THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE, ISLAMIC WORK ETHIC AND LEADERSHIP PRACTICES AMONG MIDDLE LEVEL ADMINISTRATORS IN MALAYSIAN PUBLIC UNIVERSITIES

ABDUL SHUKOR BIN SHAMSUDIN

DOCTOR OF BUSINESS ADMINISTRATION
UNIVERSITI UTARA MALAYSIA
July 2012

THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE, ISLAMIC WORK ETHIC AND LEADERSHIP PRACTICES AMONG MIDDLE LEVEL ADMINISTRATORS IN MALAYSIAN PUBLIC UNIVERSITIES

By

ABDUL SHUKOR BIN SHAMSUDIN

Dissertation Submitted to
Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
in Partial Fulfillment of the Requirement for the Degree of
Doctor of Business Administration

OTHMAN YEOP ABDULLAH GRADUATE SCHOOL OF BUSINESS
Universiti Utara Malaysia

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

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

ABDUL SHUKOR BIN SHAMSUDIN

calon untuk Ijazah   DOCTOR OF BUSINESS ADMINISTRATION
(candidate for the degree of)

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

THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE, ISLAMIC WORK ETHIC AND LEADERSHIP PRACTICES AMONG MIDDLE LEVEL ADMINISTRATORS IN MALAYSIAN PUBLIC UNIVERSITIES

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 :
29 April 2012.
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:
29 April 2012.

|			
Pengerusi Viva *(Chairman for Viva)*	:	Prof. Dr. Rosli bin Mahmood	Tandatangan *(Signature)*
Pemeriksa Luar *(External Examiner)*	:	Prof. Dr. Mohamad Khan bin Jamal Khan	Tandatangan *(Signature)*
Pemeriksa Dalam *(Internal Examiner)*	:	Assoc. Prof. Dr. Muhammad Madi bin Abdullah	Tandatangan *(Signature)*

Tarikh: **29 April 2012**
(Date)

Nama Pelajar *(Name of Student)*	:	Abdul Shukor bin Shamsudin

Tajuk Tesis/Dissertation
(Title of the Thesis/ Dissertation) : **The Relationship between Emotional Intelligence, Islamic Work Ethic and Leadership Practices among Middle Level Administrators in Malaysian Public Universities**

Program Pengajian
(Programme of Study) : Doctor of Business Administration
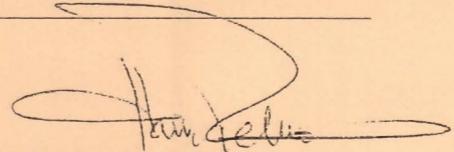
Nama Penyelia/Penyelia-penyelia
(Name of Supervisor/Supervisors) : Assoc. Prof. Dr. Hamzah bin Dato Abdul Rahman

Tandatangan
(Signature)
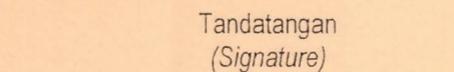
PERMISSION TO USE

In presenting this dissertation 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 dissertation in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor or in his absence, by the Dean of Othman Yeop Abdullah Graduate School of Business where I did my dissertation. It is understood that any copying or publication or use of this dissertation 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 to the Universiti Utara Malaysia (UUM) in any scholarly use which may be made of any material in my dissertation.

Request for permission to copy or to make other use of materials in this dissertation 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

ABSTRACT

The main challenges for the higher education institutions are to ensure academic programs provided are market driven and sensitively able to respond to the changing need of various economic sectors. Thus, higher education needs to function as an effective institution. No doubt, the recent challenges require the key personnel to equip themselves with leadership quality in order to achieve organizational goals. Previous studies have shown that effective leadership was influenced by several factors such as emotional intelligence. Another significant issue in leadership is ethical behaviors. Therefore, the purpose of this study was to examine the relationship between emotional intelligence and leadership practices when Islamic work ethic is practiced in Malaysian public universities. The respondents consisted of middle level administrators in Malaysian public universities throughout the country. Using a structured questionnaire, a total of 500 surveys were distributed to the randomly selected respondents. A total of 237 (47.7% response rate) usable questionnaires were obtained. Several hypotheses were developed and investigated with multiple regression and hierarchical regression analyses. The results demonstrated that only the dimension of managing own and other emotion was significantly related to leadership practices. While, Islamic work ethic found to negatively significant moderate the relationship between the appraisal of emotion and leadership practices. The results revealed that the explanatory power of the model increased from 28.6% to 46.4% when Islamic work ethic moderates the relationship. Appraisal of emotion influence on leadership practices will be weaker when Islamic work ethic is high. Several plausible reasons were discussed. The findings have some contributions both to the practical and theoretical implications. Understanding of these factors can lead to better planning and implementation of leadership development in public higher education sector. Several recommendations were made for future research.

Keywords: Emotional intelligence, Islamic work ethic, and Leadership practices

ABSTRAK

Cabaran utama kepada institusi pengajian tinggi ialah memastikan program akademik yang ditawarkan memenuhi kehendak pasaran serta peka kepada perubahan yang sentiasa berlaku dalam pelbagai sektor ekonomi masakini. Oleh itu, sektor pendidikan tinggi mestilah berfungsi sebagai sebuah institusi yang cekap. Tidak diragui lagi bahawa cabaran serta perkembangan semasa memerlukan staf yang memiliki kualiti kepimpinan bagi mencapai hasrat organisasi. Kajian terdahulu menunjukkan bahawa kecekapan kepimpinan dipengaruhi oleh pelbagai faktor misalnya kecerdasan emosi. Selain dari itu, tingkah laku beretika juga merupakan salah satu isu utama dalam persoalan kepimpinan. Oleh yang demikian, kajian ini bertujuan untuk menilai hubungan antara kecerdasan emosi dan amalan kepimpinan apabila etika kerja Islam diamalkan di universiti-universiti awam di Malaysia. Responden kajian terdiri dari pegawai-pegawai pentadbiran peringkat pertengahan di universiti awam di seluruh Malaysia. Sebanyak 500 soal selidik telah diedarkan kepada responden yang dipilih secara rawak. Sejumlah 237 (47.7%) maklum balas telah diterima. Beberapa hipotesis telah dibina serta diuji menggunakan analisa regresi berganda dan regresi hirarki. Dapatan kajian menunjukkan hanya dimensi menangani emosi kendiri dan orang lain mempunyai hubungan yang signifikan dengan amalan kepimpinan. Manakala etika kerja Islam didapati mempunyai kesan penyederhana signifikan yang negatif dalam hubungan antara menghargai emosi dan amalan kepimpinan. Dapatan kajian menjelaskan bahawa keupayaan model ini meningkat dari 28.6% kepada 46.4% dengan kehadiran etika kerja Islam sebagai penyederhana dalam hubungan antara kedua-dua pemboleh ubah. Pengaruh penghargaan emosi ke atas amalan kepimpinan akan merosot apabila etika kerja Islam adalah tinggi. Dapatan kajian bermanfaat kepada implikasi praktikal dan aspek teoretikal. Kefahaman kepada dapatan kajian membolehkan sektor pengajian tinggi merangka serta melaksanakan program pembangunan kepimpinan yang lebih berkesan. Beberapa cadangan untuk kajian seterusnya turut dikemukakan.

Katakunci: Kecerdasan emosi, Etika kerja Islam, dan Amalan kepimpinan

iii

ACKNOWLEDGEMENTS

In the Name of Allah the Most Gracious and Most Merciful

First and foremost, I would like to express my gratitude to Allah SWT for His blessing and allowing me to complete this DBA dissertation. I am heartily thankful to my beloved family members especially to my mother, Aishah, my wife and children, Norazimah, Afifah, Luqman, and Maisarah, thank you for your constant prayers, never-ending support, patience, and understanding throughout the tenure of my study. I am deeply indebted to my supervisor, Associate Professor Dr. Haji Hamzah Dato' Abdul Rahman, whose help, encouragement, stimulating suggestions, and guidance from the initial to the final level enabled me to complete the writing of this dissertation.

I would like to extend my gratitude to Universiti Utara Malaysia for the scholarship it has given that allows me to pursue my doctorate studies. Appreciation also extended to Prof. Dr. Rosli Mahmood, for his continuous support and valuable hints. I am also grateful to Dr. Abdullah Kaid Naji Al-Swidi for his assistance in data analysis. To my colleagues, Abd. Rahim, Abdul Wahid, Aini, Asif, Erwin, Keulana, Mohd Ghozali, Narueban, Nor Azmi, Roziah, Syed Soffian and Yaty, to name a few, thank you for helping me in going through the classes and dissertation writing.

Lastly, many people deserve my thanks of which only a few can be mentioned here. I also would like to offer my regards and blessings to all of those who supported me in any

respect during the completion of the dissertation. Again for all the people who helped me a lot along the way, thank you very much from the bottom of my heart and may Allah SWT bless you all.

All praise due to Allah SWT indeed

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF APPENDIX

LIST OF ABBREVIATIONS

ACRULeT	Asian Centre for Research on University Learning and Teaching
AKEPT	*AkademikKepimpinanPengajianTinggi*
ECI	Emotional Competency Inventory
EQ	Emotional Quotient
EQ-I	Bar-On Emotional Quotient Inventory
HEIs	Higher Education Institutions
IQ	Intelligence Quotient
KMO	Kaiser-Meyer-Olkin
LPI	Leadership Practices Inventory
MEIS	Multifactor Emotional Intelligence Scale
MLQ	Multifactors Leadership Questionnaire
MoHE	Ministry of Higher Education
MSCEIT	Mayor-Salovey-Caruso Emotional Intelligence Test
SPSS	Statistical Package for Social Science
SSEIT	Schutte Self Report Emotional Intelligence Test
UNESCO	United Nations Educational, Scientific and Cultural Organization

CHAPTER ONE

INTRODUCTION

1.0   BACKGROUND OF THE STUDY

Since the early 1990s, the Malaysian international education sector has grown notably. The country offers a relatively excellent international education at an affordable cost (Lim, 2009). In 1997, parallel with the development in higher education, the Ministry of Higher Education has announced the Malaysian Government decision to make the country as a centre of higher education excellence (Malaysia, 2006). Since then, the Ministry introduced several reforms on higher education to encourage the entry of international students in Malaysia. Presently, the number of international student represented not even 5% of the total higher education enrolment in this country. Subsequently, it is a significant characteristic in the internationalization process of the Malaysian higher education segment (Morshidi, 2008).

Under the Ninth Malaysia Plan, crafted for the year 2006 to 2010, the Government has continued to place enormous emphasize on the national education agenda. Basically, the five-year development plan focused on five major thrusts, one of which is to increase the capacity for knowledge and innovation and to nurture a first class mentality (Malaysia, 2006). Besides that, the Government is planning to turn the country as an educational hub in this region (Morshidi, 2008) since the move has a significant impact on economic growth (Simrit Kaur, 2005). Consequently, the Malaysia needs to remain competitive in

The contents of the thesis is for internal user only

REFERENCES

Abd. Rahim Romlee & Abdul Shukor Shamsudin (2006). The relationship between management practices and job satisfaction: The case of assistant registrars at public institutions of higher learning in northern region Malaysia. *The Journal of Human Resource and Adult Learning, 2*(2), 72-80.

Abd. Rahim Romlee & Abdul Shukor Shamsudin (2007). Amalan pengurusan dan kepuasan bekerja: Realiti atau ilusi. *Jurnal Pengurusan Awam, 6*(1), 71-89.

Abdullah Haji Abdul Ghani & Zainol Abidin Ahmad (2011). *Business ethics*. Kuala Lumpur: Oxford University Press.

Abdullah Sanusi Ahmad (1993). *Adjunct Professor's collection of public lectures: Development in public administration and management: current issues*. Sintok: Universiti Utara Malaysia.

Abu-Saad, Ismael (2003). The work values of Arab teachers in Israel in a multicultural context. *Journal of Beliefs & Values, 24*(1), 39-51.

ACRULeT (2007). *Key performance indicators (KPIs) for governance of public universities in Malaysia*. Report presented at Ministry of Higher Education Malaysia, Putrajaya.

Aczel, A. D., & Sounderpandian, J. (2006). *Complete business statistics* (6th ed.). Boston: McGraw-Hill.

Alder, J (1993). *The Skills of leadership styles.* Belfordshire, Great Britain: Grower.

Ali, A. J. (1988). Scaling an Islamic work ethic. *The Journal of Social Psychology*, *128*(5), 575-583.

Ali, A. J. (1992). Islamic work ethic in Arabia. *Journal of Psychology*, *126*(5), 507-520.

Ali, A. J. (2005). *Islamic perspectives on management and organization.* Cheltenham: Edward Elgar.

Ali, A. J. (2009). Levels of existence and motivation in Islam. *Journal of Management History*, *15*(1), 50-65.

Ali, A. J., Falcone, T., & Azim, A. (1995). Work ethic in the USA and Canada. *Journal of Management Development, 14*(6), 26-34.

Ali, A. J., & Gibbs, M. (1998). Foundation of business ethics in contemporary religious thought: The Ten Commandment perspective. *International Journal of Social Economics, 25*(10), 1552-1564.

Ali, A. J., & Al-Owaihan, A. (2008). Islamic work ethic: a critical review. *Cross Cultural Management: An International Journal, 15*(1), 5-19.

Ali, A. J., & Al-Kazemi, A. (2007). Islamic work ethic in Kuwait. *Cross Cultural Management: An International Journal*, *14*(2), 93-104.

Almoharby, D. (2011). The current world business meltdown: Islamic religion as a regulator. *Humanomics*, *27*(2), 97 – 108.

Alston, B. A. (2009). *An examination of the relationship between emotional intelligence and leadership practices* (Unpublished doctoral dissertation). Nova Southeastern University, Florida.

Alston, B. A., Dastoor, B. R., & Sosa-Fey, J. (2010). Emotional intelligence and leadership: A study of human resource managers. *International Journal of Business & Public Administration, 7*(2), 61-75.

Al-Ghamdi, Salem M. (2010). Influence of organisational commitment and Islamic work ethics on attitudes towards organisational change, *Journal for Global Business Advancement*, *3*(3), 257-275.

Al-Talib, Hisham (1991). *Training guide for Islamic workers*. Virginia, USA: The International Islamic Federation of Student Organization and The International Institute of Islamic Thought.

Amitay, M., Popper, M., & Lipshitz, R. (2005). Leadership styles and organizational learning in community clinics. *The Learning Organization*, *12*(1), 57-70.

Anand, R., & UdayaSuriyan, G. (2010). Emotional intelligence and its relationship with leadership practices. *International Journal of Business and Management*, *5*(2), 65-76.

Antonakis, J. (2003). Why emotional intelligence does not predict leadership effectiveness: A comment on Prati, Douglas, Ferris, Ammeter, and Buckley. *The International Journal of Organizational Analysis, 11*(4), 355-61.

Antonakis, J. (2004). On why "emotional intelligence" will not predict leadership effectiveness beyond IQ or the "big five": An extension and rejoinder. *Organizational Analysis, 12*(2), 171-182.

Antonakis, J., Ashkanasy, N. M., & Dasborough, M. T. (2009). Does leadership need emotional intelligence? *The Leadership Quarterly*, *20*(2), 247–261.

Anthonakis, J., Avolio, B. J., & Sivasurbramaniam, N. (2003). Context and leadership: An examination of the nine factor full-range leadership theory using the multifactor leadership questionnaire. *The Leadership Quarterly*, *14*(3), 261-295.

Armstrong, J. S., & Overton, T. S. (1977). Estimating nonresponse bias in mail surveys. *Journal of Marketing Research*, *16* (August), 396-402.

Arslan. M. (2000). A cross-cultural comparison of British and Turkish managers in terms of Protestant work ethic characteristics. *Business Ethics: A European Review, 9*(1), 13-19.

Arslan, M. (2001). The work ethic values of Protestant British, Catholic Irish and Muslim Turkish managers. *Journal of Business Ethics, 31*(4), 321–339.

Ashkanasy, N. M., & Dasborough, M. T. (2003). Emotional awareness and emotional intelligence in leadership teaching. *Journal of Education for Business, 79*(1), 18-22.

Aslan, S., & Erkus, A. (2008). Measurement of emotional intelligence: Validity and reliability studies of two scales. *World Applied Sciences Journal, 4*(3), 430-438.

Avolio, B. J. (2007). Promoting more integrative strategies for leadership theory-building. *American Psychologist, 62*(1), 25-33.

Avolio, B. J., & Bass, B. M. (1997). *The full range of leadership development manual.* Redwood City, CA: Mind Garden.

Avolio, B. J., & Bass, B. M. (1999). Re-examining the components of transformational and transactional leadership using the Multifactor Leadership Questionnaire. *Journal of Occupational & Organizational Psychology, 72*(4), 441-462.

Avolio, B. J., & Bass, B. M. (2004). *Multifactor leadership questionnaire: Third edition manual and sampler set.* Redwood City, CA: Mind Garden.

Babbie, E. R. (2005). *The basic of social research*. Belmont: Thomson Wadsworth.

Barbuto, J. E., & Burbach, M. E. (2006). The emotional intelligence of transformational leaders: A field study of elected officials. *The Journal of Social Psychology, 146*(1), 51-64.

Barling, J., Slater, F., & Kelloway, E. K. (2000). Transformational leadership and emotional intelligence: An exploratory study. *Leadership and Organizational Journal, 21*(3), 157-161.

Bar-On, R. (2006). The Bar-On model of emotional-social intelligence (ESI). *Psicothema, 18*(1), 13-25.

Bar-On, R. (1997). *Emotional quotient inventory technical manual.* North Towanda, New York: Multi-Health Systems, Inc.

Barbuto J. E., & Wheeler, D. W. (2006) Scale development and construct clarification of servant leadership. *Group & Organization Management, 31*(3), 300–326.

Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology, 51*(6), 1173-1182.

Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.Bass, B. M. (1990) From transactional to transformational leadership: Learning to share the vision. *Organizational Dynamics, 18*(3), 19-31.

Bass, B. M. (1998). *Transformational leadership: Industry, military, and educational impact.* Mahwah, NJ: Erlbaum.

Bass, B. M. (1999). Two decades of research and development in transformational leadership. *European Journal of Work and Organizational Psychology, 8*(1), 9-32.

Bass, B. M., & Avolio, B. J. (1993). Transformational leadership and organizational culture. *Public Administration Quarterly, 17*(1), 112-121.

Bass, B. M., & Avolio, B. J. (1999). *Training full range leadership: A resource guide for training with the MLQ*. Redwood City, CA: Mind Garden.

Bass, B. M., & Avolio, B. J. (2000). *MLQ: Multifactor leadership questionnaire, 2nd edition, technical report*. Redwood City, CA: Mind Garden.

Bass, B. M., & Steidlmeier P. (1999). Ethics, character, and authentic transformational leadership behavior. *Leadership Quarterly, 10*(2), 181-217.

Bass, B. M., & Stodgill, R. (1990). *Bass and Stodgill's handbook of leadership*. New York: The Free Press.

Beaton, D. E., Bombardier, C., Guillemin, F., & Ferraz, M. B. (2000). Guidelines for the process of cross-cultural adaptation of self-report measures, *SPINE, 25*(24), 3186–3191.

Beekun, Rafik Issa (1996). *Islamic business ethics*. Herndon: International Institute of Islamic Thought.

Bell, J. (1999). *Doing your research project: A guide for first-time researchers in education and social science* (3rd ed.). Buckingham: Open University Press.

Bennis, W., & Nanus, B. (1985). *Leaders: The strategies for taking charge*. New York: Harper & Row.

Berry, J. (2006). *Quantitative methods in education research*. Retrieved from http://www.edu.plymouth.ac.uk/resined/Quantitative/quanthme.htm

Benson, Y., & Avolio, B. J., (2004). Transformational leadership and the dissemination of organizational goals: A case study of a telecommunication firm. *The Leadership Quarterly*, *15*(5), 625-646.

Bethel, S. M. (1990). *Making the difference: Twelve qualities that make you a leader.* New York: Berkley Publishing Group.

Bogler, R. (2001). The influence of leadership style on teacher job satisfaction. *Educational Administration Quarterly, 37*(5), 662–683.

Bohn, J. G., & Grafton, D. (2002). The relationship of perceived leadership behaviors to organizational efficacy. *Journal of Leadership & Organizational Studies, 9*(2), 65-79.

Bolden, R., Petrov, G., & Gosling, J. (2008). Tensions in higher education leadership: Towards a multi-level model of leadership practice. *Higher Education Quarterly, 62*(4), 358-376.

Bolman, L. G., & Deal, T. E. (2008). *Reframing organizations. Artistry, choice and leadership.* San Francisco: Jossey-Bass.

Boyatzis, R. E., & Ratti, F. (2009). Emotional, social, and cognitive intelligence competencies distinguishing effective Italian managers and leaders in a private company and cooperatives. *Journal of Management Development, 28*(9), 821-838.

Boyatzis R. E., & Saatcioglu, A. (2008). A 20-year view of trying to develop emotional, social and cognitive intelligence competencies in graduate management education. *Journal of Management Development, 27*(1), 92-108.

Bradberry, T., & Greaves, J. (2005). *The emotional intelligence quick book everything you need to know to put your EQ to work*. New York: Simon & Schuster.

Bratton, V. K., Dodd, N. G., & Brown, F. W. (2011). The impact of emotional intelligence on accuracy of self-awareness and leadership performance. *Leadership and Organization Development Journal, 32*(2), 127-149.

Brody, N. (2004). What cognitive intelligence is and what emotional intelligence is not. *Psychological Inquiry, 15*(3), 234-238.

Brown, L. M. (2001). Leading leadership development in universities: A personal story. *Journal of Management Inquiry, 10*(4), 312- 323.

Brown, M. E., Trevino, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes, 97*(2), 117-134.

Brown, W. F., Bryant, S. E., & Reilly, M. D. (2006). Does emotional intelligence – as measured by the EQI – influence transformational leadership and/or desirable outcomes? *Leadership and Organizational Development Journal, 27*(5), 330-351.

Bryman, A. (2004). *Social research methods*. New York: Oxford.

Bumatay, E. L. (2007). *Towards a strategic leadership framework for educational change: Insights from selected international and local university Presidents.* Paper presented at NAPSIPAG/NCPAG International Conference, Hyatt Hotel, Manila, Philippines.

Burns, J. M. (1979). *Leadership*. New York: Harper & Row.

Carmeli, A. (2003). The relationship between emotional intelligence and work attitudes, behavior and outcomes: An examination among senior managers. *Journal of Managerial Psychology, 18*(8), 788-813.

Caruso, D. R., & Salovey, P. (2004). *The emotionally intelligent manager: How to develop and use the four key emotional skills of leadership*. San Francisco: Jossey-Bass.

Chang, S. C., & Lee, M. S. (2007). A study on relationship among leadership, organizational culture, the operation of learning organization and employees' job satisfaction. *The Learning Organization. 14*(2), 155-185.

Chaplin, W. F. (1991). The next generation in moderation research in personality psychology. *Journal of Personality, 59*(2), 143–178.

Chen, J. K., & Chen, I. S. (2008). Personal traits and leadership styles of Taiwan's higher educational institutions in innovative operations. *Journal of American Academy of Business, 12*(2), 145-146.

Chen, W., Jacobs, R., & Spencer, L. M. (1998). *Calculating the competencies of stars working with emotional intelligence.* New York: Bantam Books.

Cheng, Q. (2009). *Educational professionals: The effects of work ethic on organizational citizenship behaviors.* Paper presented at The International Conference on Computational Intelligence and Software Engineering (CiSE), Wuhan, China.

Cherrington, D. J. (1980). *The work ethic: Working values and values that work*. New York: AMACOM.

Cherniss, C., & Caplan, R. (2001). Implementing emotional intelligence programs in organizations: The American Express financial advisors case. In C. Cherniss & D. Goleman (Eds.), *The emotionally intelligent workplace* (pp. 286-304). San Francisco: Jossey-Bass.

Ciarrochi, J. V., Chan, A. Y. C., & Bajgar, J. (2001). Measuring emotional intelligence in adolescents. *Personality and Individual Differences, 31*(7), 1105-1119.

Ciarrochi, J. V., Chan, A. Y. C., & Caputi, P. (2000). A critical evaluation of the emotional intelligence construct. *Personality and Individual Differences, 28*(3), 539-561.

Clark, S. C., Callister, R., & Wallace, R. (2003). Undergraduate management skills courses and students' emotional intelligence. *Journal of Management Education*, *27*(1), 3-23.

Coakes, S. J., & Steed, L. G. (2003). *SPSS analysis without anguish*. Singapore: John Wiley.

Cohen, J. (1992). A power primer. *Psychological Bulletin, 112*(1), 155-159.

Cohen, J., & Cohen, P. (1983). *Applied multiple regression/correlation analysis for the behavioral sciences* (2nd ed.). Hillsdale, NJ: Erlbaum.

Cole, G. A. (1996). *Management theory and practice* (5th ed.). London: DP Publications Ltd.

Conger, J. A. (1999). Charismatic and transformational leadership in organizations: An insider's perspective on these developing streams of research, *The Leadership Quarterly, 10*(2), 145-180.

Conger, J. A., & Kanungo, R. N. (1998). *Charismatic leadership in organizations*. Thousand Oaks, CA: SAGE Publications, Inc.

Conway, M. (2000). Defining administrators and new professionals. *Perpectives: Policy and Practice in Higher Education, 4*(1), 14-15.

Cooper, D. R., & Schindler, P. S. (2003). *Business research methods* (8th ed.). Boston: McGraw-Hill Irwin.

Covey, S. R. (2004). *The 8th habit: From effectiveness to greatness*. New York: Free Press.

Cox, J. E., & Nelson, D. B. (2008). Quantifying emotional intelligence: The relationship between thinking patterns and emotional skills. *Journal of Humanistic Counseling, Education and Development, 47*(9), 9-25.

Creswell, J. W. (2005). *Educational research: Planning, conducting, and evaluating quantitative and qualitative research* (2nd ed.). Upper Saddle River, NJ: Pearson.

Crowther, D., & Lancaster, G. (2009). *Research methods* (2nd ed.). Oxford: Elsevier Butterworth-Heinemann.

Cuilla, J. B. (1995) Leadership ethics: Mapping the territory. *Business Ethics Quarterly, 5*(1), 5-28.

Dahlia Zawawi (2008). Cultural dimensions among Malaysian employees**.** *International Journal of Economics and Management, 2*(2), 409 – 426.

Davis, D., & Cosenza, R. M. (1998). *Business research for decision making* (2nd ed.). Boston: PWS-Kent Publishing House.

Deluga, R. J. (1992). The relationship of leader-member exchanges with laissez-faire, transactional, and transformational leadership. In K. E. Clark, M. B. Clark, & D. R. Campbell (Eds.), *Impact of leadership* (pp. 237–247). Greensboro, NC: Center for Creative Leadership.

Den Hartog, D. N., Van Muijen, J. J., & Koopman, P. L. (1997). Transactional versus transformational leadership: An analysis of the MLQ. *Journal of Occupational & Organizational Psychology, 70*(1), 19-34.

Derksen, J., Kramer, I., & Katzko, M. (2002). Does a self-report measure of emotional intelligence assess something different than general intelligence? *Personality and Individual Differences, 32*(1), 37-48.

Dess, G. G., Lumpkin, G. T., & Govin, J. G. (1997). Entrepreneurial strategy making and firm performance: test of contingency and configurational models. *Strategic Management Journal, 18*(9), 677-95.

Dillon, W. R., Madden, T. J., & Firtle, N. H. (1993). *Essentials of marketing research*. Homewood, IL: Irwin.

Down, D. (2009). *Malaysia: Future hub of international education?* Retrieved from http://www.universityworldnews.com/articlephp

Duckett, H., & Macfarlane, E. (2003). Emotional intelligence and transformational leadership in retailing. *Leadership & Organization Development Journal, 24*(6), 309-317.

Dulewicz, V., & Higgs, M (2000). Emotional intelligence: A review and evaluation study. *Journal of Managerial Psychology, 15*(4), 341-368.

Dulewicz, V., & Higgs, M. (2003). Leadership at the top: The need for emotional intelligence in organizations. *International Journal of Organizational Analysis*, *11*(3), 193-210.

Dumdum, U. R., Lowe, K. B., & Avolio, B. J. (2002). A meta-analysis of transformational and transactional leadership correlates of effectiveness and satisfaction: An update and extension. In B. J. Avolio & F. J. Yammarino (Eds.), *Transformational and Charismatic Leadership: The road Ahead* (pp. 35-66). Amsterdam: JAI Press.

Eid, J., Johnsen, H., Bartone, P. T., & Nissestad, O. A. (2008). Growing transformational leaders: Exploring the role of personality hardiness. *Leadership and Organizational Journal, 29*(1), 4-23.

Ekman, P. (1999). Basic emotions. In T. Dalgleish & M. Power (Eds.), *Handbook of Cognition and Emotion*. Sussex, U. K.: John Wiley & Sons, Ltd.

Ekman, P. (2007). *Emotions revealed: Recognizing faces and feelings to improve communication and emotional life* (2nd ed.). New York: Owl Books..

Elkins, M., & Low, G. R. (2004). *Emotional intelligence and communication competence: research pertaining to their impact upon the first-year experience.* Paper presented at the 2004 First Year Experience Conference, Addison, TX.

Emmerling, R. J., & Goleman, D (2003). Emotional Intelligence: Issues and Common Misunderstandings. *Issues in Emotional Intelligence, 1*(1). Retrieved from http://www.eiconsortium.org

Engel, J. W. (1995). *Protestant work ethics: A comparison of American and Japanese working men.* Paper presented at the annual conference of the American Psychological Association, Los Angeles, CA.

Erkutlu, H. (2008). The impact of transformational leadership on organizational and leadership effectiveness: The Turkish case, *Journal of Management Development*, *27*(7), 708-726.

Fairholm, G.W. (1991). *Values leadership: Toward a new philosophy of leadership*. New York: Praeger.

Fancher, R. E. (1985). *The intelligence men: Makers of the IQ controversy*. New York: Norton.

Feldman, D. A. (1999). *The handbook of emotional intelligent leadership: Inspiring others to achieve results.* Santa Fe, NM: Leadership Performance Press.

Fernàndaz-Berrocal, P., & Extremera, N. (2006a). Emotional intelligence: A theoretical and empirical review of its first 15 years of history. *Psicothema, 18*(1), 7-12.

Fernàndaz-Berrocal, P., & Extremera, N. (2006b). Special issue on emotional intelligence: An overview. *Psicothema, 18*(1), 1-6.

Field, A. (2005). *Discovering Statistics Using SPSS* (2nd ed.). London: SAGE.

Fields, D., & Herold, D. (1997). Using the leadership practices inventory to measure transformational and transactional leadership. *Educational and Psychological Measurement, 57*(4), 569-579.

Flood, P. C., Hannan, E., Smith, K. G., Turner, T., West, M. A., & Dawson, J. (2000). Chief executive leadership style, consensus decision making, and top management team effectiveness. *European Journal of Work & Organizational Psychology, 9*(3), 401-420.

Fowlie, J., & Wood, M. (2009). The emotional impact of leaders' behaviours. *Journal of European Industrial Training, 33*(6), 559-572.

Fulmer, R., & Conger, J. (2004), *Growing your company's leaders: How great organizations use succession management to sustain competitive advantage.* Amacom: New York.

Furnham, A. (1990). *The protestant work ethic: The psychology of work related beliefs and behaviours.* Routledge: London.

Furnham, A., & Muhiudeen, C. (1984). The Protestant work ethic in Britain and Malaysia. *Journal of Social Psychology*, *122*(2), 157-161.

Garcia-Zamor, J. C. (2003). Workplace spirituality and organizational performance. *Public Administration Review, 63*(3), 355-363.

Gardner, H. (1983). *Frames of mind: The theory of multiple intelligences.* New York: Basic Books.

Gardner, J. W. (1990). *On leadership*. New York: Free Press.

Gardner, L., & Stough, C. (2002). Examining the relationship between leadership and emotional intelligence in senior level managers. *Leadership and Organizational Development Journal, 23*(2), 68-78.

George, J. M. (2000). Emotions and leadership: The role of emotional intelligence. *Human Relations*, *53*(8), 1027-1055.

George, M. (2006). How intelligent are you ... really? From IQ to EQ to SQ, with a little intuition along the way. *Training & Management Development Methods, 20*(4), 425-436.

Ghauri, P., & Grønhoug, K. (2002). *Research methods in business studies*. Essex: Prentice Hall.

Gibbs, P., Ilkan, M., & Pouloukas, S. (2007). The ethics of marketing in Muslim and Christian communities. *Equal Opportunities International, 26* (7), 678-92.

Globe, F. (1972). *Excellence in leadership.* American Management Association: Thomas Jefferson Research Center.

Gottfredson, L. S. (1998, Winter). The general intelligence factor. *Scientific American Presents, 9*(4), 24-29.

Goleman, D. (1995), *Emotional intelligence: Why it can matter more than IQ*. London: Bloomsbury Paperbacks.

Goleman, D. (1998a). What makes a leader? *Harvard Business Review*, *76*, 93-104.

Goleman, D. (1998b). *Working with emotional intelligence*. New York: Bantam Books.

Goleman, D. (2000) Leadership that gets results. *Harvard Business Review*, March-April, 78-90.

Goleman, D. (2001). An EI-based theory of performance. In Cherniss, C. & Goleman, D. (Eds), *The Emotionally Intelligence Workplace*. San Francisco, CA: Jossey-Bass.

Goleman, D. (2003). *Destructive emotions*. New York: Bantam Books.

Goleman, D., Boyatzis, R., & McKee, A. (2002). *Primal leadership: Realizing the power of emotional intelligence.* Boston: Harvard Business School Press.

Graeff, C. (1983). The situational leadership theory: A critical view. *Academy of Management Review, 8*(2), 285-291.

Graves, J. G. (1999). Emotional intelligence and cognitive ability: Predicting performance in job-simulated activities. *ProQuest Information & Learning*. Retrieved from http://search.ebscohost.com/login.aspx?direct=true&db=psyh&AN=1999-95022-280&site=ehost-live

Green, S. B. (1991). How many subjects does it take to do a regression analysis? *Multivariate Behavioral Research, 26*(3)*,* 499-510.

Groves, K. S., McEnrue, M. P., & Shen, W. (2008). Developing and measuring the emotional intelligence of leaders. *Journal of Management Development, 27*(2), 225-250.

Groves, K. S., & LaRocca, M. A. (2011). An empirical study of leader ethical values, transformational and transactional leadership, and follower attitudes toward corporate social responsibility. *Journal of Business Ethics, 103*(4), 511–528.

Gummesson, E. (2003). All research is interpretive. *Journal of Business and Industrial Marketing, 18*(6/7), 482-492.

Gupta, J. L., & Sulaiman, M. (1996). Ethical orientations of managers in Malaysia. *Journal of Business Ethics, 15*(7), 735-744.

Habibah Elias & Noran Fauziah Yaakub (1997). *Psikologi personaliti*. Kuala Lumpur: Dewan Bahasa dan Pustaka.

Hair, J. F., Black, B., & Babin, B. J. (2010). *Multivariate data analysis* (7th ed.). Upper Saddle River: Prentice Hall.

Hair, J. F., Money, A., Samouel, P., & Page, M. (2007). *Research methods for business*. Great Britain: John Wiley & Sons Ltd.

Hamel, G., & Prahalad, C. K. (1989). Strategic intent. *Harvard Business Review, 67*(3), 63-76.

Harrell, S. (1985). Why do the Chinese work so hard?: Reflections on an entrepreneurial ethic. *Modern China, 11*(2), 203-226.

Harshman, C., & Harshman, E. (2008). The Gordian Knot of ethics: Understanding leadership effectiveness and ethical behavior. *Journal of Business Ethics*, *78*(1-2), 175-192.

Hassall, S. L., Muller, J. J., & Hassall, E. J. (2005). Comparing the Protestant work ethic in the employed and unemployed in Australia. *Journal of Economic Psychology*, *26*(3), 327–341.

Hater, J. J., & Bass, B. M. (1988). Supervisors' evaluation and subordinate's perceptions of transformational and transactional leadership. *Journal of Applied Psychology, 73*(2), 695-702.

Hatfield, E., Rapson, R. L., & Le, Y. L. (1994). Primitive emotional contagion: Recent research. In J. Decety & W. Ickes (Eds.), *The social neuroscience of empathy* (pp. 19-30). Boston, MA: MIT Press.

HayGroup (2005). *Emotional Competence Inventory (ECI): Technical Manual*. Retrieved from http://www.eiconsortium.org/pdf/ECI_2_0_Technical_Manual_v2.pdf

Hayes, B.E. (1998). *Measuring customer satisfaction: Survey design, use and statistical analysis methods*. Milwaukee: ASQ Quality Press.

Heider, F. (1958). *The psychology of interpersonal relations*. New York: John Wiley & Sons.

Heller, H. W. (1993). The relationship between teacher job satisfaction and principal leadership style. *Journal of School Leadership, 3*(1), 74–86.

Herbst, T. H., & Maree, K. G. (2008). Thinking style preference, emotional intelligence and leadership effectiveness. *SA Journal of Industrial Psychology, 34*(1), 32-41.

Higgs, M. (2003). How can we make sense of leadership in the 21st century? *Leadership & Organization Development Journal, 24*(5), 273-284.

Higgs, M., & Aitken, P. (2003). An exploration of the relationship between emotional intelligence and leadership potential. *Journal of Managerial Psychology, 18*(8), 814-23.

Higgs, M., & Rowland, D. (2002). Does it need emotional intelligence to lead change? *Journal of General Management*, *27*(3), 62-76.

Hirtz, P. D., Murray, S. L., & Riordan, C. A. (2007). The effects of leadership on quality. *Engineering Management Journal, 19*(1), 22-27.

Hitt, W. (1990). *Ethics and leadership: Putting theory into practice*. Columbus: Battlle Press.

Hodgkinson, C. (1991). *Educational leadership: The moral art*. Albany: State University of New York Press.

Hofstede, G. (1980). *Culture's consequences*. Beverly Hills, CA: Sage.

Hofstede, G. (1993). Cultural constraints in management theories. *Academy of Management Executive, 7*(1), 81-94.

Hopkins, M. M., O'Neil, D. A., & Williams, H. W. (2007). Emotional intelligence and board government: Leadership lessons from the public sector. *Journal of Managerial Psychology, 22*(7), 683-700.

Horner, M. (1997). Leadership theory: Past, present and future. *Team Performance Management, 3*(4), 270-287.

House, R. J., & Aditya, R. N. (1997). The social scientific study of leadership: Quo vadis? *Journal of Management, 23*(3), 409-474.

House, R., Hanges, P., Javidan, M., Dorfman, P., & Gupta, V. (2004). *Culture, leadership and organizations*. Beverly Hills, CL: Sage Publications Inc.

Humphrey, R. H. (2002). The many faces of emotional leadership. *The Leadership Quarterly, 13*(5), 493-504.

Humphrey, R. H., & Einstein, W. O. (2003). Nothing new under the sun: Transformational from a historical perspective. *Management Decision*, *41*(1), 85-95.

Hur, M. H. (2008). Exploring differences in leadership styles: A study of manager tasks, follower characteristics, and task environments in Korean Human Service Organizations. *Social Behavior and Personality: An International Journal, 36*(3), 359-372.

Hutcheson, G. D., & Sofroniou, N. (1999). *The multivariate social scientist introductory statistics using generalized linear models*. London: Sage.

Igbaria, M., Livari, J., & Maragah, H. (1995). Why do individuals use computer technology? A finnish case study. *Information and Management, 29*(5), 227-238.

Ismail Hussein Amzat (2008). Ledaership styles of heads of departments and academic's staff's self-efficacy at International Islamic University Malaysia. In Dewi Amat Sapuan, Kamal Kishore Jain & Manjit Singh Sandhu (Eds.), *Leadership in a changing landscape* (pp. 1-40). Kuala Lumpur: CERT Publications Sdn. Bhd.

Ivancevich, J. M., & Matteson, M. T. (2002). *Organizational behavior and management* (6th ed.). Boston: McGraw-Hill.

Iyer, G. (2001). International exchanges as the basis for conceptualizing ethics in international business. *Journal of Business Ethics, 31*(1), 3-24.

Jabatan Perkhidmatan Awam (1991). *Pekeliling Perkhidmatan Bil. 9 Tahun 1991: Pelaksanaan sistem saraan baru berdasarkan laporan Jawatankuasa Khas Kabinet Mengenai Gaji Sektor Awam 1991*. Putrajaya: Jabatan Perkhidmatan Awam.

Jabatan Perkhidmatan Awam (2002). *Pekeliling Perkhidmatan Bil. 4 Tahun 2002: Pelaksanaan sistem saraan Malaysia bagi anggota perkhidmatan awam persekutuan.* Putrajaya: Jabatan Perkhidmatan Awam.

Jaeger, A. J., & Eagan M. K. (2007). Exploring the value of emotional intelligence: A means to improve academic performance. *Journal of Student Affairs, Research and Practice, 44*(3), 512-537.

Jankowicz, A. D. (2000). *Business research projects* (3rd ed.). Sidney: Business Press.

John, H. E., & Moser, H. R. (2001). From trait to transformation: The evolution of leadership theories. *Education, 110*(1), 115–122.

Johnsrud, L. K., & Rosser, V. J. (1997). Administrative staff turnover: Predicting the intentions of stayers and leavers. Paper presented at the annual meeting of the Association for the study of Higher Education, Albuquerque, NM.

Johnsrud, L. K., & Rosser, V. J. (1999). College and university mid level administrators: Explaining and improving their morale. *Review of Higher education, 22*(2), 121-141.

Johnsrud, L. K., Heck, R. H., & Rosser, V. J. (1998). *Morale matters: Midlevel administrators and their intent to leave*. Paper presented at the annual meeting of the American Education Research Association, San Diego, CA.

Jogulu U. D., & Wood, G. J. (2008). A cross-cultural study into peer evaluations of women's leadership effectiveness. *Leadership & Organization Development Journal, 29*(7), 600-616.

Judeh, M. (2010). Transformational leadership: A study of gender differences in private universities. *International Review of Business Research Papers, 6*(4), 118 – 125.

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), 755-68.

Kalvemark, T., & van der Wende, M. (1997). *National policies for the internationalization of higher education in Europe.* National Agency for Higher Education, Sweden.

Kennedy, J. C., & Norma Mansor. (2000). Malaysian culture and the leadership of organisations: A GLOBE study. *Malaysian Management Review, 35*(2), 42-53.

Kapoor, C., & Solomon, N. (2011). Understanding and managing generational differences in the workplace. *Worldwide Hospitality and Tourism Themes, 3*(4), 308-318.

Kelly, B. (1999). *Ethics at work*. Hampshire: Gower Publishing Limited.

Kerr, R., Garvin, J., Heaton, N., & Boyle, E. (2006). Emotional intelligence and leadership effectiveness. *Leadership and Organization Development Journal*, *27*(4), 265-279.

Khalil, M., & Abu-Saad, I. (2009). Islamic work ethic among Arab college students in Israel. *Cross Cultural Management: An International Journal, 16*(4), 333-346.

Khan, B., Farooq, A., & Hussain, Z. (2010). Human resource management: An Islamic perspective. *Asia-Pacific Journal of Business Administration*, *2*(1), 17-34.

Khosravi, B. G., Manafi, M., Hojabri, R., Farhadi, F., & Gheshmi, R. (2011). The impact of emotional intelligence towards the effectiveness of delegation: A study in banking industry in Malaysia. *International Journal of Business and Social Science, 2*(18), 93-99.

Kilgallon, M. (2005), Developing strategic police leaders through emotional intelligence. *Competency & Emotional Intelligence, 12*(4), 20-24.

Kim, J. O., & Mueller, C. W. (1978). *Factor analysis: Statistical methods and practical issues.* Beverly Hill, California: Sage Publications.

King, C. J. (2008). *Ethics and leadership: Reflections from a public research university.* Retrieved from http://cshe.berkeley.edu/

Kline, R. B. (2011). *Principles and practice of structural equation modeling* (3rd ed.). New York: The Guilford Press.

Kluemper, D. H. (2008) Trait emotional intelligence: The impact of core-self evaluations and social desirability. *Personality and Individual Differences, 44*(6), 1402-1412.

Koh, H. C., & Boo, E. H. Y. (2004). Organizational ethics and employee satisfaction and commitment. *Management Decision, 42*(5), 677-693.

Koh, W. L., Steers, R. M., & Terborg, J. R. (1995). The effects of transformational leadership on teacher attitudes and student performance in Singapore. *Journal of Organizational Behavior, 16*(4), 319-333.

Kotter, J. P. (1999). *John Kotter on what leaders really do*. Boston: Harvard Business School Press.

Kouzes, J., & Posner, B. (1993). *Leadership practices inventory (LPI): A self-assesment and analysis.* San Francisco: Jossey-Bass Publishers.

Kouzes, J. & Posner, B. (1995). *The leadership challenge*. San Francisco: Jossey-Bass Publishers.

Kouzes, J., & Posner, B. (2000). *The five practices of exemplary leadership when leaders are at their best*. San Francisco: Jossey-Bass Publishers.

Kramer, M. W., & Hess, J. A. (2002). Communication rules for the display of emotions in organizational settings. *Management Communication Quarterly, 16*(1), 66-80.

Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement, 30*(3), 607-610.

Kumar, N., & Raduan Che Rose (2010). Examining the link between Islamic work ethic and innovation capability, *Journal of Management Development, 29*(1), 79-93.

Landy, F. J. (2005). Some historical and scientific issues related to research on emotional intelligence. *Journal of Organizational Behavior, 26*(4), 411-424.

Langhorn, S. (2004). How emotional intelligence can improve management performance. *International Journal of Contemporary Hospitality Management, 16*(4), 220-230.

Latour, S. M., & Hosmer, B. C. (2002). Emotional intelligence: Implications for all United States Air Force leaders. *Air and Space Power Journal, 16*(4), 27-36.

Law, K. S., Wong, C. S., & Song, L. J. (2004). The construct and criterion validity of emotional intelligence and its potential utility for management studies. *Journal of Applied Psychology, 89*(3), 483-496.

Leban, W., & Zulauf, C. (2004). Linking emotional abilities and transformational leadership styles. *Leadership and Organization Development Journal, 25*(7/8), 554-564.

Lewin, K., LIippit, R., & White, R. K. (1939). Patterns of aggressive behavior in experimentally created social climates. *Journal of Social Psychology, 10*(2), 271-301.

Lim, Richard (2009, August 29). Malaysia ranked 11th most preferred study destination. *The Star*, p. N10.

Limsila, K., & Ogunlana, S. O. (2008). Performance and leadership outcome correlates of leadership styles and subordinate commitment. *Engineering, Construction and Architectural Management*, *15*(2), 164-184.

Lindebaum, D., & Cartwright, S. (2010). A critical examination of the relationship between emotional intelligence and transformational leadership. *Journal of Management Studies, 47*(7), 1317-1342.

Locke, E. A. (2005). Why emotional intelligence is an invalid concept. *Journal of Organizational Behavior, 26*(4), 425-31.

Lok, P., & Crawford, J. (2004). The effect of organisational culture and leadership style on job satisfaction and organisational commitment: A cross-national comparison. *Journal of Management Development, 23*(4), 321-338.

Lopes, P.N., Salovey, P., & Straus, R. (2003). Emotional intelligence, personality, and the perceived quality of social relationships. *Personality and Individual Differences, 35*(3)*,* 641-658.

Low, G., & Nelson, D. (2004). *Emotional intelligence: Effectively bridging the gap from high school to college*. *TEXAS STUDY of Secondary Education, 13*(2), 7-10.

Lussier, R. N., & Achua, C. F. (2007). *Effective leadership* (3rd ed.). Ohio: Thomson South-Western.

Mahmood Nazar Mohamed (1990). *Pengantar psikologi satu pengenalan asas kepada jiwa dan tingkah laku manusia.* Kuala Lumpur: Dewan Bahasa dan Pustaka.

Malaysia (1971). *Second Malaysia Plan 1971-1975*. Kuala Lumpur: Government Printers.

Malaysia (1999). *Mid-term review of the Seventh Malaysia Plan 1996-2000.* Kuala Lumpur: Percetakan Nasional Malaysia Berhad.

Malaysia (2005). *Federal Constitution*. Petaling Jaya: International Law Book Services.

Malaysia (2006). *Ninth Malaysia Plan 2006-2010.* Kuala Lumpur: Percetakan Nasional Malaysia Berhad.

Malaysia (2008). *Mid-term review of the Ninth Malaysia Plan 2006-2010*. Kuala Lumpur: Percetakan Nasional Malaysia Berhad.

Malaysia (2010). *Tenth Malaysia Plan 2010-2015.* Kuala Lumpur: Percetakan Nasional Malaysia Berhad.

Mandell, B., & Pherwani, S. (2003). Relationship between emotional intelligence and transformational leadership style: A gender comparison. *Journal of Business and Psychology, 17*(3), 387-404.

Manfreda, K. L., Bosnjak, M., Berzelak, J., Haas, I., & Vehovar, V. (2008). Web surveys versus other survey modes: A meta-analysis comparing response rates. *International Journal of Market Research, 50*(1), 79-104.

Matthews, G., Zeidner, M., & Roberts, R. D. (2002). *Emotional intelligence: Science and myth*. Cambridge, MA: MIT Press.

Mayer, J. D., & Salovey, P. (1997). What is emotional intelligence? In P. Salovey & D. Sluyter (Eds.), *Emotional development and emotional intelligence: Implications for educators* (pp. 3-31). New York: Basic Book.

Mayer, J. D., Salovey, P., & Caruso, D. R. (2000). Emotional intelligence as zeitgeist, as personality, and as a mental ability. In R. Bar-On & J. Parker (Eds.), *The handbook of emotional intelligence: Theory, development, assessment, and application at home, school, and in the workplace* (pp. 92-117). San Francisco: Jossey-Bass.

Mayer, J. D., Salovey, P., & Caruso, D. R. (2002). *Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT): Users manual*. Toronto, Ontario, Canada: Multi-Health Systems, Inc.

Mayer, J. D., Salovey, P., & Caruso, D. R. (2004). Emotional intelligence: Theory, findings, and implications. *Psychological Inquiry, 75*(3), 197-215.

McCarthy, G. (2005). Leadership practices in German and UK organizations. *Journal of European Industrial Training, 29*(3), 217-234.

McCortney, A. L., & Engels, D. W. (2003). Revisiting the work ethic in America. *The Career Development Quarterly, 52*(2), 132-140.

McCrimmon, M. (2007). What is leadership style? *Classic and modern leadership styles.* Retrieved from http://businessmanagement.suite101.com/article.cfm/what_is_leadership_style

McKee, J. G. (1991). Leadership styles of community college presidents and faculty job satisfaction. *Community/Junior College Quarterly of Research and Practice, 15*(1), 33–46.

McKenna, B., Rooney, D., & Boal, K. B. (2009). Wisdom principles as a meta-theoretical basis for evaluating leadership. *The Leadership Quarterly, 20*(2), 177-190.

McLaurin, J. R., & Amri, M. B. A. (2008). Developing an understanding charismatic and transformational leadership. Allied Academies International Conference. *Proceedings of the Academy of organizational Culture, communications and Conflicts, 13*(2), 15-19.

McQueen, L., & Zimmerman, L. (2006). Using the interpretive narrative research methods in interdisciplinary research projects. *Journal of Nursing Education, 45*(11), 475-478.

McShane, S., & Travaglione, T. (2007). *Organisational behavior: On the Pacific rim* (2nd ed.). New South Wales: McGraw-Hill Irwin.

Mesmer-Magnus, J., Viswesvaran, C., Joseph, J., & Deshpande, S. P. (2008). The role of emotional intelligence in integrity and ethics perceptions. In Wilfred J. Zerbe, Charmine E. J. Härtel & Neal M. Ashkanasy (eds.) *Emotions, ethics and decision-making* (pp. 225-239). Bingley, UK: Emerald Group Publishing Limited.

Ministry of Higher Education (2006). *Strategic plan for international marketing of higher education in Malaysia 2006-2010*. Putra Jaya: Ministry of Higher Education.

Ministry of Higher Education (2007a). *Pelan strategik pengajian tinggi negara: Perletakan asas melangkaui 2020*. Putra Jaya: Ministry of Higher Education.

Ministry of Higher Education (2007b). *Pelan tindakan pengajian tinggi negara 2007-2010*. Putra Jaya: Ministry of Higher Education.

Ministry of Higher Education (2011). *Statistics of higher education of Malaysia 2010*. Putra Jaya: Ministry of Higher Education.

Mintzberg, H. (1999). Managing Quietly. *Leader to Leader*, 12 (Spring), 24-30.

Mittelstaedt, J. (2002). A framework for understanding the relationships between religions and markets. *Journal of Macromarketing, 22*(1), 6-18.

Mohd Sidek Haji Hassan (2009). *Speech on professional IIUM development program.* Retrieved from http://www.pmo.gov.my/ksn/?frontpage/speech/detail/e/1534

Morshidi Sirat (2008). The impact of September 11 on international students flow into Malaysia: Lessons learned, *International Journal of Asia Pacific Studies, 4*(1), 79-95.

Mohamed Khaled Nordin (2009). *Speech on the opening ceremony seminar on enhancing graduate employability.* Retrieved from http://khalednordin.com/wp-content/uploads/2009/07/july-21st-2009-seminar-on-enhancing-graduate-employability-issues-concerns-and-the-way-forward.pdf

Mohd Fauzwadi Mat Ali, Abu Bakar Hamed, & Hishamuddin Fitri Abu Hasan (2008). Hubungan antara stress peranan, ganjaran, etika kerja dan *kepuasan kerja. Jurnal Pengurusan Awam, 7*(1), 141-154.

Moon, T. (2010). Emotional intelligence correlates of the four-factor model of cultural intelligence. *Journal of Managerial Psychology, 25*(8), 876-898.

Muhammad Shakil Ahmad (2011). Work ethics: An Islamic prospective. *International Journal of Human Sciences, 8*(1), 850-859.

Mung, L. V., May, C. L., Kwang, S. N., & Songan, P. (2009). *Leadership styles in context of institution of higher education in Malaysia.* Retrieved from http://bai2009.org/file/Papers/1657.doc

Namasivayam, K., & Zhao, X. (2007). An investigation of the moderating effects of organizational commitment on the relationships between work-family conflict and job satisfaction among hospitality employees in India. *Tourism Management, 28*(5), 1212-1223.

Neikirk, W. (1987, March 29). US always tied faith to fortune. *Chicago Tribune,* p. 7-C.

Nicholson, W. D. (2007). Leading where it counts: An investigation of the leadership styles and behaviors that define college and university presidents as successful fundraisers. *International Journal of Educational Advancement, 7*(4), 256-270.

Nik Mu'tasim Ab. Rahman, Nordin Muhamad & Abdullah Sanusi Othman (2006). The relationship between Islamic work ethics and organizational commitment: A case analysis. *Malaysian Management Review, 41*(1), 79-89.

Noran Fauziah Yaakub & Ahmad Mahdzan Ayob (1999). *Higher education and socioeconomic development in Malaysia: A human resource development perspective.* Paper presented at the ASAIHL conference, Auckland Institute of Technology, New Zealand.

Northouse, P. G. (2007). *Leadership theory and practice* (4th ed.). Thousand Oaks, CA: Sage Publications, Inc.

Nunnally, J. C. (1978). *Psychometric theory* (2nd ed.). New York: McGraw-Hill.

Orem, D. (2002). Leaders: On leadership. *Independent School, 62*(1), 40-46.

Othman Mohd. Yunus, Abdul Rahman Abdul Rahim, Alwi Shabuddin, & Munira Mazlam (2011). Work ethic of Malaysian civil servants. *Proceeding of the 2nd International Conference on Business and Economic Research (2nd ICBER 2011)*, Malaysia, 225-238.

Overman, S. (1994), Good faith is the answer, *HRMagazine*, 39(1), 74-76.

Palmer, B., Donaldson, C., & Stough, C. (2002). Emotional intelligence and life satisfaction. *Personality and Individual Differences, 33*(7), 1091-1100.

Parry, K. W., & Proctor-Thomson, S. B. (2002). Perceived integrity of transformational leaders in organisational settings. *Journal of Business Ethics, 35*(2), 75-96.

Passmore, J., & Roberts, I. (2005). Developing competencies for future leaders in local Government. *Competency & Emotional Intelligence, 12* (4), 44-8.

Petrocelli, J. V. (2003). Hierarchical multiple regression in counseling research: Common problems and possible remedies. *Measurement and Evaluation in Counseling and Development. 36*(1), 9-22.

Pirola-Merlo, A. Härtel, C., Mann, L., & Hirst, G. (2002). How leaders influence the impact of affective events on team climate and performance in R&D teams. *Leadership Quarterly, 13*(5), 561-581.

Poggi, G. (1983). *Calvinism and the capitalist spirit Max Weber's protestant ethic*. London: The Macmillan Press.

Polychroniou, P. V. (2009). Relationship between emotional intelligence and transformational leadership of supervisors: The impact on team effectiveness. *Team Performance Management, 15*(7/8), 343-356.

Pope, K. S., & Singer, J. L. (1990). Imagination, cognition and personality. *Journal of the American Association for the Study of Mental Imagery, 9*(3), 183-211.

Professional International Education Resources (2009). *Malaysia: Future hub of international education?* Retrieved from http://.pieronline.org/eatc/default.aspx?=newsArticle&NewId=1859

Rahim, M. A., & Psenicka, C. (2005). Relationship between emotional intelligence and effectiveness of a leader. *International Journal of Organizational Analysis, 13*(4), 327-342.

Reave, L. (2005). Spiritual values and practices related to leadership effectiveness. *The Leadership Quarterly, 16*(5), 655-687.

Remenyi, D., Williams, B., Money, A., & Swartz, E. (1998). *Doing research in business and management: An introduction to process and method*. London: Sage.

Rice, G. (1999). Islamic ethics and the implications for business. *Journal of Business Ethics, 18*(4), 345-358.

Rizk, R. R. (2008). Back to basics: An Islamic perspective on business and work ethics. *Social Responsibility Journal, 4*(2), 246-254.

Roberts, R. D., Zeidner, M., & Matthews, G. (2001). Does emotional intelligence meet traditional standards for an intelligence? Some new data and conclusions. *Emotion, 1*(3), 196-231.

Roscoe, J. T. (1975). *Fundamental research statistics for the behavioral sciences* (2nd ed.). New York: Holt, Rinehart, and Winston.

Rosete, D., & Ciarrochi, J. (2005). Emotional intelligence and its relationship to workplace performance outcomes of leadership effectiveness. *Leadership & Organization Development Journal, 26*(5), 388-399.

Rosli Mahmood (2005). Ethical perceptions of small business owners in Malaysia. *International Journal of Management and Entrepreneurship, 1*(2), 138-145.

Rosli Mahmood, & Ghazali Abdul Rahman (2007). How bank managers assess small business borrowers? *Malaysian Management Review, 42*(1), 43-53.

Rosser, V. J. (2004). A national study on midlevel leaders in higher education: The unsung professionals in the academic. *Higher Education, 48*(3), 317-337.

Rosser, V. J., & Javinar, J. M. (2003). Midlevel student affairs leaders' intentions to leave: Examining the quality of their professional and institutional worklife. *Journal of College Student Development, 46*(6), 813-830.

Rossouw, G. J. (2011). A global comparative analysis of the global survey of business ethics. *Journal of Business Ethics, 104*(S1), 93-101.

Rowley, J. (1997). Academic leaders: made or born? *Industrial Commercial Training, 29*(3), 78-84.

Rozhan Othman, Rohayu Abdul Ghani, & Rasidah Arshad, (2001). Great expectations – CEOs' perception of the performance gap of the HRM function in the Malaysian manufacturing sector. *Personnel Review, 30*(1), 61-80.

Salovey, P., & Mayer, J. D. (1990). Emotional intelligence. *Imagination, Cognition, and Personality, 9*(3), 185-211.

Salovey, P., Brackett, M. A., & Mayer, J. D. (2004), *Emotional intelligence: Key readings on the Mayer and Salovey model.* New York: Dude Publishing.

Sarminah Samad (2009). The influence of emotional intelligence on effective leadership among managers in Malaysian business organizations. *The Business Review*, *13*(1), 164-170.

Sashkin, M. (1988). The visionary leader. In J. A. Conger & R. A. Kanungo (Eds.), *Charismatic leadership: The elusive factor in organizational effectiveness* (pp.122- 160). San Francisco: Jossey-Bass.

Saunders, M., Lewis, P., & Thornhill, A. (2007). *Research methods for business students* (4th ed.). Essex: Prentice Hall.

Schafer, J. A. (2010). Effective leaders and leadership in policing: Traits, assessment, development, and expansion. *An International Journal of Police Strategies & Management, 33*(4), 644-663.

Schaffer, B. S., & Riordan, C. M. (2003). A review of cross-cultural methodologies for organizational research: A best-practices approach. *Organizational Research Methods, 6*(2), 169-215.

Schein, E. H. (1985). *Organization culture and leadership*. San Francisco: Jossey Bass.

Schutte, N. S., Malouff, J. M., Hall, L. E., Haggerty, D. J., Cooper, J. T., Golden, C. J., et al. (1998). Development and validation of a measure of emotional intelligence. *Personality and Individual Differences, 25*(2)*, 167-177.

Sekaran, U., & Bougie, R. (2010). *Research methods for business* (5th ed.). United Kingdom: John Wiley & Son Ltd.

Shawyun, T. (2003). Education excellence: An integrated performance measurement and management model. *ASAIHL-THAILAND Journal, 6*(2), 1-11.

Siddiquee, N. A. (2010). Combating corruption and managing integrity in Malaysia: A critical overview of recent strategies and initiatives. *Public Organization Review, 10*(2), 153–171.

Siddiquee, N. A. (2011) Approaches to fighting corruption and managing integrity in Malaysia. *Journal of Administrative Science, 8*(1), 47-74.

Sieg K. (1986). Chairing the academic occupational therapy department: A job analysis. *American Journal of Occupational Therapy, 40*(2), 89-95.

Simola, S. K., Barling, J., & Turner, N. (2010). Transformational leadership and leader moral orientation: Contrasting an ethic of justice and an ethic of care. *The Leadership Quarterly, 21*(1), 179-188.

Simrit Kaur (2005, October 23). Long road to higher education hub. *The Star Online*. 2009. Retrieved from http://thestar.com.my/education/story.asp?file

Singapore Economic Development Board (2009a). *Industry background*. Retrieved from http://www.edb.gov.sg/edb/sg/en_uk/index/industry_sectors/education/global_sch oolhouse.html

Singapore Economic Development Board (2009b). *Singapore: A Global Schoolhouse*. Retrieved from http://www.edb.gov.sg/edb/sg/en_uk/index/industry_sectors/education/industry_b ackground.html

Sin, T. T (1991). Managing process in Bumiputra society − Malaysia. In J Putti (Ed.), *Management Asian Context* (pp.1-5). Singapore: McGraw-Hill.

Sivanathan, N., & Fekken, G. C. (2002). Emotional intelligence, moral reasoning and transformational leadership. *Leadership and Organization Development Journal, 23*(3/4), 198-205.

Smith, P. B., Peterson, M. F., Schwartz, S. H., & Parry, K. W. (2002). Cultural values, sources of guidance, and their relevance to managerial behavior − A 47-nation study. *Journal of Cross-Cultural Psychology, 33*(2), 188-208.

Snodgrass, J., & Schachar, M. (2008). Faculty perceptions of occupational therapy program directors' leadership styles and outcomes of leadership. *Journal of Allied Health, 37*(4), 225-35.

Sosik, J. J., & Megerian, L. E. (1999). Understanding leader emotional intelligence and performance: The role of self-other agreement on transformational leadership perceptions. *Group & Organization Management, 24*(3), 367-390.

Soucie, D. (1994). Effective managerial leadership in sport organizations. *Journal of Sport Management, 8*(1), 1-13.

Spears, L. C., & Lawrence, M. (2003). *Focus on leadership: Servant-leadership for the twenty-first century*. San Francisco: Jossey Bass.

Stein, S. J., Papadogiannis, P., Yip, J. A., & Sitarenios G. (2009). Emotional intelligence of leaders: A profile of top executives. *Leadership & Organization Development Journal, 30*(1), 87-101.

Stone, E. F., & Hollenbeck, J. R. (1984). Some issues associated with moderated regression. *Organizational Behavior and Human Performance, 34*(2), 195-213.

Struwig, F. W., & Stead, G. B. (2001). *Planning, designing and reporting research*. Cape Town: Van Schaik.

Szekeres, J. (2004). The invisible workers. *Journal of Higher Education Policy and Management, 26*(1), 7-22.

Tabachnick, B. G., & Fidell, L. S. (2007). *Using multivariate statistics* (5th ed.). Boston: Pearson/Allyn & Bacon.

Tang, H. W. V., Yin, M. S., & Nelson, D. B. (2010). The relationship between emotional intelligence and leadership practices: A cross-cultural study of academic leaders in Taiwan and the USA. *Journal of Managerial Psychology, 25*(8), 899-926.

Tatum, B. C., Eberlin, R., Kottraba, C., & Bradberry, T. (2003). Leadership, decision making, and organizational justice. *Management Decision, 41*(10), 1006-1016.

Tayeb, M. (1997). Islamic revival in Asia and human resource management. *Employee Relations, 19*(4), 352-364.

Taylor, G. J., & Bagby, R. M. (2000). An overview of the alexithymia construct. In R. Bar-On & J. D. A. Parker (Eds.) *Handbook of Emotional Intelligence* (pp. 40-67). San Francisco: Jossey-Bass.

The Times Higher Education (2006). *Times higher education-world university rankings 2006.* Retrieved from http://www.timeshighereducation.co.uk/hybrid.asp?typeCode=161

The Times Higher Education (2010). *Times higher education-QS world university rankings 2009.* Retrieved from http://www.timehighereducation.co.uk/hybrid.asp?typeCod=438

Transparency International (2009). Global corruption report 2009. Retrieved from http://www.transparency.org/publications/gcr/gcr_2009#6.3

Trevino, L. K., Brown, M., & Hartman, L. P. (2003). A qualitative investigation of perceived executive ethical leadership: Perceptions from inside and outside the executive suite. *Human Relations, 56*(1), 5-37.

Trochim, W. M. K, & Donnelly, J. P. (2008). *Research methods knowledge base* (3rd ed.). Sydney: Cengage Learning.

Tucker, B. A., & Russell, R. F. (2004). The influence of the transformational leader. *Journal of Leadership & Organizational Studies, 10*(4), 103-111.

UNESCO (1998). World Conference on Higher Education. Higher education in the twenty-first century. United Nations Educational, Scientific and Cultural Organization: Vision and Action, Paris, 5-9 October 1998, Paris: UNESCO.

University of Arizona (2001). *Millennium project phase II description*. Retrieved from http://www.u.arizona.edu/~millen/phase2/pages_1-50pdf

Ulrich, D., & Smallwood, N. (2007). *Leadership brand: Developing customer-focused leaders to drive performance and building lasting value*. Boston: Harvard Business Scholl Press.

Vigoda-Gadot, E. (2007). Leadership style, organizational politics, and employees' performance. *Personnel Review, 36*(5), 661-683.

Vitello-Cicciu, J. M. (2002). Exploring emotional intelligence: Implications for nursing leaders. *Journal of Nursing Administration, 32*(4), 203-210.

Vrba, M. (2007). Emotional intelligence skills and leadership behaviour in a sample of South African first-line managers. *Management Dynamics, 16*(2), 25-26.

Wahibur Rokhman (2010). The Effect of Islamic work ethics on work outcomes. *Electronic Journal of Business Ethics and Organization Studies, 15*(1), 21-27.

Walter, F. W., Cole, M. S., & Humphrey, R. H. (2011). Emotional intelligence: Sine qua non of leadership of folderol? *The Academic of Management Perspective, 25*(1), 45-59.

Walumbwa, F. O., Orwa, B., Wang, P., & Lawler, J. J. (2005). Transformational leadership, organizational commitment, and job satisfaction: A comparative study of Kenyan and U.S. financial firms. *Human Resource Development Quarterly, 16*(2), 235–256.

Walumbwa, F. O., Wang, P., Lawler, J. J., & Shi, K. (2004). The role of collective efficacy in the relations between transformational leadership and work outcomes. *Journal of Occupational and Organizational Psychology, 77*(4), 515-530.

Weaver, G. R., & Agle, B. R. (2002). Religiosity and ethical behavior in organizations: A symbolic interactionist perspective. *The Academy of Management Review. 27*(1), 77-97.

Weinberger, L. A. (2003). *An examination of the relationship between emotional intelligence, leadership style and perceived leadership effectiveness*. Minneapolis, MN: University of Minnesota.

Weinberger, L. A. (2009). Emotional intelligence, leadership styles, and perceived leadership effectiveness. *Advances in Developing Human Resources, 11*(6), 747-772.

Whitchurch, C. (2004). Administrative managers: A critical link. *Higher Education Quarterly, 58*(4), 280-298.

Wing, J. F., Schutte, N. S., & Byrne, B. (2006). The effect of positive writing on emotional intelligence and life satisfaction, *Journal of Clinical Psychology, 62*(10), 1291–1302.

Wong, C. S., & Law, K. S. (2002). The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study. *Leadership Quarterly, 13*(3), 243-274.

Woodruffe, C. (2001, January 11). Promotional intelligence. *People Management*, 26-29.

Wren, J. T., Hicks, D. A., & Price, T. L. (2004). *The international library of leadership 2: Modern classics on leadership*: Cheltenham: Elgar Reference Collection.

Wright, B. E., & Pandey, S. K. (2010). Transformational leadership in the public sector: Does structure matter? *Journal of Public Administration Research and Theory, 20*(1), 75-89.

Wright, P. (1996). *Managerial leadership.* London: Routledge.

Wu, F. Y. (2009). The relationship between leadership styles and foreign english teachers job satisfaction in adult English Cram Schools: Evidences in Taiwan. *The Journal of American Academy of Business*, *Cambridge, 14*(2), 75-82.

Yarrish, K., & Law, M. D. (2009). An exploration on the differences in emotional intelligence of first year students examined across disciplines within the school of business in a Liberal Arts College. *Contemporary Issues In Education Research, 2*(4), 47-52.

Yaseen, Zahi (2010). Leadership styles of men and women in the Arab world. *Education, Business and Society: Contemporary Middle Eastern Issues, 3*(1), 63-70.

Ying, C. Y., & Ting, S. K. T. (2010). *The relationship between emotional intelligence and effective leadership among academic heads in higher learning education institutions.* Paper presented at the International Conference on Business and Economic Research, Kuching, Sarawak.

Yousef, D. A. (2000a). Islamic work ethics as a mediator of the relationship between locus of control, role conflict and role ambiguity – A study in an Islamic country setting. *Journal of Managerial Psychology, 15*(4), 283-298.

Yousef, D. A. (2000b). Organizational commitment as a mediator of the relationship between Islamic work ethic and attitudes toward organizational change. *Human Relations, 30* (2), 513-537.

Yousef, D. A. (2001). Islamic work ethics – a moderator between organizational commitment and job satisfaction in cross-cultural context. *Personnel Review, 30*(2), 152-169.

Yu, H. C., & Miller, P. (2005). Leadership style - The X generation and baby boomers compared in different cultural contexts. *Leadership and Organization Development Journal, 26*(1), 35-50.

Yukl, G. (2002). *Leadership in organizations* (5th ed.). New Jersey: Prentice-Hall International.

Zabid, A. R. M., & Alsagoff, S. K. (1993). Perceived ethical values of Malaysian managers, *Journal of Business Ethics, 12*(4), 331-338.

Zaccaro, S. J., Kemp, C., & Bader, P. (2004). Leader traits and attributes, in J. Antonakis, A. T. Cianciolo & R. L. Sternberg (Eds), *The Nature of Leadership* (pp. 101-124). Thousand Oaks, CA: Sage Publications.

Zagorśek, H., Jaklic, M., & Stough, S.J. (2004). Comparing leadership practices between the United States, Nigeria, and Slovenia: Does culture matter? *Cross Cultural Management, 11*(2), 16-34.

Zagorśek, H., Stough, S. J., & Jaklic, M. (2006). Analysis of the Leadership Practice Inventory in the item response theory framework. *International Journal of Selection and Assessment, 14*(2), 180-191.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2010). *Business research methods* (8th ed.). Sydney: South Western Cengage Learning.

Zuboff, S., (1983). The work ethic and work organization. In J. Barbash, R. Lampman, S. Levitan & G. Tyler (Eds), *The Work Ethic* (pp. 153-181). Madison, WI: Industrial Relations Research Association.

Zulkifli A. Hassan (2006). Isu dan strategi ke arah pembangunan modal insan sektor pengajian tinggi bertaraf dunia. *Jurnal Pengurusan Awam, 6*(1), 23-44.