

**JOB SATISFACTION AND ITS RELATIONSHIP WITH
EMOTIONAL INTELLIGENCE**

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**JOB SATISFACTION AND ITS RELATIONSHIP WITH EMOTIONAL
INTELLIGENCE**

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in partial fulfillment of the requirement for the degree of
Master of Science (Management), Universiti Utara Malaysia**

By

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ABSTRACT

Psychological aspects of employees have led researchers to consider emotional intelligence as one of the determinants of job satisfaction. Therefore, this study is conducted to investigate the relationship between emotional intelligence and job satisfaction. Four dimensions of emotional intelligence namely self-emotion appraisal, other's emotion appraisal, use of emotion and regulation of emotion have been used. The data for this study was collected through survey completed by 135 academicians from the College of Business, Universiti Utara Malaysia. Based on correlation analysis, the result from this study revealed that emotional intelligence has a significant and positive relationship with job satisfaction. In addition, all four dimensions of emotional intelligence are significantly related to job satisfaction. The results of the study indicate that job satisfaction can be enhanced through emotional intelligence whereby those having high emotional intelligence would experience greater level of job satisfaction. This study has important significance as the results can assist the academicians in enhancing their job satisfaction level, which consequently resulting in overall good work performance.

Keywords: Emotional Intelligence, Self-Emotion Appraisal, Other's Emotion Appraisal, Use of Emotion, Regulation of Emotion, Job Satisfaction.

ABSTRAK

Aspek psikologi pekerja menyebabkan penyelidik mengambil kira kecerdasan emosi sebagai salah satu penentu bagi kepuasan kerja. Oleh itu, kajian ini dijalankan bertujuan untuk mengkaji hubungan antara kecerdasan emosi dan kepuasan kerja. Empat dimensi kecerdasan emosi iaitu penilaian emosi sendiri, penilaian emosi orang lain, penggunaan emosi dan pengawalan emosi telah digunakan. Data untuk kajian ini dikumpulkan melalui borang kaji selidik yang dilengkapkan oleh 135 ahli akademik dari Kolej Perniagaan, Universiti Utara Malaysia. Berdasarkan analisis korelasi, hasil daripada kajian ini menunjukkan bahawa kecerdasan emosi mempunyai hubungan yang signifikan dan positif dengan kepuasan kerja. Sebagai tambahan, keempat-empat dimensi kecerdasan emosi mempunyai perkaitan signifikan dengan kepuasan kerja. Hasil kajian menunjukkan bahawa kepuasan kerja dapat ditingkatkan melalui kecerdasan emosi di mana mereka yang mempunyai kecerdasan emosi yang tinggi akan mencapai tahap kepuasan kerja yang lebih besar. Kajian ini mempunyai signifikansi penting memandangkan hasil kajian dapat membantu ahli akademik dalam meningkatkan lagi tahap kepuasan kerja mereka, seterusnya menghasilkan prestasi kerja yang baik secara keseluruhannya.

Kata kunci: Kecerdasan Emosi, Penilaian Emosi Sendiri, Penilaian Emosi Orang Lain, Penggunaan Emosi, Pengawalan Emosi, Kepuasan Kerja.

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LIST OF ABBREVIATIONS

UUM	-	Universiti Utara Malaysia
COB	-	College of Business
SEA	-	Self-emotion appraisal
OEA	-	Other's emotion appraisal
UOE	-	Use of emotion
ROE	-	Regulation of emotion
JS	-	Job Satisfaction

CHAPTER ONE

INTRODUCTION

1.0 Chapter Introduction

This chapter discusses the background, problem statement, research objectives and research questions, definition of key terms, significance and also organization of the study.

1.1 Background of the Study

Education is a vital ingredient for success in any developing nations. As a matter of fact, Dato' Sri Mohd Najib, the Prime Minister of Malaysia, consents to this during the 2014 Budget Speech, in which he expressed his view on the importance of education through the fact that in the past civilization would not have survived without the wisdom and knowledge instilled in their citizens (Mohd Najib, 2013).

Over the years, Malaysia has steered its way towards a nation of greater stature especially in the form of academic excellences. Moving forward to this direction, the National Higher Education Action Plan 2007-2010 and the National Higher Education Strategic Plan beyond 2020 have been put forth by the Malaysian government (Abd Rahman Ahmad, Farley & Naidoo, 2012). These two set of plans aspire to position Malaysia on top by becoming the focal point of higher education in Southeast Asia while at the same time attaining its world-class status as the center for academic excellence (Ministry of Higher Education, 2011).

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