THE RELATIONSHIP BETWEEN LEADER'S EMOTIONAL INTELLIGENCE AND JOB SATISFACTION AT INTEL MALAYSIA

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ABSTRACT

Emotional intelligence is becoming one of the most important individual competencies for organizations and job satisfaction can lead to employee behaviors that affect organizational functioning and performance. Both emotional intelligence and job satisfaction are important for organizations. The objective of the research is to investigate the relationship between emotional intelligence and job satisfaction of leaders at Intel Malaysia.

Data is collected from individual leaders at Intel Malaysia. The surveys are addressed to 91 leaders with job title such as vice president, general manager and director. Since population is small, all the population is taken as sample. The leaders completed survey questionnaires that assessed four domains of emotional intelligence by Goleman et al (2002) such as self-awareness, self-management, social awareness and relationship management. They completed another part of the survey questionnaire with job satisfaction scale by stating their perceptions of different job related items. The quantitative method is used to analyze data. The Statistical Package for Social Science (SPSS) Version 12.0 is used to interpret the results of data. This study provided an empirical analysis of the relationship between emotional intelligence and leader's job satisfaction in the context of Intel Malaysia. The correlation results indicated self-awareness, social awareness and self-management had no correlation to intrinsic job satisfaction. The relationship of self-awareness and social awareness with extrinsic job satisfaction were significant but the correlation result is weak at 0.235 and 0.249 respectively. However, none of it regressed on extrinsic job satisfaction. The regression analysis showed approximately ten percent of the variance in job satisfaction is accounted by self-awareness, social awareness and self-management. There are other factors that contributed to job satisfaction and not emotional intelligence alone.

ABSTRAK

Salah satu kompetensi individu yang semakin penting untuk organisasi ialah kebijaksanaan emosi. Manakala kepuasan kerja pula boleh mempengaruhi tingkahlaku pekerja terhadap fungsi dan prestasi organisasi. Kebijaksanaan emosi dan kepuasan kerja adalah penting untuk organisasi. Objektif kajian ini adalah untuk melihat hubungan di antara kebijaksanaan emosi dan kepuasan kerja.

Data dikumpul daripada ketua di Intel Malaysia. Soal selidik diedarkan kepada 91 orang ketua seperti Naib Presiden, Pengurus Besar dan Pengarah. Disebabkan populasi yang kecil, kesemua populasi dianggap sebagai sampel kajian. Ketua melengkapkan soal selidik yang menyelidik empat dimensi EI oleh Goleman et al (2002) seperti kesedaran diri, pengurusan diri, kesedaran sosial dan pengurusan perhubungan. Mereka juga menyiapkan bahagian soal selidik yang mempunyai skala kepuasan kerja dengan menyatakan persepsi mereka terhadap item-item berkenaan dengan pekerjaan. Kaedah kuantitatif digunakan untuk menganalisis data. Versi 12.0 Pakej Statistik untuk Sains Sosial (SPSS) digunakan untuk menjelaskan keputusan data. Kajian ini membekalkan analisis yang berdasarkan penyelidikan terhadap hubungan di antara kebijaksanaan emosi dan kepuasan kerja oleh pemimpin-pemimpin dalam konteks Intel Malaysia. Keputusan korelasi menunjukkan kesedaran diri, kesedaran sosial and pengurusan diri tiada hubungan dengan kepuasan kerja intrinsik. Walaupun hubungan kesedaran diri and kesedaran sosial terhadap kepuasan kerja luaran adalah penting, namun keputusan korelasi adalah rendah pada 0.235 and 0.249. Tambahan pula, tiada satu pun yang regres terhadap kepuasan kerja luaran. Analisis regresi menunjukkan lebih kurang sepuluh peratus variasi kepuasan kerja diterangkan oleh kesedaran diri, kesedaran social dan pengurusan diri. Terdapat faktor-faktor lain yang menyumbang terhadap kepuasan kerja dan bukan hanya oleh kebijaksaan emosi.

ACKNOWLEDGEMENT

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LIST OF ABBREVIATIONS

EI   Emotional Intelligence

EQ   Emotional Quotient

EQi   Emotional Quotient Inventory

ESI   Emotional Social Intelligence

IQ   Intellectual Quotient

MSQ   Minnesota Satisfaction Questionnaire

OB   Organizational Behavior

SPSS   Statistical Package for Social Science

CHAPTER 1

INTRODUCTION

1.1   Introduction to the Study

Job satisfaction refers to an individual's general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes towards the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job (Robbins, 1998). Feeling good lubricates mental efficiency, making people better at understanding information and using decision rules in complex judgments, as well as more flexible in their thinking. Upbeat moods, research verifies, make people view others or events in a more positive light (Isen, 1999). What makes a leader successful has created interest in determining what influence job satisfaction so that managerial skills in general and emotional intelligence (EI) in particularly can be facilitated. Great leaders are important to the success of an organization. They ignite our passion and inspire the best in us. When we try to explain why they are so effective, we speak of strategy, vision, or powerful ideas (Goleman et al., 2002). Leaders have to work with their group members that involve interpersonal interactions and adaptation of individual differences, therefore emotional intelligence is an important element.

According to Goleman et al (2002), emotional task of the leader is primal in two senses. It is both the original and the most important act of

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