

UNDERSTANDING EMOTIONAL INTELLIGENCE FACTORS AND INDIVIDUAL
COMMITMENT TOWARDS ORGANIZATIONAL CHANGE

NORFADZILAH BINTI ABDUL RAZAK (808378)

MASTER OF HUMAN RESOURCES MANAGEMENT,
UNIVERSITI UTARA MALAYSIA,
COLLEGE OF BUSINESS

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ABSTRAK

Pada masa akan datang, kecerdasan emosi merupakan kebolehan yang sangat penting di tempat kerja dalam menguruskan perubahan. Ia adalah salah satu kecekapan kebanyakan individu untuk memahami emosi sendiri dan emosi orang lain apabila perubahan berlaku di tempat kerja. Kecerdasan emosi meningkatkan kecekapan individu dan mempengaruhi tingkah laku tugas mereka untuk melakukan perubahan. Kajian ini adalah bertujuan untuk mengenal pasti dan memahami hubungan antara kecerdasan emosi dan komitmen untuk mengubah dari perspektif individu. Sebanyak 144 soal kaji selidik telah diedarkan kepada kakitangan pentadbiran di Universiti Utara Malaysia yang pada masa kini berhadapan dengan perubahan dalam organisasi mereka. Soal kaji selidik telah diagihkan bagi memperoleh respons kakitangan UUM bagi mencapai objektif kajian. Kaedah kuantitatif digunakan untuk menganalisis data yang dikumpul daripada responden. Koleksi data kemudian dianalisis dan ditafsir menggunakan Pakej Statistik versi Sains Sosial 15. Hasil analisis data digunakan untuk mengenalpasti perhubungan di antara kecerdasan emosi yang terbahagi kepada empat dimensi iaitu penilaian emosi diri, emosi penilaian lain, penggunaan emosi dan mengawal emosi ke arah komitmen kepada perubahan. Hasil kajian mendapati perhubungan kecerdasan emosi adalah berhubung kait dengan komitmen untuk berubah. Walau bagaimanapun, perhubungan faktor emosi penilaian sendiri menunjukkan pada tahap yang rendah (0,249) manakala faktor-faktor lain di peringkat tinggi. Sementara analisis regresi menunjukkan perbezaan di antara emosi penilaian lain dan mengawal emosi terhadap komitmen kepada berubah mempunyai tahap kecerdasan yang tinggi dengan komitmen untuk berubah. Kajian ini mendapati 41

peratus hasil kajian menunjukkan perhubungan di antara faktor kecerdasan emosi dan komitmen untuk berubah.

ABSTRACT

Emotional intelligence becomes increasingly valued in the workplaces in the future especially in managing change. It is one of the most important competencies for an individual to understand, own and other's emotions when change occurs at workplaces. Emotional intelligence enhances individual competencies and influences their job behavior as to commit to the changes. The objective of this study is to understand the relationship between emotional intelligence and commitment to change at individual perspectives. A survey was conducted among the 144 administrative staff in Universiti Utara Malaysia whom at present are facing changes within their organization. A questionnaire was distributed among the administrative staff in respond towards the emotional intelligence factors and commitment to change. The quantitative method was used to analyze the data collected from the respondent. The data collections then were analyzed and interpret in the Statistical Package for Social Sciences version 15. The analysis interpreted data to identify the correlation and significant of emotional intelligence which consists of four dimensions which self emotions appraisal, other emotions appraisal, use of emotions and regulate of emotions towards commitment to change. The correlation founds the emotional intelligence factors were significant and positive relationship towards commitment to change. However the correlation of self emotions appraisal indicates at low level (0.249) while the others factors at high level. Regression analysis differently shows that other emotions appraisal and regulate of emotions are significant with commitment to change while self emotions appraisal and use of emotions are not significant in this study. In this study, the results explained

emotional intelligence factors accounts for an estimated 41% of the variation in commitment to change.

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CHAPTER ONE

INTRODUCTION

This introductory chapter mainly discusses the issues that lead to this research. Hence, this chapter consists of the background of the study, problem statement, research questions, objectives of the study, significance of study, scope and limitation of the study and organization of the thesis.

1.0 Introduction

Change is inevitable in a working environment, and change affects employees over the course of professional careers (Mckenzie, 2010). Almost everyone is involved in change. However, the change that is the main concern is regarding organization work, organization cultures, leaderships and similar issues (Eriksson, 2004). Change challenges the ways things have always been done. It challenges the successful implementation of change. Not all change plans can be successful, and some leads to massive failures of the implemented change. Generally change is implemented to adapt new internal and external business environment such as changing market conditions, technology advancement, political changes, social changes, and competitive intensity (Weeks, et al., 2004).

All people who are affected by change experience some kind of emotional turmoil. This is closely related to an individual response towards the change. This is because each individual has a strong belief, and values. When change occurs, existing belief, values

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