1	PERSATUAN WANITA KRISTIAN KUANTAN PAHANG (YOUNG WOMENS CHRISTIAN ASSOCIATION OF KUANTAN)	KEBAJIKAN	KEBAJIKAN AHLI	48 JLN HJ ABD AZIZ
2	PERSATUAN WANITA TAMIL KUANTAN, PAHANG (KUANTAN TAMIL WOMEN'S ASSOCIATION KUANTAN, PAHANG)	KEBAJIKAN	KEBAJIKAN AHLI	NO. E-661, JALAN KAMPUNG TENGAH, LORONG SERI TERUNTUM 89
3	PERSATUAN INDUSTRI KECIL DAN SEDERHANA WANITA DAERAH PEKAN, PAHANG	PERDAGANGAN	INDUSTRI KECIL SEDERHANA	PLB 316, JALAN ISTANA PERMAI, KAMPUNG PANCHOR,
4	KELAB WANITA MELAYU BENTONG PAHANG	SOSIAL	PENDUDUK	TINGKAT BAWAH, BANGUNAN UMNO BENTONG
5	PERSATUAN USAHAWAN WANITA BUMIPUTRA MALAYSIA (ASSOCIATION OF BUMIPUTRA WOMEN ENTREPRENEURS MALAYSIA)	PERDAGANGAN	DEWAN PERNIAGAAN	NO. A-21-1, LORONG TUN ISMAIL 9, SERI DAGANGAN 2,
6	PERSATUAN WANITA INDIA KUANTAN, PAHANG (KUANTAN INDIAN WOMEN ASSCIATION)	KEBAJIKAN	KEBAJIKAN AHLI	NO. E-1437, LORONG MAT KILAU 2, No 155 felda sena jengka 16
7	PERSATUAN KEBAJIKAN DAN PEMBANGUNAN WANITA MARAN PAHANG	KEBAJIKAN	KEBAJIKAN AHLI	
8	KELAB WANITA PROFESIONAL PAHANG	SOSIAL	PEKERJAAN	B-16, 1st FLOOR, LORONG SG. ISAP JAYA 1, PERKAMPUNGAN SG. ISAP JAYA

Sr.#	NAMA PERTUBUHAN	KATEGORI	SUB KATEGORI	ALAMAT
9	PERSATUAN WANITA UNIVERSITI MALAYSIA PAHANG	KEBAJIKAN	KEBAJIKAN AHLI	D/A PEJABAT NAIB CANSELOR, UNIVERSITI MALAYSIA PAHANG, LEBUHRAYA TUN RAZAK,
10	PERSATUAN KEBAJIKAN WANITA SIKH DAERAH BENTONG PAHANG	KEBAJIKAN	KEBAJIKAN AHLI	KT,253,KETARI,BENTONG
11	PERSATUAN KEBAJIKAN WANITA CAMERON HIGHLANDS	KEBAJIKAN	KEBAJIKAN AHLI	39, JALAN ODP 3, ORCHID DELUXE PARK RINGLET,
12	PERTUBUHAN SOLIDARITI HIJAU, KUANTAN, PAHANG	HAK ASASI	ALAM SEKITAR	B- 1938, LORONG SEKILAU 33, JALAN HAJI AHMAD,
13	PERTUBUHAN RANGKAIAN PEMBANGUNAN KESINAMBUNGAN MALAYSIA	HAK ASASI	ALAM SEKITAR	B-2114 TINGKAT 1JALAN HJ AHMAD
14	KELAB ALAM SEKITAR KILANG KELAPA SAWIT PAHANG	HAK ASASI	ALAM SEKITAR	KILANG KELAPA SAWIT RAUB SDN BHD, LOT 3023 MUKIM GALI, BUKIT KOMAN
15	PERTUBUHAN PENCIANTA ECO ALAM MALAYSIA	HAK ASASI	ALAM SEKITAR	59,Jalan Daya 1, Taman Daya Kepong
16	KELAB PENCIANTA ALAM SEKITAR KUANTAN PAHANG (KUANTAN ENVIRONMENT LOVER CLUB)(KELC)	HAK ASASI	ALAM SEKITAR	NO 109, JALAN PELINDUNG AMAN 1, BESERAH,
17	PERSATUAN KESEDARAN ALAM SEKITAR CAMERON HIGHLANDS (SOCIETY OF REGIONAL ENVIROMENTAL AWARENESS CAMERON HIGHLANDS), PAHANG (R.E.A.C.H)	HAK ASASI	ALAM SEKITAR	NO.1 MAIN ROAD,
18	PERSATUAN HAK ASASI PENGGUNA PAHANG	HAK ASASI	PENGGUNA	BILIK 36,TKT.1,NO.40, JALAN MAHKOTA

Sr.#	NAMA PERTUBUHAN	KATEGORI	SUB KATEGORI	ALAMAT
19	PERTUBUHAN GELOMBANG HIJAU KUANTAN PAHANG	HAK ASASI	ALAM SEKITAR	A7, 1ST FLOOR, JALAN TUN ISMAIL 2, SRI DAGANGAN 2,
20	KELAB PEWARIS KERAJAAN BARISAN NASIONAL (BN) MALAYSIA (KPKBNM)	HAK ASASI	MANUSIA	NO.118-1, JALAN 2/23 A, TAMAN DANAU KOTA OFF JALAN GENTING KLANG SETAPAK
21	PERSATUAN PERLINDUNGAN PENGGUNA MALAYSIA	HAK ASASI	PENGGUNA	NO. 3, LORONG KURNIA JAYA 1, TAMAN KURNIA JAYA,
22	PERTUBUHAN SALAM INSAN SEMALAYSIA (SALAM INSAN)	HAK ASASI	MANUSIA	LOT 535, KAMPUNG SALONG MEMPELAS
23	PERSATUAN SAYANGI SUNGAI PAHANG	HAK ASASI	ALAM SEKITAR	A49 GROUND FLOOR, JALAN TUN ISMAIL 1



UUM
Universiti Utara Malaysia



JABATAN PENDAFTARAN PERTUBUHAN MALAYSIA NEGERI KEDAH
Aras 3, Bangunan Kementerian Dalam Negeri
Kompleks Pentadbiran Kerajaan Persekutuan
Bandar Mu'adzam Shah
06550 Alor Setar
Kedah Darul Aman
Pjsabat Am 04-7312700/04-7347144
No. Faks: 04-7336062
Laman Web: www.rca.gov.my



"MUAFAKAT KEDAH"

Ruj. Kami PPP.161/KOH/PMT/B.Jld.3 (9)
Tarikh 28 September 2017



Puti Khairani
3C 328 Inasis Tradewinds,
06010 UUM Sintok,
Kedah Darul Aman

Puan,

PERMOHONAN UNTUK MENDAPATKAN SENARAI NGO

Saya dengan segala hormatnya menjuk perkara di atas dan surat puan rujukan bertarikh 18 September 2017 adalah berkenaan.

2. Semakan mendapati terdapat 27 buah pertubuhan yang berkaitan seperti yang diminta oleh pihak puan. Puan dikehendaki membuat bayaran sebanyak RM 54.00 di kaunter JPPM Kedah.
3. Bersama-sama ini dikemukakan senarai pertubuhan aktif di Negeri Kedah yang berkaitan dengan hak menyasia, hak wanita dan kesedaran kesihatan seperti yang diminta untuk makluman dan tindakan puan selanjutnya.

Sekian, terima kasih.

Universiti Utara Malaysia

" BERKHIDMAT UNTUK NEGARA "

Saya yang menurut perintah,

(NUR'AINI BINTI ROSLI)
b.p Pengarah
Jabatan Pendaftaran Pertubuhan Malaysia
Negeri Kedah



KEMENTERIAN DALAM NEGERI
"Perseutan Menjamin Keselamatan dan Kesejahteraan"



KEDAH

SENARAI PERTUBUHAN YANG BERDAFTAR DAN AKTIF SEHINGGA 28 SEPTEMBER 2017 DI NEGERI KEDAH

BIL	NO PENDAFTARAN	NAMA PERTUBUHAN	KATEGORI	SUB KATEGORI	ALAMAT PERTUBUHAN
1	PPM-001-02-02072017	KELAB PENDIDIKAN DAN PEMELIHARAAN ALAM LEMBAH BUJANG LESTARI	HAK ASASI	ALAM SEKITAR	11, JLN MELATI 1, BANDAR AMANJAYA, 08000 SUNGAI PETANI, KEDAH
2	PPM-002-02-22072014	KELAB BIODIVERSITI SUNGAI MERBOK, KUALA MUDA, KEDAH	HAK ASASI	ALAM SEKITAR	KAMPUNG BARU, PULAU TIGA, 08000 SUNGAI PETANI, KEDAH
3	PPM-003-02-02041986	PERSATUAN PENGGUNA KEDAH (CONSUMER ASSOCIATION OF KEDAH) (CAKE)	HAK ASASI	PENGGUNA	50B, TINGKAT 2, JALAN PSK 1, PEKAN SIMPANG KUALA, 05100 ALOR SETAR, KEDAH
4	PPM-004-02-15022016	PERSATUAN GERAKAN PENGGUNA DAERAH SIK (GPD)	HAK ASASI	PENGGUNA	11 A, KAMPUNG BERONA KANAN, MUKIM JENIANG, 08200 SIK, KEDAH
5	PPM-004-02-30102014	BADAN BERTINDAK ANTI PENYELEWENGAN NEGERI KEDAH	HAK ASASI	MANUSIA	F-20, KAMPUNG PADANG JANGGUS, 09700 KARANGAN, KEDAH
6	PPM-005-02-21072000	PERSATUAN PEMBAYAR PEMBAYAR CUKAI NEGERI KEDAH	HAK ASASI	PENGGUNA	NO 1559 TINGKAT 3, JALAN KOTA, 05000 ALOR SETAR, KEDAH

BIL	NO PENDAFTARAN	NAMA PERTUBUHAN	KATEGORI	SUB KATEGORI	ALAMAT PERTUBUHAN
7	PPM-006-02-06022010	PERSATUAN PENGGUNA DAERAH BALING, KEDAH	HAK ASASI	PENGGUNA	NO. 1, BANGUNAN ZAKAT, JALAN BADLISHAH, 09100 BALING, KEDAH
8	PPM-007-02-09072010	PERSATUAN PENGGUNA DAERAH KOTA SETAR.	HAK ASASI	PENGGUNA	NO.3107, TAMAN PKNK, LORONG KENARI MERAH 3, JALAN TUN RAZAK, 05200 ALOR SETAR, KEDAH
9	PPM-008-02-22052014	KELAB INISIATIF PEMULIHARAAN ALAM SEKITAR	HAK ASASI	ALAM SEKITAR	17C & 18C, PUSAT PERNIAGAAN ANGGERIK PEREMBA, OFF LEBUHRAYA SULTANAH BAHYAH, 05150 ALOR SETAR, KEDAH
10	PPM-009-02-25052016	PERSATUAN ALAM SEKITAR GUNUNG PULAI, BALING, KEDAH	HAK ASASI	ALAM SEKITAR	DI ALAMAT- MOHD DESA BIN MURAD KG PEKAN LAMA PULAI, MUKIM PULAI, 09100 BALING, KEDAH DARUL AMAN
11	PPM-009-02-28092017	PERTUBUHAN KUASANITA UNGGUL DAERAH BALING	HAK ASASI	MANUSIA	TINGKAT 1, BANGUNAN PEJABAT POS, PEKAN BARU BALING, 09100 BALING, KEDAH
12	PPM-013-02-05032014	PERTUBUHAN SUARA PENGGUNA MALAYSIA (PSPM)	HAK ASASI	PENGGUNA	E394 JALAN INDAH 7, TAMAN SEJATI INDAH, 08000 SUNGAI PETANI KEDAH
13	PPM-015-02-30032017	PERSATUAN PENYELAMAT DAN PENJAGAAN HAIWAN TERBIAR, KUALA MUDA, KEDAH	HAK ASASI	ALAM SEKITAR	441 LRG 3/4A, TAMAN KEMPAS, 08000 SUNGAI PETANI KEDAH

BIL	NO PENDAFTARAN	NAMA PERTUBUHAN	KATEGORI	SUB KATEGORI	ALAMAT PERTUBUHAN
14	PPM-019-02-24112015	PERSATUAN GERAKAN PENGGUNA DAERAH KUBANG PASU.	HAK ASASI	PENGGUNA	NO.21 FELDA LAKA SELATAN, 06010 JITRA, KEDAH
15	PPM-020-02-03112016	PERSATUAN PERTANIAN MESRA ALAM SUNGAI PETANI (SUNGAI PETANI ECO FARMS ASSOCIATION)	HAK ASASI	ALAM SEKITAR	13 LORONG BANDAR UTAMA 2 BANDAR UTAMA, 08000 SUNGAI PETANI KEDAH
16	PPM-020-02-16022016	PERSATUAN GERAKAN PENGGUNA DAERAH PADANG TERAP	HAK ASASI	PENGGUNA	BANGUNAN UMNO BAHAGIAN PADANG TERAP, 06300 KUALA NERANG, KEDAH
17	PPM-020-02-24112015	PERSATUAN GERAKAN PENGGUNA DAERAH BALING (GPD)	HAK ASASI	PENGGUNA	NO. 61, LORONG 3 , TAMAN DESA ANGGERIK, 09100 BALING, KEDAH
18	PPM-022-02-28012016	PERSATUAN PENGGUNA DAERAH PENDANG, KEDAH (GPD)	HAK ASASI	PENGGUNA	NO. 4, BELAKANG KLINIK DESA KAMPUNG GAJAH MATI, 06700 PENDANG, KEDAH
19	PPM-024-02-02022016	PERSATUAN GERAKAN PENGGUNA DAERAH YAN (GPD)	HAK ASASI	PENGGUNA	86 C KAMPONG BARU, 08800 GUAR CEMPEDAK, KEDAH
20	PPM-055-02-19012016	PERSATUAN GERAKAN PENGGUNA DAERAH KUALA MUDA, KEDAH (GPD)	HAK ASASI	PENGGUNA	NO. 23, PERSIARAN BLM 4, BANDAR LAGUNA MERBOK, 08000 SUNGAI PETANI KEDAH

BIL	NO PENDAFTARAN	NAMA PERTUBUHAN	KATEGORI	SUB KATEGORI	ALAMAT PERTUBUHAN
21	PPM-008-02-20011997	PERTUBUHAN KESEDARAN WANITA KEDAH	KEBAJIKAN	KEBAJIKAN AHLI	D/A 2821-J, LORONG MENTERI 2, OFF JALAN SULTANAH, 05250 ALOR SETAR, KEDAH
22	PPM-004-02-26042010	PERTUBUHAN KEBAJIKAN IBU TUNGGAL DAN ANAK YATIM KEDAH.	KEBAJIKAN	IBU TUNGGAL	LOT 447, TINGKAT 1, TAMAN TABUNG HAJI, BUKIT TINGGI, 06200 ALOR SETAR, KEDAH
23	PPM-016-02-01042014	PERSATUAN GABUNGAN WANITA KEDAH	KEBAJIKAN	ORANG KURANG UPAYA (OKU)	TINGKAT 7, BANGUNAN TUNKU, JALAN TUNKU IBRAHIM, 05000 ALOR SETAR, KEDAH
24	PPM-012-02-19042016	PERTUBUHAN WANITA PRIHATIN 1 KEDAH	KEBAJIKAN	KEBAJIKAN MASYARAKAT	NO. 1318, LORONG 10/7, TAMAN RIA, 09400 PADANG SERAI, KEDAH
25	PPM-002-02-10102013	PERTUBUHAN SOKONGAN KESIHATAN KEDAH	KEBAJIKAN	KEBAJIKAN MASYARAKAT	74, TAMAN HIDAYAH FASA 2, JALAN HUTAN KAMPONG, 06530 ALOR SETAR, KEDAH
26	PPM-001-02-15021962	PERSATUAN KESIHATAN KELUARGA KEDAH (KEDAH FAMILY HEALTH ASSOCIATION)	KEBAJIKAN	KEBAJIKAN AHLI	NO. 2, KAMPUNG BARU, 05000 ALOR SETAR, KEDAH
27	PPM-002-10-16061983-000040	DIABETES MALAYSIA CAWANGAN NEGERI KEDAH	KEBAJIKAN	KEBAJIKAN AHLI	2241-B, LORONG BAKAR BATA, 05100 ALOR SETAR, KEDAH

PINANG

Laporan Pertubuhan

Displaying 1-23 of 23 result(s).

Pemegang Pendaftaran Pertubuhan

[Signature]
 CHOW SIEW LEE
 Pemegang Pendaftaran Pertubuhan
 Jabatan Pendaftaran Pertubuhan Malaysia
 Negeri Pulau Pinang

No.	No Pertubuhan	Nama Pertubuhan	Kategori	Sub Kategori	Alamat
1	PPM-002-07-04062013	PERSATUAN AGRIUNITTHA PULAU PINANG	HAK ASASI	ALAM SEKITAR	1-02-07, TREASURE VILLE APARTMENT, LINTANG THEAN THEIK, BANDAR BARU AYER ITAM 11500 AYER ITAM PULAU PINANG
2	PPM-003-07-05102016	PERTUBUHAN PEMULIHARAAN ALAM SEMULAJADI PULAU PINANG (PENANG NATURE CONSERVATION SOCIETY)	HAK ASASI	ALAM SEKITAR	PEJABAT JKKK, DEWAN ORANG RAMAI, TAMAN SUPREME, 13700 PERAI PULAU PINANG
3	PPM-005-07-02022009	PERSATUAN KESEDARAN HAK WANITA, BUKIT MERTAJAM, PULAU PINANG (PENANG, BUKIT MERTAJAM WOMEN RIGHT'S AWARENESS ASSOCIATION)	HAK ASASI	MANUSIA	NO. 34, JALAN JANGGUS, TAMAN MAKOK, 14000 BUKIT MERTAJAM PULAU PINANG
4	PPM-005-07-24062011	PERSATUAN PERLINDUNGAN RADIASI ELEKTROMAGNETIK, PULAU PINANG	HAK ASASI	ALAM SEKITAR	NO.6 JALAN SEKOLAH LA SALLE, 11400 AYER ITAM PULAU PINANG
5	PPM-006-07-09122013	PERSATUAN PENDUKUNG PERLEMBAGAAN DAN POLISI MALAYSIA	HAK ASASI	MANUSIA	Suite 18-13-G, Gurney Tower, Persiaran Gurney, 10250 Georgetown, Pulau Pinang 10250 Georgetown PULAU PINANG
6	PPM-007-07-05122012	PERSATUAN CINTAI ALAM SEKITAR, PULAU PINANG	HAK ASASI	ALAM SEKITAR	NO 28, CHANGKAT MINDEN, JALAN 5, GELUGOR, 11400 AYER ITAM PULAU PINANG
7	PPM-007-07-22062000	PERSATUAN PELINDUNG PENGGUNA PULAU PINANG (PENANG CONSUMER PROTECTION ASSOCIATION) (PCPA)	HAK ASASI	PENGGUNA	NO 28 LINTANG PEKAKA 4M, SG DUA 11700 GELUGOR PULAU PINANG
8	PPM-008-07-25012013	PERSATUAN PENCINTA ALAM DAN KESIHATAN, NEGERI PULAU PINANG	HAK ASASI	ALAM SEKITAR	NO 1-1-5, MATANG MALL, JALAN MATANG PASIR 1, 11900 BAYAN BARU

07 DEC 2017


					PULAU PINANG
9	PPM-008-07-28112012	PERTUBUHAN PEMULIHARAAN ANJING TERBIAR MERCY PERAI PULAU PINANG	HAK ASASI	ALAM SEKITAR	20, Lorong Talang 3, Taman Perai, 13700 PERAI PULAU PINANG
10	PPM-009-07-23122008	PERSATUAN PERLINDUNGAN HAIWAN DAN ALAM PULAU PINANG (PENANG GREEN ANIMAL SHELTER AND SANCTUARY SOCIETY)	HAK ASASI	ALAM SEKITAR	31, JALAN CHEE SENG 8, 11200 TANJUNG BUNGAH PULAU PINANG
11	PPM-010-07-08042014	PERTUBUHAN AMANAH WARISAN MELAYU PULAU PINANG(PEWARIS)	HAK ASASI	<u>MANUSIA</u>	NO 60,JALAN PEMENANG 10250 GEORGETOWN PULAU PINANG
12	PPM-010-07-28062013	PERTUBUHAN PESARA PESARA SEKTOR SWASTA MALAYSIA	HAK ASASI	<u>MANUSIA</u>	56, Jalan Meranti, Taman Meranti, Bagan Ajam 13000 Butterworth PULAU PINANG
13	PPM-011-07-31102013	PERTUBUHAN EKOPELANCONGAN DAN PEMELIHARAAN ALAM SEMULAJADI PULAU PINANG	HAK ASASI	ALAM SEKITAR	52, JLN SG DAUN TMN NIBONG TEBAL JAYA 14300 NIBONG TEBAL PULAU PINANG
14	PPM-013-07-17102003	KELAB PENGGUNA TANJUNG, PULAU PINANG	HAK ASASI	<u>PENGGUNA</u>	TINGKAT 3, 309-O SILVER SQUARE,JALAN PERAK 10150 GEORGETOWN PULAU PINANG
15	PPM-013-07-23102015	PERTUBUHAN WARISAN TANAH DAN TEROKA BANDAR PULAU PINANG	HAK ASASI	<u>MANUSIA</u>	900, PEKAN BARU, TELOK AIR TAWAR 13050 BUTTERWORTH, PULAU PINANG 13050 BUTTERWORTH PULAU PINANG
16	PPM-014-07-10022015	PERSATUAN KELAB PENCINTA & PEMULIHARAN SUNGAI PERAI, PULAU PINANG	HAK ASASI	ALAM SEKITAR	108, SOLOK KIKIK 2, TAMAN INDERAWASIH, 13600 PERAI PULAU PINANG
17	PPM-015-07-27032015	PERSATUAN KOMUNITI BERDIKARI	HAK ASASI	<u>MANUSIA</u>	2B-16-04, MUTIARA HEIGHTS, LINTANG HAJAH REHMAH 11600 JELUTONG PULAU PINANG

DAFTAR PUSTAKA DOKUMEN
KAWASAN PERALIHAN

JOHNSON LEE
Penyandang Pendaftar Pertubuhan
Jabatan Pendaftaran Pertubuhan Malaysia
Negeri Pulau Pinang

07 DEC 2017

18	PPM-016-07-27032017	PERTUBUHAN HARI ISNIN TANPA DAGING MALAYSIA	HAK ASASI	ALAM SEKITAR	23-1, Jalan Perusahaan Jelutong 1, Fortune Park, 11600 Penang 11600 Jelutong PULAU PINANG
19	PPM-017-07-09042015	PERTUBUHAN MASYARAKAT SIHAT TANPA ALKOHOL, PULAU PINANG	HAK ASASI	MANUSIA	Tingkat 1, No.19, Jalan Chain Ferry, Taman Chai Leng, 13700 PULAU PINANG
20	PPM-018-07-04102016	PERTUBUHAN HIJAU SEMULAJADI PULAU PINANG (PENANG NATURAL GREEN ORGANIZATION)	HAK ASASI	ALAM SEKITAR	6-5-38, KOMPLEKS FARLIM, LEBUHRAYA THEAN TEIK 11500 BANDAR BARU AIR ITAM PULAU PINANG
21	PPM-021-07-14062013	PERTUBUHAN AMAL KITARAN SEMULA PULAU PINANG	HAK ASASI	ALAM SEKITAR	106-11-08, Villa Emas Condo, Persiaran Bayan Indah 11900 PULAU PINANG
22	PPM-022-07-27062003	PERSATUAN PERLINDUNGAN HAIWAN TERBIAR, PULAU PINANG (PENANG ANIMAL SANCTUARY SOCIETY)	HAK ASASI	ALAM SEKITAR	11-7 PENTHOUSE, NB PLACE, GOTTLIEB ROAD, 10350 GEORGETOWN PULAU PINANG
23	PPM-039-07-22032011	PERTUBUHAN PELINDUNGAN BUMI, PULAU PINANG (PENANG SAVE EARTH ASSOCIATION)	HAK ASASI	ALAM SEKITAR	15, LEBUH LEMBAH PERMAI 1, 11200 TANJUNG BUNGAH PULAU PINANG

DOKUMEN
 ASAL/SEBANYAKNYA

 JASIEW LEE
 Pelong Pendafar Pertubuhan
 Jabatan Pendaftaran Pertubuhan Malaysia
 Negeri Pulau Pinang
 07 DEC 2017

PAHANG

PERSATUAN SEMANGAT WANITA SEHATI SEJIWA MALAYSIA
PPM-014-14-18042016

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	NO. 80N, JALAN RIONG, BANGSAR ROAD,
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	BANGSAR
Poskod	59100

PERTUBUHAN PEMBANGUNAN DAN INOVASI WANITA
PPM-016-14-14032016

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	3-253, JALAN UDANG KEPAI, TAMAN SRI SEGAMBUT
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	52000

PERSATUAN JALINAN WANITA MALAYSIA
PPM-015-14-20072017

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	Suite 20.05, Level 20, Menara Genesis, 33, Jalan Sultan Ismail
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	Kuala Lumpur
Poskod	50250

PERSATUAN KEBAJIKAN DAN KEMAJUAN WANITA SEGAMBUT KUALA LUMPUR
PPM-017-14-02052014

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	NO 1 JALAN 6/37B TAMAN BUKIT MALURI KEPONG 52100 KUALA LUMPUR
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	SEGAMBUT
Poskod	52100

PERSATUAN KEBANGSAAN USAHAWAN WANITA MALAYSIA
(NATIONAL ASSOCIATION OF WOMEN ENTREPRENEURS OF MALAYSIA)

PPM-018-14-20051993

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	LOT 11, RUMAH PUSPANITA, 5171 JKR, JALAN HOSE
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	50460

PERSATUAN WANITA IBU TUNGGAL WARGA EMAS DAN FAKIR MISKIN CHERAS,
KUALA LUMPUR
PPM-021-14-01082012

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	BLOK4 4-6-19 JALAN 9/118B PPR DBKL DESA TUN RAZAK CHERAS
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	
Poskod	56000

PERTUBUHAN WANITA PERKASA KUALA LUMPUR
PPM-019-14-08022018

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	No.2, Kg. Malaysia Tambahan, Sg. Besi
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	
Poskod	57100

PERSATUAN USAHAWAN WANITA DALAM PERNIAGAAN PERKHIDMATAN DAN
PERDAGANGAN MALAYSIA
PPM-021-14-11042013

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	No.73 Aras 3 Kompleks Damai Jalan Dato' Hj Eusoff
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	Kuala Lumpur
Poskod	50400

PERSATUAN KEBAJIKAN WANITA NUR HIDAYAH KUALA LUMPUR
PPM-021-14-21052014

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	7-0-3, KELUMPUK SERINDIT B, JLN 5/56, AU3 AMPANG ULU KELANG
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	
Poskod	54200

PERSATUAN PEKERJA WANITA MALAYSIA (MALYSIAN ASSOCIATION OF WORKING WOMEN)
PPM-025-14-16042002

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	NO: 26, JALAN 6/38B, TAMAN SEGAMBUT,
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	51200

PERSATUAN WANITA PELBAGAI KEBUDAYAAN KUALA LUMPUR DAN SELANGOR
PPM-023-14-24062015

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	17, Jalan Perlak 3, Sri Petaling
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	Sri Petaling
Poskod	57000

PERSATUAN WANITA PROFESIONAL MALAYSIA
(BUSINESS PROFESSIONAL WOMEN (MALAYSIA))
PPM-026-14-25022014

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	No.26-3 Jalan 28/70A Desa Sri Hartamas
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	
Poskod	50480

PERSATUAN KEMAJUAN DAN TRANSFORMASI WANITA WILAYAH
PERSEKUTUAN KUALA LUMPUR
PPM-029-14-22062015

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	RC-27-03 (SURIYA 3) RIVER CITY CONDO, BATU 3, JALAN SULTAN AZLAN SHAH 52100 KUALA LUMPUR
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	52100

PERSATUAN GERAK WANITA, MALAYSIA
PPM-035-14-09122003

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	SEDAR RESOURCE CENTRE BERHAD, LOT 6.02, MENARA PGRM, 8, JALAN PUDU ULU, CHERAS,
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	56100

PERSATUAN PENYELIDIKAN DAN PEMBANGUNAN DIRI WANITA KUALA LUMPUR
DAN SELANGOR (WOMEN'S SELF DEVELOPMENT AND RESEARCH SOCIETY
KUALA LUMPUR AND SELANGOR)

PPM-030-14-21122011

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	NO 198B, 2ND FLOOR, JALAN TUN SAMBANTHAN,
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	BRICKFIELDS

PERSATUAN SOSIOEKONOMI WANITA INDIA KUALA LUMPUR DAN SELANGOR
PPM-039-14-07102015

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	14-02 Greenpark Condominium Jalan Awan Pintal Taman Yarl Off Jln Klang Lama
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	
Poskod	58200

PERSATUAN WANITA KEDAH DI KUALA LUMPUR DAN SELANGOR
PPM-041-14-31032010

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	NO.3 JALAN SETIA BAKTI 5, BUKIT DAMANSARA,
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	50490

PERSATUAN PERKEMBANGAN WANITA KUALA LUMPUR & SELANGOR (2016)
DYNAMIC WOMEN FORCE KUALA LUMPUR & SELANGOR (2016)
PPM-011-14-15072016

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	529p blok 1 flat sri Pahang bukit bangsar
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	WILAYAH PERSEKUTUAN
Poskod	59100

PERSATUAN e-USAHAWAN WANITA MALAYSIA
(e-ENTREPRENEURS WOMEN ASSOCIATION MALAYSIA)
PPM-069-14-21022011

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	NO. 6-1, JALAN DAMAI RAYA 2, DAMAI RAYA, ALAM DAMAI
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	56000

PERSATUAN KEBAJIKAN PEMANDU-PEMANDU WANITA MALAYSIA
PPM-012-14-04032014

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	NO.575-K, BLOCK 03, APRT SERI PAHANG, BUKIT BANGSAR, 59100 KUALA LUMPUR
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	
Poskod	59100

PERTUBUHAN KEBAJIKAN WANITA KUALA LUMPUR (PERKAWATI CARE)
PPM-012-14-19082015

ALAMAT TEMPAT URUSAN PERTUBUHAN	
Alamat Tempat Urusan	109 LORONG KERAMAT 2 KG DATOK KERAMAT 54000 KUALA LUMPUR
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	54000

PERTUBUHAN PEMBANGUNAN STRATEGIK WANITA, KELUARGA & KOMUNITI
INDIA MALAYSIA
PPM-010-14-02022017

ALAMAT TEMPAT URUSAN PERTUBUHAN	
Alamat Tempat Urusan	NO 14-1, JALAN 6D/6, TAMAN SETAPAK INDAH 53100 KUALA LUMPUR
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	53100

PERTUBUHAN PEMBANGUNAN IBU TUNGGAL DAN WANITA MELAYU MALAYSIA
(PERHAWA)
PPM-013-14-08052015

ALAMAT TEMPAT URUSAN PERTUBUHAN	
Alamat Tempat Urusan	PT 14, JALAN TAMAN MELATI, GOMBAK SETIA
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR
Poskod	53100

PERSATUAN JARINGAN USAHAWAN WANITA BUMIPUTRA MALAYSIA (WENA)
PPM-001-14-04092003

ALAMAT TEMPAT URUSAN PERTUBUHAN	
Alamat Tempat Urusan	52-3A, MEDAN SETIA 2, PLAZA DAMANSARA, BUKIT DAMANSARA,
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	TIADA
Bandar	KUALA LUMPUR
Poskod	50490

PERSATUAN WANITA BEKERJAYA PENYAYANG KUALA LUMPUR (PEWABP)
PPM-001-14-17062016

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	NO 8 JALAN PANDAN 8/1, PANDAN JAYA
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	Pandan Jaya
Poskod	55100

YAYASAN WANITA UNGGUL 1MALAYSIA KUALA LUMPUR
PPM-002-14-03042014

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	52 jalan jujur bandar tun razak cheras
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	CHERAS
Poskod	56000

PERTUBUHAN RANGKAIAN HAL EHWAL WANITA, MALAYSIA (WOMEN'S
INTEREST NETWORK SOCIETY, MALAYSIA)
PPM-003-14-06042005

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	33-13-3, BLOCK A, VILLA SCOTT CONDOMINIUM, JALAN SCOTT, BRICKFIELD
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	KUALA LUMPUR

PERSATUAN WANITA TIONG HUA MALAYSIA
PPM-003-14-19042012

ALAMAT TEMPAT URUSAN PERTUBUHAN

Alamat Tempat Urusan	16A, Jalan 6/62A, Bandar Manjalara
Negeri	WILAYAH PERSEKUTUAN KUALA LUMPUR
Daerah	WP Kuala Lumpur
Bandar	
Poskod	52200



UUM



SALINAN YANG BENAR
BAGI DOKUMEN ASAL/SEBAHAGIANYA

qr
NORAZILA BINTI ROSLAN
B/P PENOLONG PENDAFTAR PERTUBUHAN
WILAYAH PERSEKUTUAN KUALA LUMPUR

TARIKH : 31/5/18

Appendix IX: Treatment of Missing Values

Dataset (Malaysia)

	Result Variable	N of Replaced Missing Values	Case Number of Non-Missing Values		N of Valid Cases	Creating Function
			First	Last		
1	SA1_1	1	1	374	374	SMEAN(SA1)
2	SA2_1	1	1	374	374	SMEAN(SA2)
3	DA1_1	1	1	374	374	SMEAN(DA1)
4	DA2_1	2	1	374	374	SMEAN(DA2)
5	DA4_1	2	1	374	374	SMEAN(DA4)
6	ROE1_1	1	1	374	374	SMEAN(ROE1)
7	SEA2_1	1	1	374	374	SMEAN(SEA2)
8	UOE1_1	1	1	374	374	SMEAN(UOE1)
9	UOE3_1	1	1	374	374	SMEAN(UOE3)
10	II1_1	1	1	374	374	SMEAN(II1)
11	II2_1	1	1	374	374	SMEAN(II2)
12	II4_1	1	1	374	374	SMEAN(II4)
13	IC1_1	1	1	374	374	SMEAN(IC1)
14	IM1_1	1	1	374	374	SMEAN(IM1)
15	IM2_1	1	1	374	374	SMEAN(IM2)
16	IS4_1	1	1	374	374	SMEAN(IS4)
17	OCB4_1	1	1	374	374	SMEAN(OCB4)
18	TP1_1	1	1	374	374	SMEAN(TP1)
19	TP4_1	1	1	374	374	SMEAN(TP4)

Dataset (Pakistan)

	Result Variable	N of Replaced Missing Values	Case Number of Non-Missing Values		N of Valid Cases	Creating Function
			First	Last		
1	DA2_1	1	1	383	383	SMEAN(DA2)
2	DA3_1	2	1	383	383	SMEAN(DA3)
3	UOE2_1	1	1	383	383	SMEAN(UOE2)
4	OEA1_1	1	1	383	383	SMEAN(OEA1)
5	EC2_1	2	1	383	383	SMEAN(EC2)
6	EC3_1	1	1	383	383	SMEAN(EC3)
7	IC2_1	2	1	383	383	SMEAN(IC2)
8	PER2_1	1	1	383	383	SMEAN(PER2)
9	PER3_1	1	1	383	383	SMEAN(PER3)
10	TPP1_1	1	1	383	383	SMEAN(TPP1)
11	TPP3_1	3	1	383	383	SMEAN(TPP3)
12	TPP4_1	2	1	383	383	SMEAN(TPP4)

Appendix X: Descriptive Statistics and Data Normality

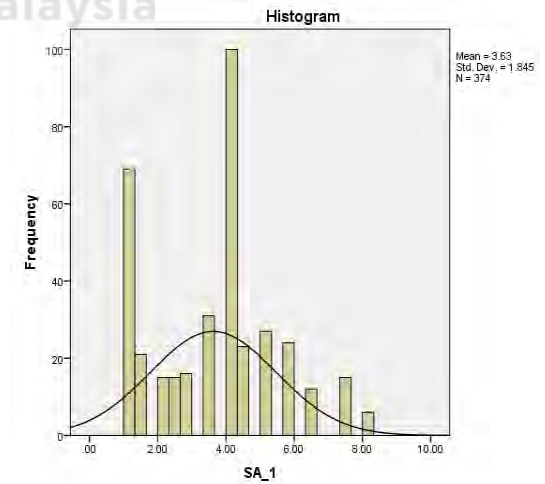
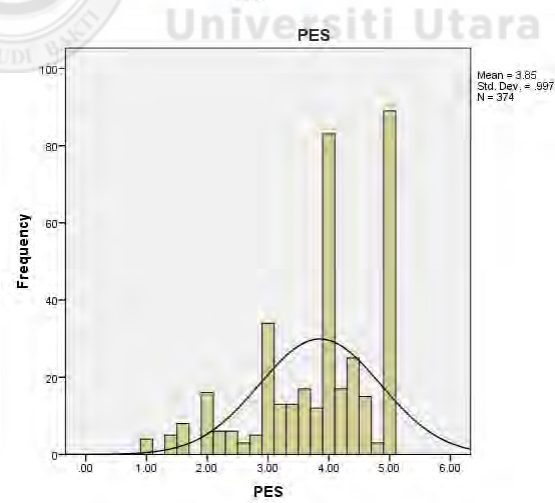
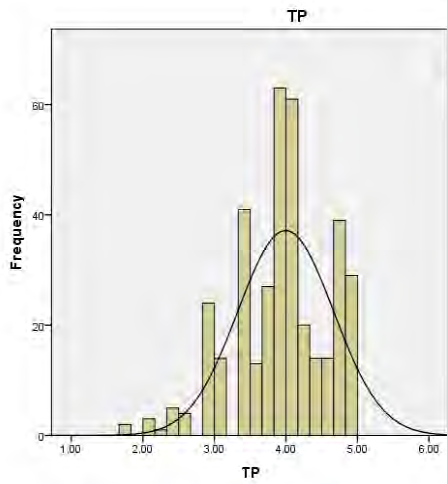
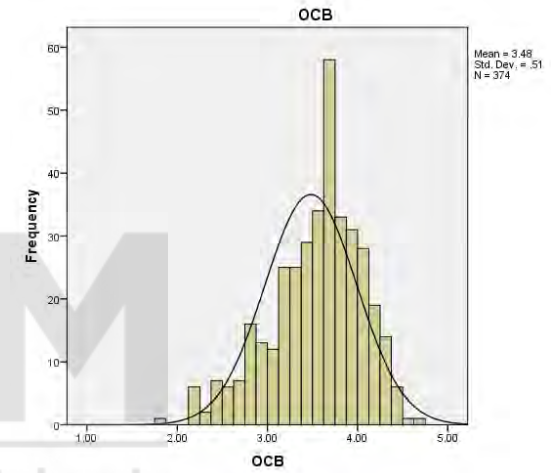
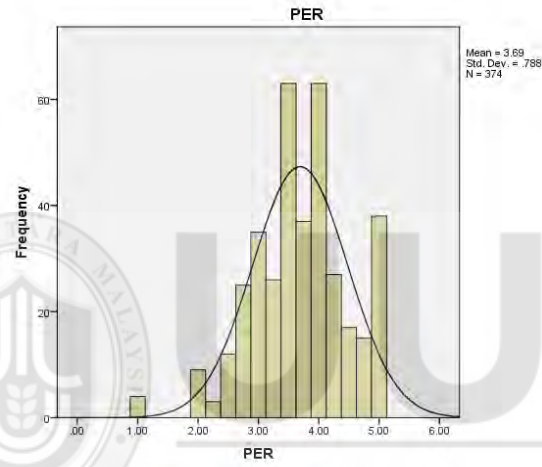
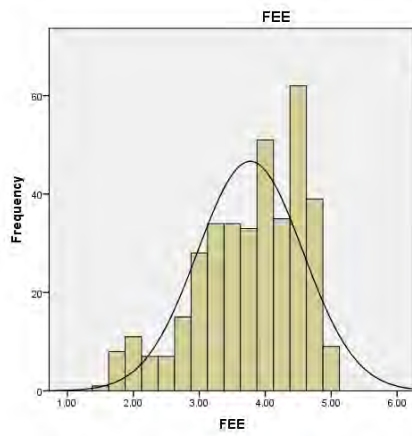
Descriptive Statistics & Data Normality (Malaysia)

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
SA	374	1.8348	.51264	-.219	.126	-.843	.252
DA	374	4.0460	.36393	-.459	.126	.003	.252
ROE	374	3.9812	1.00579	-.725	.126	-.491	.252
SEA	374	4.0467	.85260	-.665	.126	-.015	.252
UOE	374	4.0522	.84922	-.751	.126	.270	.252
OEA	374	3.8837	1.00593	-.635	.126	-.401	.252
EI	374	3.9909	.77305	-.385	.126	-.096	.252
EC	374	3.7988	.83863	-.466	.126	-.287	.252
II	374	3.7688	.67821	-.478	.126	-.291	.252
IC	374	3.7672	.91231	-.664	.126	-.037	.252
IM	374	3.9020	.99567	-.612	.126	-.642	.252
IS	374	3.3866	1.27150	-.496	.126	-1.477	.252
PTL	374	3.7061	.63486	-.368	.126	-.440	.252
PES	374	3.8545	.99738	-.807	.126	.038	.252
FEE	374	3.7734	.79960	-.696	.126	-.158	.252
PER	374	3.6918	.78832	-.373	.126	.434	.252
TP	374	3.9967	.66944	-.574	.126	.188	.252
OCB	374	3.4822	.50962	-.625	.126	.168	.252

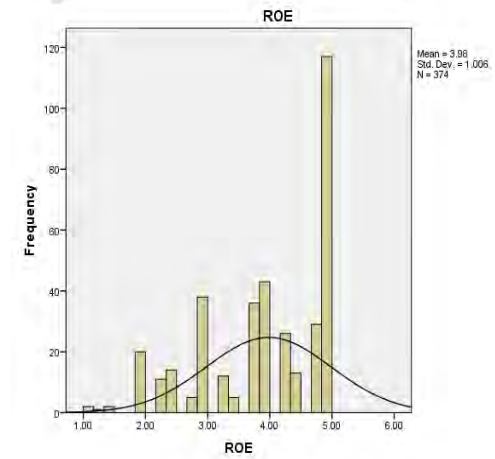
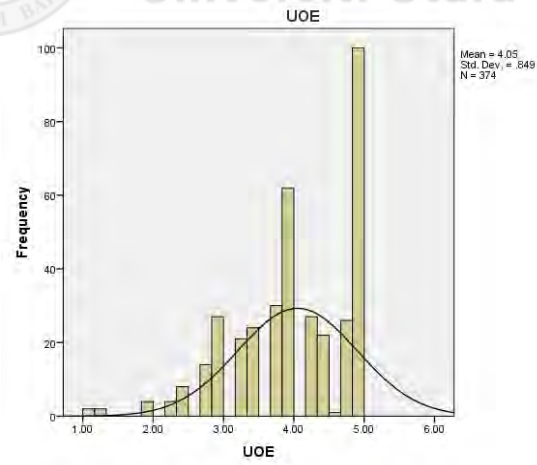
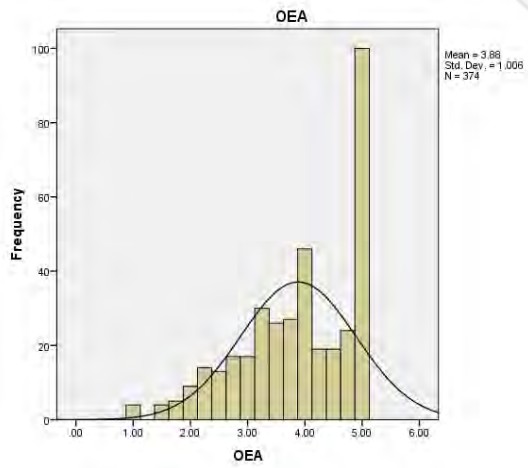
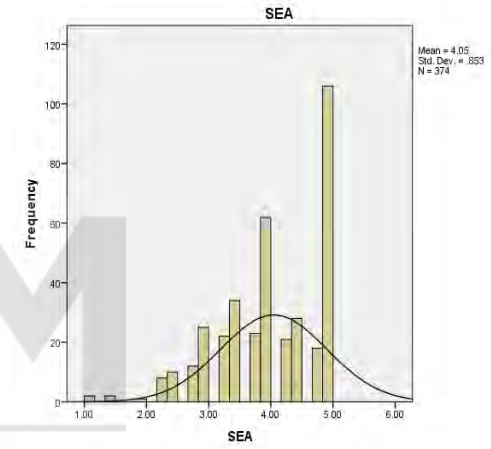
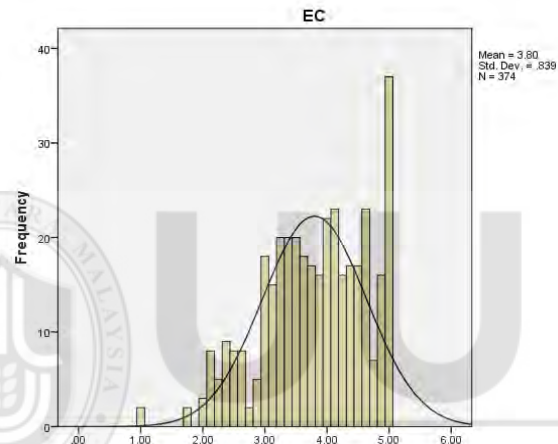
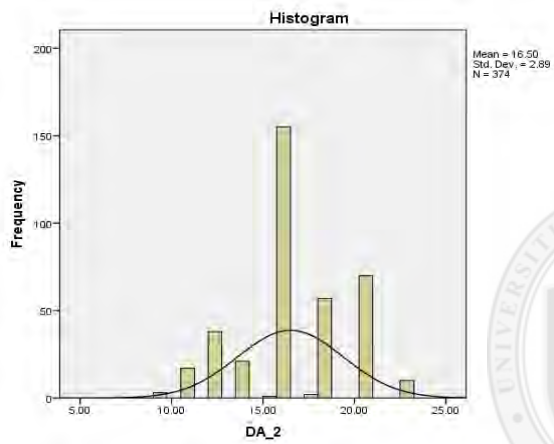
Descriptive Statistics & Data Normality (Pakistan)

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
SA	383	1.8158	.52131	-.184	.125	-.923	.249
DA	383	4.0478	.36038	-.474	.125	.060	.249
ROE	383	3.5220	.79170	-.357	.125	-.463	.249
SEA	383	3.4918	1.07079	-.451	.125	-1.176	.249
UOE	383	3.9795	.81588	-.534	.125	-.417	.249
OEA	383	3.5351	.85307	-.635	.125	.047	.249
EI	383	3.6321	.58465	-.297	.125	-.592	.249
EC	383	3.5139	.68062	-.369	.125	-.163	.249
II	383	3.7106	.70668	-.524	.125	-.065	.249
IC	383	3.8893	.68959	-.516	.125	-.071	.249
IM	383	3.8433	.75821	-.764	.125	.341	.249
IS	383	3.9237	.92554	-.627	.125	-.012	.249
PTL	383	3.8417	.61833	-.619	.125	.351	.249
FEE	383	3.6704	.81253	-.484	.125	.627	.249
OCB	383	3.9056	.55521	-.598	.125	.155	.249
PER	383	3.7778	.79240	-.715	.125	-.111	.249
TP	383	3.4320	.62602	-.534	.125	-.114	.249
PES	383	3.9778	.62362	-.746	.125	.522	.249

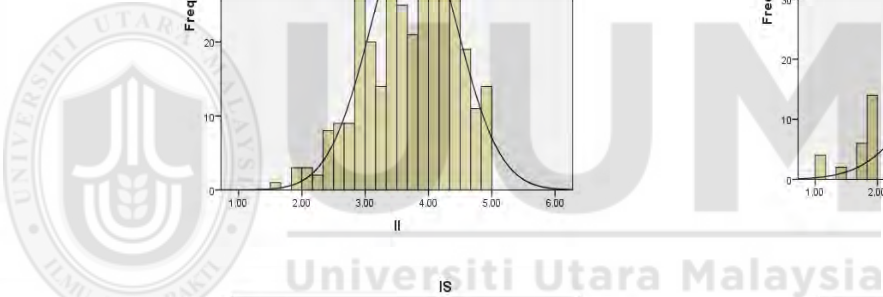
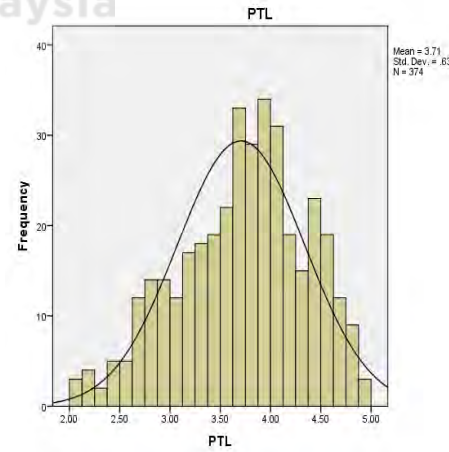
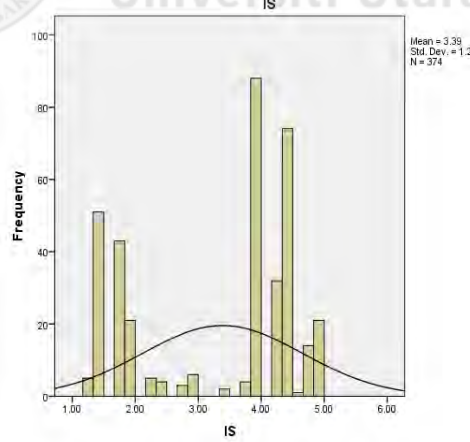
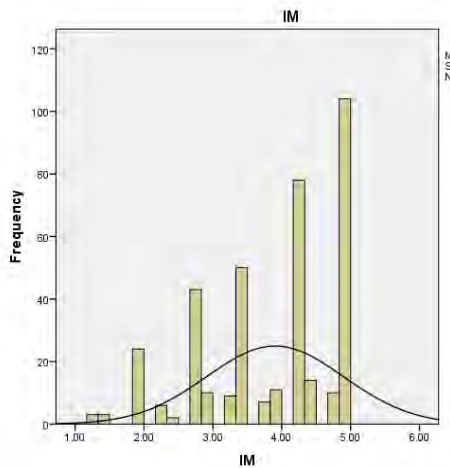
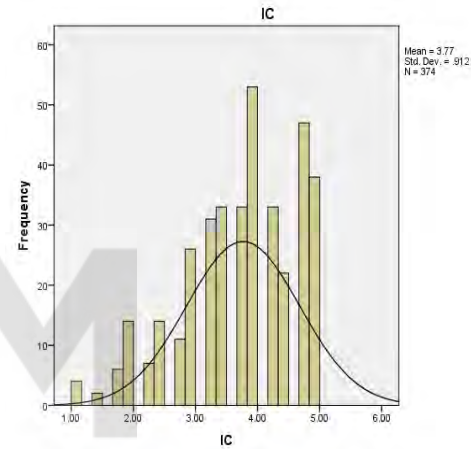
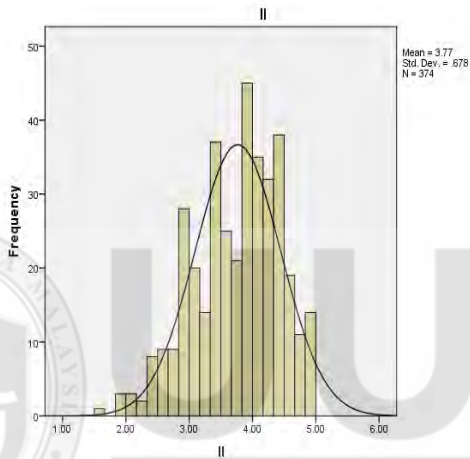
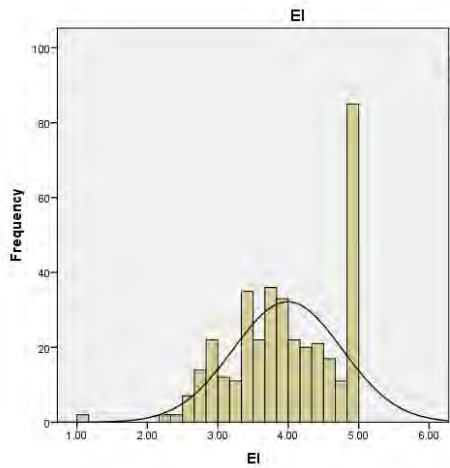
Appendix XI: Histograms with Normality Plots (Malaysia)



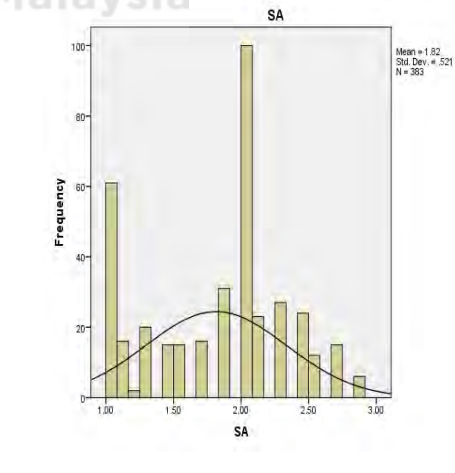
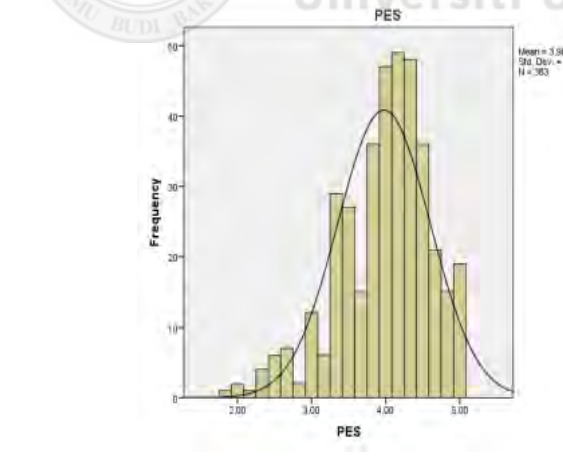
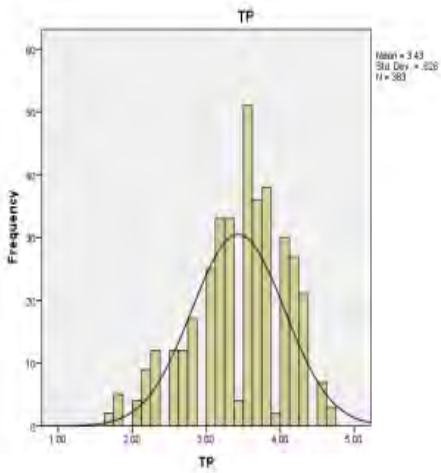
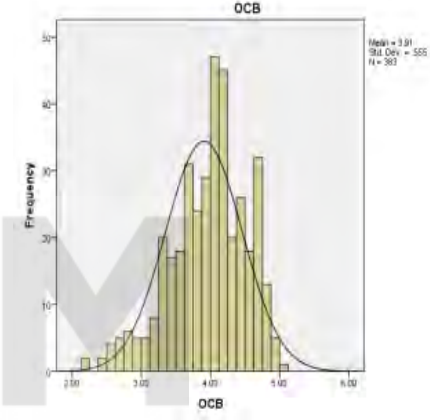
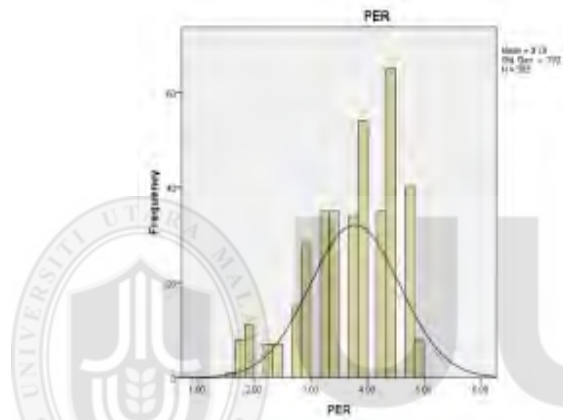
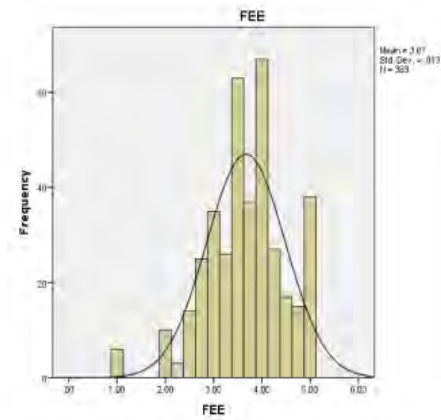
Histograms with Normality Plots (Continued)



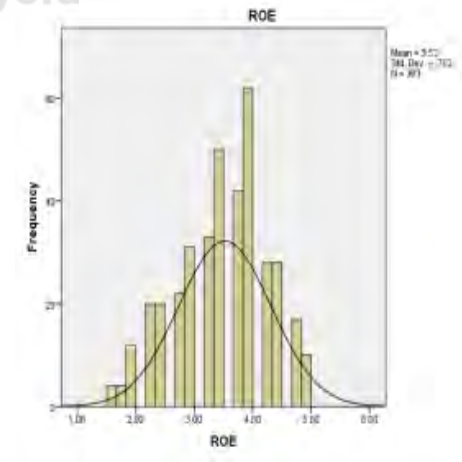
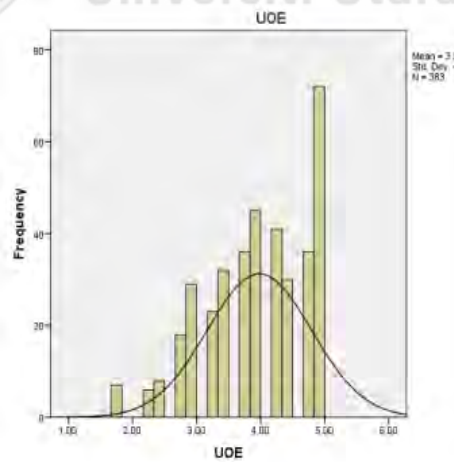
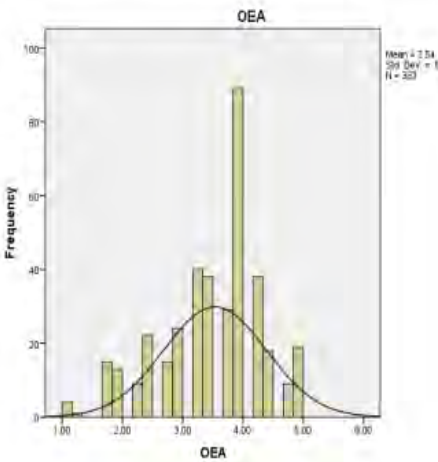
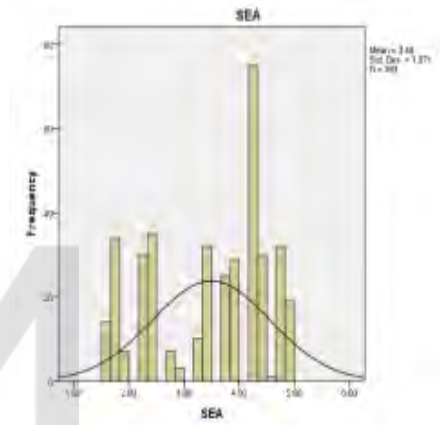
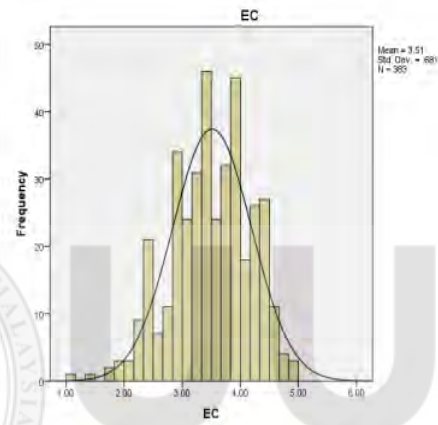
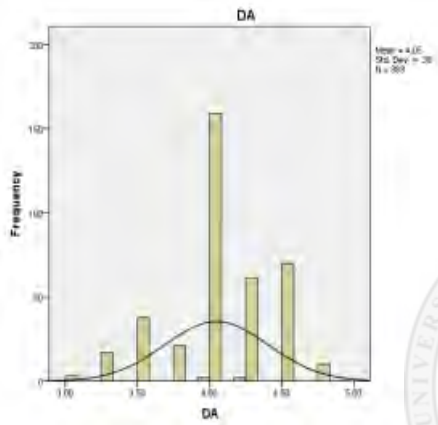
Histograms with Normality Plots (Continued)



Appendix XII: Histograms with Normality Plots (Pakistan)

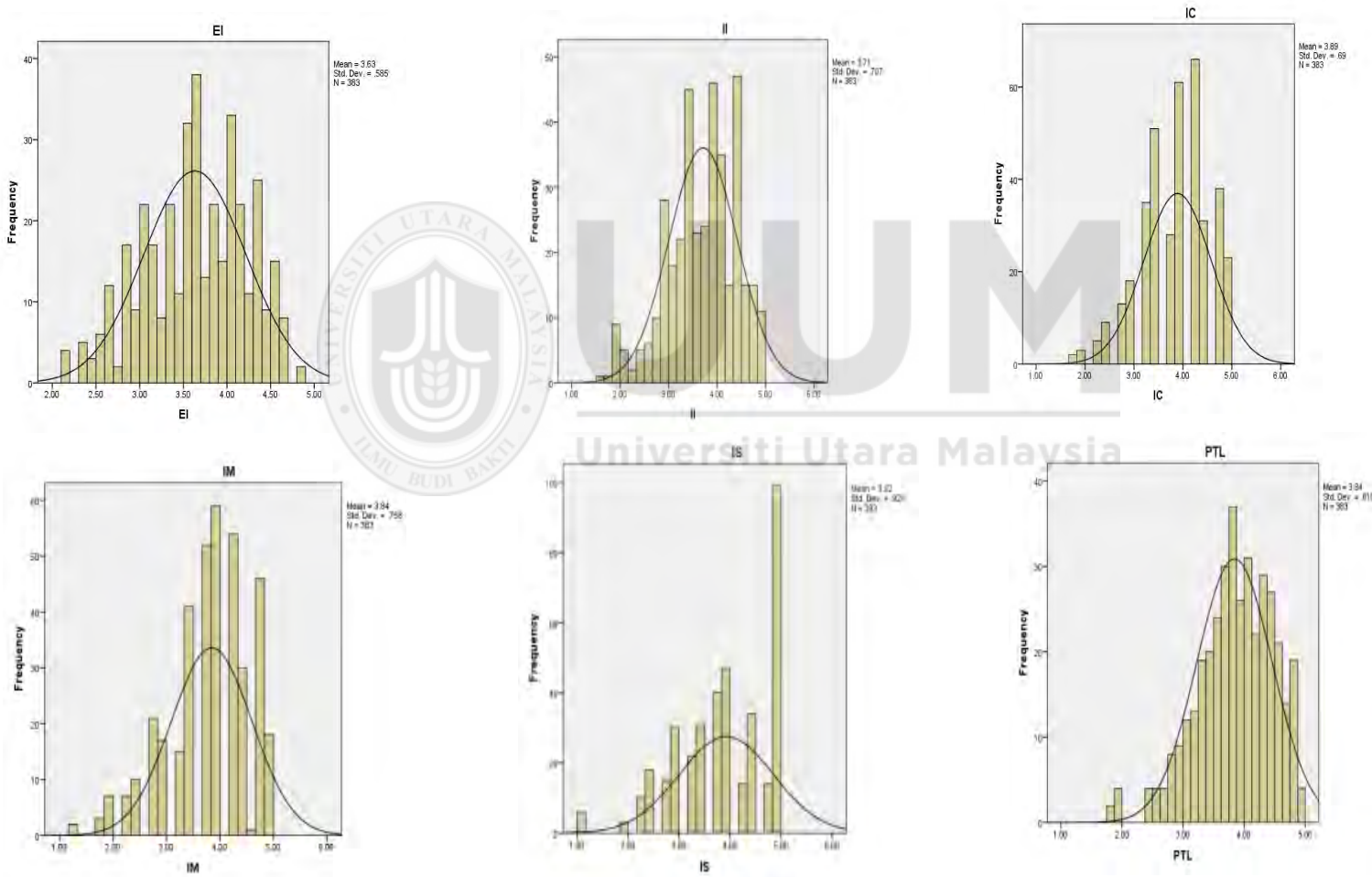


Histograms with Normality Plots (Continued)



Universiti Utara Malaysia

Histograms with Normality Plots (Continued)





UUM

Universiti Utara Malaysia