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

December 2011
PERMISSION TO USE

In presenting this project paper in partial 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 project paper in any manner. In whole or in part, for scholarly purposes may be granted by my supervisor or in their absence by the Assistant Vice Chancellor for the College of Business where I did my project paper. It is understood that any copying or publication or use of this project paper or parts of it financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to the Universiti Utara Malaysia (UUM) in any scholarly use which may be made of any material in my project paper.

Request for permission to copy or take use of material in this project paper, in whole or in part, should be addressed to:

Dean of the School of Business
Universiti Utara Malaysia
06010 UUM Sintok
Kedah Darul Aman
ABSTRAK

Pada masa akan datang, kecerdasan emosi merupakan kebolehan yang sangat penting di tempat kerja dalam mengurusan perubahan. Ia adalah salah satu kecakapan kebanyakan individu untuk memahami emosi sendiri dan emosi orang lain apabila perubahan berlaku di tempat kerja. Kecerdasan emosi meningkatkan kecakapan 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 kakanagan 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 mengenal pasti 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.
ACKNOWLEDGEMENT

I begin in the name of Allah, The Most Gracious and Most Merciful. First and foremost Alhamdulillah, praises to Allah S.W.T for giving me the strength and emotional support in undergoing all the problems in completing this Master Project Paper.

I wish great and special thanks to my considerate supervisor, Dr Faizuniah Pangil for her contributions of step by step guidance, constructive comments and supports me, throughout my Master Project Paper.

My special appreciation to my dearest parents Abdul Razak and Sapinah Baharum whose endless love, care and support throughout my life can never be repaid. I would also like to take this opportunity to convey my special thanks to my family members for their continuous moral support.

Last but not least, I am indebted to my husband, Khairul Azmie Mohd Said for his endless love and encouragement.
TABLE OF CONTENT

Permission to Use .................................................................................. i
Abstract (Bahasa Melayu) ....................................................................... ii
Abstract (English) .................................................................................. iv
Acknowledgement .................................................................................. vi
Table of Content ................................................................................... vii
List of Tables ......................................................................................... xi
List of Figures ......................................................................................... xi

CHAPTER ONE: INTRODUCTION

1.0 Introduction ....................................................................................... 1
1.1 Background of the Study ................................................................... 3
1.2 Problem Statement ........................................................................... 4
1.3 Research Questions ........................................................................... 6
1.4 Research Objectives ......................................................................... 6
1.5 Significance of the study ................................................................... 7
1.6 Scope and Limitations of the Study .................................................. 8
1.7 Organization of the Thesis ................................................................ 9

CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction ....................................................................................... 10
2.1 Understanding of Emotional Intelligence ......................................... 10
2.2 Emotional Intelligence Factors ......................................................... 12
   2.2.1 Self emotions Appraisal (SEA) .................................................. 12
5.1.5 Regulate of emotions and commitment to change……… 44

5.2 Conclusion………………………………………………………… 45

5.3 Implications of study……………………………………………… 46

5.4 Recommendations for future study……………………………… 47

REFERENCES……………………………………………………………………… 49

APPENDICES……………………………………………………………………… 55

Appendix 1……………………………………………………………… 56

Appendix 2……………………………………………………………… 60

Appendix 3……………………………………………………………………… 61
LIST OF TABLES

Table 3.1  Operational Definitions and Item Measurements of Emotional Intelligence Factors ................................................................. 23
Table 3.2  Operational Definitions and Item Measurements of Commitment to Change ................................................................. 25
Table 3.3  Interpretation of Strength of Correlation Coefficients ........... 29
Table 4.1  Demographic Background of the Administrative at Major Three Colleges in UUM ................................................................. 32
Table 4.2  Reliability Test Statistic ................................................................. 33
Table 4.3  Descriptive Analysis of Independent and Dependent Variables ... 33
Table 4.4  Pearson Correlation Coefficient .................................................. 36
Table 4.5  Multiple Regression Analysis ...................................................... 39

LIST OF FIGURES

Figure 2.1  Theoretical Framework of The Study ....................................... 20
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 (Erikkson, 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
The contents of the thesis is for internal user only
References


