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**THE RELATIONSHIP OF EMOTIONAL INTELLIGENCE,  
SOCIAL INTELLIGENCE, PERSON-JOB FIT, PERSON-  
ORGANIZATION FIT AND EMPOWERMENT TO JOB  
PERFORMANCE AT PUTRAJAYA IMMIGRATION  
DEPARTMENT**

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**MASTER OF SCIENCE (MANAGEMENT)  
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DECEMBER 2019**

**THE RELATIONSHIP OF EMOTIONAL INTELLIGENCE, SOCIAL  
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IMMIGRATION DEPARTMENT**

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**Thesis Submitted to  
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in Partial Fulfillment of the Requirement for the Master of Sciences (Management)**



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**Universiti Utara Malaysia**

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## ABSTRACT

The purpose of this study is to investigate the relationship between emotional intelligence, social intelligence, person-job fit, person-organization fit and empowerment to job performance among employees of Putrajaya Immigration Department. The employees of Putrajaya Immigration Department was chosen as the respondents of this study. A total of seven research objectives were formulated. A questionnaire was adopted and adapted from previous related studies. The questionnaire was pilot tested before distributed to the target respondent. The respond rate was 98%. The descriptive, correlation and regression analysis was performed on the data. The results show that emotional intelligence, person-job fit, person-organization fit and empowerment is significant, positive with medium to low strength of relationship to job performance. Interestingly the social intelligence was not significant. The selection of independent variables can only explain 39.9% to job performance with emotional intelligence as the most influential variable. This is followed by empowerment and person-organization fit to explain the job performance among employees of Putrajaya Immigration Department. However, person-job fit and social intelligence have no influence on job performance. The Putrajaya Immigration Department is a government agency entrusted with law enforcement activities. Therefore it is recommended to select other variables associated with law enforcement agency for future research.

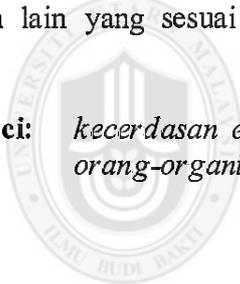
**Keywords:** *emotional intelligence, social intelligence, person-job fit, person-organization fit, empowerment, job performance*

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## ABSTRAK

Tujuan kajian ini adalah untuk mengkaji perhubungan di antara kecerdasan emosi, kecerdasan social, kesesuaian orang-kerja, kesesuaian orang-organisasi dan pemeraksanaan kepada kepuasan kerja di kalangan pekerja di Jabatan Imigresen Putrajaya. Jabatan Imigresen Putrajaya dipilih sebagai respondent dalam kajian ini. Satu soalselidik telah dipinjam dan dioleh dari kajian terdahulu. Soalselidik telah di uji perintis sebelum diedarkan kepada respon sasaran. Kadar maklumbalas adalah 98%. Analisis diskriptif, korelasi dan regrasi telah dilakukan ke atas data. Keputusan menunjukkan kecerdasan emosi, kesesuaian orang-kerja, kesesuaian orang-organisasi dan pemeraksanaan adalah signifikan, positif dengan kekuatan perhubungan sederhana ke rendah kepada kepuasan kerja. Bagaimanapun kecerdasan social tidak signifikan. Pemilihan variable bebas hanya menghurai 39.9% kepada kepuasan kerja dengan kecerdasan emosi sebagai paling berpengaruh. Ini diikuti dengan pemeraksanaan dan kesesuaian orang-organisasi untuk menghuraikan kepuasan kerja dikalangan pekerja di Jabatan Imigresen Putrajaya. Waiu bagaimanapun, kesesuaian orang-kerja dan kecerdsan sosial tiada pengaruh atas kepuasan kerja. Jabatan Imigresen Putrajaya adalah agensi kerajaan yang dipertanggungjawabkan dengan aktiviti pelaksanaan undang-undang. Oleh itu dicadangkan untuk memilih angkubah lain yang sesuai dengan agensi pelaksana undang-undang bagi kajian akan datang.

**Katakunci:** *kecerdasan emosi, kecerdasan sosial, kesesuaian orang-kerja, kesesuaian orang-organisasi, pemeraksanaan, prestasi kerja*



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## TABLE OF CONTENTS

TITLE PAGE	i
THESIS CERTIFICATION	ii
PERMISSION TO USE	iii
ABSTRACT	iv
ABSTRAK	v
ACKNOWLEDGEMENT	vi
TABLE OF CONTENT	vii
LIST OF TABLES	
LIST OF FIGURES	
LIST OF ABBREVIATIONS	
CHAPTER 1: INTRODUCTION	
1.1 BACKGROUND OF THE STUDY	1
1.2 PROBLEM STATEMENT	5
1.3 RESEARCH QUESTIONS	10
1.4 RESEARCH OBJECTIVES	11
1.5 SIGNIFICANCE OF THE STUDY	13
1.6 SCOPE AND LIMITATIONS OF THE STUDY	13
1.7 ORGANIZATION OF THE THESIS	14
CHAPTER 2: LITERATURE REVIEW	
2.1 INTRODUCTION	16
2.2 JOB PERFORMANCE	16
2.3 EMOTIONAL INTELLIGENCE	18
2.3.1 Emotional Intelligence and Job Performance	19
2.4 SOCIAL INTELLIGENCE	21
2.4.1 Social Intelligence and Job Performance	24
2.5 PERSON-JOB FIT	26
2.5.1 Person-Job Fit and Job Performance	28
2.6 PERSON-ORGANIZATION FIT	29
2.6.1 Person-Organization Fit and Job Performance	30
2.7 EMPOWERMENT	31
2.7.1 Empowerment and Job Performance	32
2.8 UNDERPINNING THEORY	33
2.8.1 McGregor's X-Y Theory	33
2.9 SUMMARY	38
CHAPTER 3: RESEARCH METHODOLOGY	
3.1 INTRODUCTION	39
3.2 RESEARCH FRAMEWORK	39
3.3 HYPOTHESIS DEVELOPMENT	40
3.4 RESEARCH DESIGN	41

3.5	OPERATIONAL DEFINITION	43
3.6	MEASUREMENT OF VARIABLES	44
	3.6.1 Research Instrument	44
	3.6.2 Research Items	45
	3.6.3 Measurement Scale	49
	3.6.4 Questionnaire Format	50
	3.6.5 Pilot Test	50
3.7	SAMPLING	51
	3.7.1 Population	51
	3.7.2 Sampling Frame	52
	3.7.3 Sample Size	52
	3.7.4 Sampling Elements	53
	3.7.5 Sampling Technique	53
3.8	DATA COLLECTION	54
3.9	TECHNIQUE OF DATA ANALYSIS	55
	3.9.1 Reliability Test	55
	3.9.2 Pearson Correlation	56
	3.9.3 Multiple Regression	57
3.10	SUMMARY	58
CHAPTER 4: RESULTS AND DISCUSSION		
4.1	INTRODUCTION	59
4.2	CLEANING OF DATA	59
4.3	BACKGROUND OF THE RESPONDENTS	65
4.4	RELIABILITY ANALYSIS	67
4.5	DESCRIPTIVE ANALYSIS	67
4.6	CORRELATION ANALYSIS	69
4.7	REGRESSION ANALYSIS	70
4.8	HYPOTESTING TESTING	71
4.9	SUMMARY	72
CHAPTER 5: CONCLUSIONS AND RECOMMENDATION		
5.1	INTRODUCTION	73
5.2	OVERVIEW OF THE STUDY	73
5.3	CONCLUSIONS	74
	5.3.1 Job Performance	74
	5.3.2 Emotional Intelligence and Job Performance	75
	5.3.3 Social Intelligence and Job Performance	76
	5.3.4 Person-Job Fit and Job Performance	77
	5.3.5 Person-Organization Fit and Job Performance	77
	5.3.6 Empowerment and Job Performance	78
5.4	RECOMMENDATIONS	79
	REFERENCES	81

## LIST OF TABLES

<b>Table 3.1:</b> <i>Operational Definition of Variables</i>	43
<b>Table 3.2:</b> <i>Items for Respondents Background</i>	45
<b>Table 3.3:</b> <i>Items for Job Performance (Prestasi Kerja)</i>	46
<b>Table 3.4:</b> <i>Items for Emotional Intelligence (Kecerdasan Emosi)</i>	46
<b>Table 3.5:</b> <i>Item for Social Intelligence (Kecerdasan Sosial)</i>	47
<b>Table 3.6:</b> <i>Person-Job Fit (Kesesuaian Orang-Kerja)</i>	47
<b>Table 3.7:</b> <i>Items for Person-Organization Fit (Kesesuaian Orang-Organisasi)</i>	48
<b>Table 3.8:</b> <i>Items for Empowerment (Pemberkasaan)</i>	48
<b>Table 3.9:</b> <i>Measurement Scale</i>	49
<b>Table 3.10:</b> <i>Questionnaire Format</i>	50
<b>Table 3.11:</b> <i>Pilot Test Result</i>	51
<b>Table 3.12:</b> <i>Krejcie and Morgan Sample Size Table</i>	52
<b>Table 3.13:</b> <i>Interpretation of Cronbach's Alpha</i>	56
<b>Table 3.14:</b> <i>Interpretation of Pearson Correlation</i>	57
<b>Table 4.1:</b> <i>Data Collected</i>	59
<b>Table 4.2:</b> <i>Data Input Checking</i>	61
<b>Table 4.3:</b> <i>Factor Analysis Results</i>	63
<b>Table 4.4:</b> <i>Background of Respondents</i>	65
<b>Table 4.5:</b> <i>Reliability Analysis Statistics</i>	67
<b>Table 4.6:</b> <i>Descriptive Analysis</i>	68
<b>Table 4.7:</b> <i>Correlations Analysis Statistics</i>	69
<b>Table 4.8:</b> <i>Regression Analysis Statistics</i>	71
<b>Table 4.9:</b> <i>Summary of Hypothesis Testing</i>	72

## LIST OF FIGURES

<b>Figure 3.1:</b> <i>Research Framework</i>	39
<b>Figure 3.2:</b> <i>Multivariate Regression Analysis Formula</i>	58



# CHAPTER1

## INTRODUCTION

### 1.1 BACKGROUND OF THE STUDY

In this globalization era, the employers today require worker who have potential, capability and intensity in doing the work. Good employees can give full commitment towards work and are capable to meet requirement needed by employer. The job attitudes are closely related to job performance. Job performance can become benchmark to employees to perform their work. According Campbell and Pritchard (1976), job performance is relating with capability and motivation the industrial and organizational psychology. Most of the organizations whether in public or private sector emphasize that the success of organization is rely on performance, productivity and commitment of employees.

A part of that, the job performance is always concerned with worker attitudes. The work attitudes and work performance have interconnected with each other in the organization (Harisson, 2006). The performance of employees represents the image of organization. However employees are an asset to the employers. There are study has stated that the management of organization has believes there is rapport amongst worker's through work performance whereby it capable to give good benefits for business (Attridge, 2009).

Employee is an important asset to an organization. The employees also are classified as human capital whereby it can assist in determining the company can get high profit and

also contributing company in the production of ideas and innovative products. The success of company is depending on the employees of organization. The quality of an employee is very important in dominate the performance of an organization.

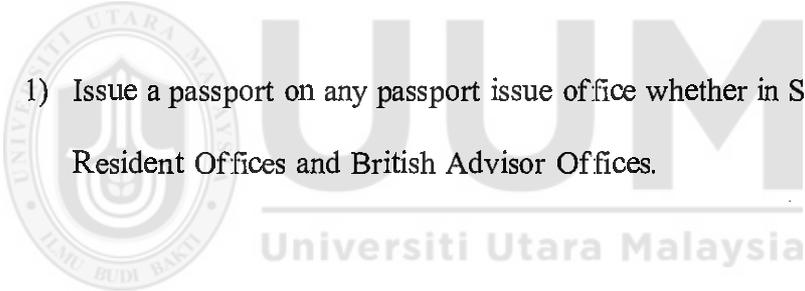
The development of productive staff is very important to organization because it can produce the spirit and desire to work with the more diligent and earnest. The worker that doesn't have spirit and intensity in working will cause the performance and productivity of organization will be affected.

The Department of Immigration Malaysia (IMI) is a one of agency in Ministry of Home Affairs and provides support services to Malaysian citizen, Permanent Residences and Foreign Visitors. The IMI history has started on early before the Second World War. During that time, IMI was performing a control duty tasks and immigration checks. The tasks are relating the examination for traveler as well as journey documents at entrance point. The management of immigration was controlled by Malayan Civil Service Senior Officer with the post Immigration Officer at the Straits Settlement and Federated Malay States. He has been assist by the police officer that is cum Deputy Immigration Officer where this post is a temporarily in Penang and it is the main entrance point to Malaya.

After the Second World War, at that time the Immigration Department was known as Refugees and Displaced Persons Bureau. This center is located in Kuala Lumpur and has been led by British Military Administration Officer. The main task was to bring back those who were not able to return home from the Second World War. The earliest Immigration Law is known as Passenger Restriction Ordinance 1922 which effective on 21 July 1922

to execute admission controls toward the nation. At the 1930 year, The Aliens Immigration Restriction regulation is established for manage arrivals and monitor the laborers particularly came from the China namely by using the quota method.

The Immigration Ordinance 1952 is an immigration main law to replace the laws enacted during that time. The main for these laws used to regulate and monitors the British national entries that is the individuals beneath British Colony and Alien to Federated Malay States. These laws too were imposed in Singapore. During that time, Immigration Department was sited below supervision of the Ministry of Foreign Affairs. Immigration Department was liable to:

- 
- 1) Issue a passport on any passport issue office whether in Singapore, Penang, Resident Offices and British Advisor Offices.
  - 2) Issuing a visa along with application meant for the nationality of the Commonwealth country for the English Government.

In 1947, the establishment of IMI Headquarter is in Penang. On 13 April 1965, the headquarters of the immigration department was moved to Jalan Tugu, Kuala Lumpur and in January 1981 there has been a second move to Bangunan Bukota, Jalan Pantai Baru, Kuala Lumpur. However, in 1988 year the Headquarters Immigration has been move to Pusat Bandar Damansara, Kuala Lumpur. Starting on September 2014, the IMI Headquarters completely moved to Putrajaya.

The Immigration Department has implemented various functions under its operation. The following is about function of immigration:

- 1) To issue Passport and Travels Documents to Malaysian people and Permanent Resident.
- 2) To issue Visas, Passes and Permits to Foreign Citizens which come to Malaysia country.
- 3) To regulate the movement of people in and out of Malaysia entrance gates.
- 4) To enforce the Immigration Acts 1956/63, Immigration Regulations 1963, Passport Act 1966, Anti-Trafficking in Persons and Anti-Smuggling of Migrants Act 2007 (Amendment 2010).

The job performance in Putrajaya Immigration Department is very important because the work scope of department is delivering direct services to the public besides eradicates the symptoms of illegal immigrant entry in the country. Such as other enforcement agencies, the employees of Putrajaya Immigration Department are also accountable for maintaining peace, stability and harmony of the country. Furthermore, the employees of Putrajaya Immigration Department are an important individual who is the forefront of government administration.

In government, the employee's performance considered as represent to image and performance of government. The civil servants are considered as the key to the government for ensuring that policies and strategy implemented properly, efficiently and effectively.

## **1.2 PROBLEM STATEMENT**

This study investigates problems related to job performance problems that occur among civil servants, specifically at the Putrajaya Immigration Department. The department had to deal with problems of staff performance due to work pressure and workload, in order that the ministry's goals and objective are met. This issue has received the attention of the former Prime Minister of Malaysia, Datuk Seri Najib Tun Razak (Bernama, 17 June 2015) who had stated that the employer need to find solutions in maintaining and ways to increase the productivity level of workers in organization besides to ensure that the high productivity level of workers is maintained.

As an employer, the Putrajaya Immigration Department needs to identify the best solutions to ensure that the performances of the staffs are reached to the level set. There are few staffs that are not interested or do not like the tasks assigned to them. Indirectly, it cause the employee have perform the tasks in a timely manner and inconsistent with the tasks assigned for them.

The bribery symptoms that involve civil servants are increasing and worrying. Datuk Azam Baki, Deputy Commissioner of Malaysian Anti-Corruption Commission (MACC) (*Utusan Malaysia*, 08 Mac 2017) mentioned that the corruption and abuse of power

phenomenon is increasing and serious since 10 years ago among civil servants. The study also found 46.3% of the total 4, 860 individuals arrested for corruption offences form 2014 until June this year, involving government employees (*Berita Harian*, 06 August 2019). This practices of corruption is largely the involvement of civil servants such as in the financial sector, enforcement and others. According to former Deputy Prime Minister, Dato' Seri Dr. Ahmad Zahid Hamidi (2018) said on inauguration of '*Diskusi Intelektual*' with theme '*Membina Negara Bangsa Berintegriti*' has stated that corruption is a destruction of integrity and it is a treacherous act in which the practice of fraud is done for personal gain. This corrupt practices are ignores the impact of damage, destruction on other human beings, to institutions as well as to the nation.

The Putrajaya Immigration Department is involved in the enforcement sector. Immigration staff are prone to outsiders who are always looking for opportunities by offering them a great rewards while when performing tasks such as guarding border entrances, enforcing, working at the counter and more. This is because the officer is given the role and authority when performing the task. However, all parties must fight corruption. These corruption symptoms can be reduced when all parties play a role and comply with the law and recognize that the corruption is a criminal offense that prevent the nation constructions.

Bureaucratic problems in business matters and procedure have long been involved in delivery of services to the public. The complexity of bureaucratic causes the work that do need too many process have to go through in order to do something. According to Datuk Azih Muda, President of CUEPACS (*Berita Harian*, 11 July 2014) have said the

bureaucracy behavior must be reduced in the civil service to ensure the delivery management is faster and more effective. For example, when an officer performs the task and does not know about the task, the officer need forced to ask the other person and this will cause delay the execution process of work.

According to Tun Dr. Mahathir bin Mohamad (*Bernama*, 25 Mac 2019), the task flow chart needs to be created to enable civil servants to perform the task and pass it on to others. Once the task is reached to higher management level, it will be checked whether the task was carried out properly before granting the request and this will improve the bureaucratic service. This bureaucracy has disadvantages because when officer slowdown in doing the job, outsiders can easily give reward as a way to speed up the task. Immigration staffs are also exposed to this because the field of immigration work is providing services to the public.

These days, social change within a society creates an awareness of the need to strengthen moral discipline. These changes have also affected the civil servants especially in the effective and efficiency of public service delivery and high reliability. A statement by Dr Kamarudin Musa of Universiti Pendidikan Sultan Idris (*Berita Harian*, 15 November 2018) that currently the public servant is facing with a moral crisis and something need to be carried out beyond the ethical limits whereby it can lower the strength of personality, destroying the faith and credibility of public sector. Therefore, civil servants need to be careful and aware of their surroundings when performing the tasks assigned. Civil servants must adhere to the standard of public service, which is to comply with 'Peraturan Pegawai Awam (*Kelakuan dan Tatatertib*) 1993'. Immigration staff need to be ethical

and highly disciplined while performing duties and must adhere to the values and ethics of public service.

According to Datuk Seri Abu Bakar Abdullah, the former Director of Public Servant Department (*Berita Harian*, 25 November 2010) stated that the relationship between workers have contributed to low performance among civil servants. A good work environment will give a positive impact to employee. The practice of tolerance is very important in life especially in work. Statements by Tun Dr. Mahathir bin Mohamad (*Bernama*, 01 Julai 2019) that civil servants should adopt tolerant, considerate and accepting attitude among themselves so that tasks can be performed effectively. If there is no element of tolerance and thoughtless among of civil servant, it will be difficult for the employees themselves to perform their duties in organization because have a various level of position namely in high and low position. Therefore, a civil servants need to accept and adapt to their fellowman's deficiencies, thus a task can be accomplished effectively.

In recent years, civil servants are often talked about regarding issues on accountability and integrity. Various issues related to integrity include abuse of power, waste, and breach of trust, corruption, embezzlement and leakage of funds. Generally, integrity is an essential quality that an individual, organization and culture must possess and integrity is closely related to ethical issues and values. According to former Director General of the Malaysian Immigration Department, Datuk Seri Mustafar Ali (*Awani*, 01 August 2016) has stated that integrity is a priority in the department. All immigration staff is an asset which need high quality in delivering excellent service besides to ensure the customer's

needs are met. The dignity of this asset needs to be elevated so that the continuity of work performance can be improved. Hamilye Sham Harun stated in his work '*Melestari Budaya Integriti Sektor Awam*' (*Institut Integriti Malaysia*, 28 June 2018) that civil servants must be integrity and honest, trusting in their jurisdiction and duties, free of personal conflict, credible, accountability and obedient by the rules and laws.

The issue of civil servant discipline was also highlighted in order to avoid wasting labor resources. This issue needs to be addressed in order to maintain the reputation of public service. According to Roshan Thiran, the Leaderonomics Chief Executive Officer (*The Star*, 27 February 2013) has stated that the Malaysian workers purposely spending their time about at least two hours on social networking, browsing internet, take a long lunch time, cigarette breaks, tea breaks and workplace chatter among the colleagues. The organization will suffer loss, damage their integrity and tarnish the image of service in the organization if these problems are not resolved early (Mills. *et. al.*, 2001). In fact, Block (2001) also stated that this act is considered immoral when it comes to work ethic and responsibility. Therefore, the immigration departments need to pay attention and ensure employees are aware of their roles and responsibilities. Employees also need to have a sense of self-reflection about the work so that the quality of work can be improved by time to time.

Increased workload also effects employee performance. Indirectly, the work pressure affects the productivity and organizational performance. According to Datuk Azih Muda, former President of CUEPACS (*Berita Harian*, 22 March 2018), has stated that more than 30% from 1.6 million government servants in Malaysia have facing psychiatric problems

because of the increasing workload due to the increasingly challenging task and government need to fill vacancies to reduce the burden of government servants. In general, this pressure caused from responsibilities or burdens that do not match the individual's knowledge, skills or expectation until making it difficult for employee. However, this pressure to become worse if employee do not have the support from their colleagues or leaders and besides there is no control over the cause of the pressure. Therefore immigration staffs also have to deal with emotional control, tasks assigned, long working days and the influence of environmental factors at work.

However, the issues and problem of government employees is always often been said. Among of the ethical issues of government employers is related to level of knowledge, attitude, timeliness, not competitive and efficiency in handling tasks.

### 1.3 RESEARCH QUESTIONS

The aim of this research is to examine the connection among emotional, social and cultural on the employee achievement in the government sector. Meanwhile, the research questions that will be associated with this study are:

RQ1: What is the level of job performance among employees at Putrajaya Immigration Department?

RQ2: Is there any relationship between emotional intelligence and job performance among employees at Putrajaya Immigration Department?

- RQ3: Is there any relationship between social intelligence and job performance among employees at Putrajaya Immigration Department?
- RQ4: Is there any relationship between person-job fit and job performance among employees at Putrajaya Immigration Department?
- RQ5: Is there any relationship between person organization and job performance among employees at Putrajaya Immigration Department?
- RQ6: Is there any relationship between empowerment and job performance “among” employees in Putrajaya Immigration Department?
- RQ7: What is the effect of emotional intelligence, social intelligence, person-job fit, person-organization fit and empowerment on job performance among employees at Putrajaya Immigration Department?

#### **1.4 RESEARCH OBJECTIVES**

Based on the research question above, the point of this research is to assist the Putrajaya Immigration Department to study and examines the relationship and effect of emotional intelligence, social intelligence, person job fit, person organization fit and empowerment on job performance of Immigration employee’s at Putrajaya. The purposes of the present research are:

- RO1: To identify the level of job performance among employees at Putrajaya Immigration Department.
- RO2: To examine the relationship between emotional intelligence and job performance among employees at Putrajaya Immigration Department.
- RO3: To examine the relationship between social intelligence and job performance among employees at Putrajaya Immigration Department.
- RO4: To examine the relationship between person-job fit and job performance among employees at Putrajaya Immigration Department.
- RO5: To examine the relationship between person-organization fit and job performance among employees at Putrajaya Immigration Department.
- RO6: To examine the relationship between empowerment and job performance among employees at Putrajaya Immigration Department.
- RO7: To examine the effect of emotional intelligence, social intelligence, person-job fit, person-organization fit and empowerment on job performance among employees at Putrajaya Immigration Department.

## **1.5 SIGNIFICANCE OF THE STUDY**

The findings of this study are hoped to contribute to the literature on job performance and the other variables on employees in the public sector and especially the law enforcement agency. There is less literature on job performance of a government law enforcement agency compared to the white collar work sector. It is also hoped that the findings would give some insight to the immigration department on the factors considered important or less important towards job performance of the employees.

By analyzing the government employees, the issues regarding influence on the emotional, behavioral and job skills towards employee performance could guide the organization in handling problem faced by employee in doing the job. In the other hand, the organization also can understand the conflict experienced by employees.

The significance of this research can be used to the aid organization in the future. Organization can use the findings of this study to make a program that can help improving employee motivation to work.

## **1.6 SCOPE AND LIMITATIONS OF THE STUDY**

The scope of this study is more focused on workers of Immigration Department of Malaysia who are based at Putrajaya. The scope of this research is to assess the level of emotional, behavioral and cultural work that can affect the environment or impact on employee performance. Several of departments in Immigration where have differences in

term of position and scope of work such as in administration, finance, information technology, legislative, enforcement operations, analysis and investigation to be tested for measure their performance level towards the works that there responsible to employee. The results of the study will also be different because every worker has differences in levels of emotional, social and workplace culture in the field of work performed.

The data of this study were gathered using questionnaire. However, the result of the feedback is received depend on the voluntary responded by individual itself. Nonetheless, the responses probability is inaccurate and depend on the sincerity and understanding of the respondents to the questions posed, whether clearly understood or not.

There are some limitations to complete this study such as employee's time problem where employees are involved in enforcement specifically served at the information counter, entrance counter in airport and operation of arresting foreigners without valid permits. Meanwhile the management employees are occupied dealing with public at the counter and have time constraints to do the administrative work. Another limitation is to obtain the data regarding the employees and the data is confidential to organization. The disclosure of this information is violating the code and ethics of government servant's integrity.

## **1.7 ORGANIZATION OF THE THESIS**

Thesis is an academic documentation work to show the scrutiny aspect and knowledge of expansion in writing field. This thesis contains five chapters. Chapter 1 comprised

background of the study, problem statement, research question, research objectives, significance of the study, scope and limitations of the study and organization of the thesis.

Chapter 2 is the literature review and discusses the literature relating to individual personality job fit may influence the productivity of worker in determining the employee's job performance. Chapter 3 discusses the research methodology which encompasses research framework, hypotheses, research design, and operational definition, measurement of variables, data collection procedures and techniques of data analysis. In addition, this chapter will analyze data collection surveys and will also explain who the respondents are and the sample selection for the survey.

Meanwhile, Chapter 4 discusses the data analysis and research findings where it focuses more on survey data that is collected and presented in figures, tables, or text. Finally, Chapter 5 discusses the conclusion and recommendations for future research.

## **CHAPTER2**

### **LITERATURE REVIEW**

#### **2.1 INTRODUCTION**

This chapter discusses the literature of the variables in this study, namely job performance, emotional intelligence, social intelligence, person-job fit, person-organization fit and empowerment. Also covered is the relationship between the independent and dependent variables.

#### **2.2 JOB PERFORMANCE**

The meaning of organization is refer to one of social unit that consisting human cooperate and basically is dependent between one equally other to achieve individual goal, group and organization. However, the organization is mutually closely related with management. According to Borman (2004) and Borman and Motowildo (1993), in organization the performance is important things to measure the industrial and organizational psychology research. Job performance represents the human attitude where there can gives more impact to efficiency and task effectiveness of an employee. The job performance can be defined as an action specified and demanded by employee's job description, which has been given the responsibility, appraised and be rewarded by employer of the organization. Job performance also regarded as in terms of financial figures and a job identification (Jex

& Britt, 2008; Motowidlo, 2003) that has been made for organization. Job performances of employee play a main role in determining the achievement of an organization.

According to Shaffer (2006), researchers have emphasized elements that influence job performance such as goal orientation, self-efficacy, self-monitoring, task and person orientation and ability relationships. Basically, the job performance is closely linked the goal orientations. The goal orientations are defined as the person who have personality features specifically like nature and development attributes that's involve intelligence, personality, abilities and skills.

Apart from that, Spencer (1997) found that job performance as an effective, cognitive or attitudinal response to work with significant organizational outcomes. Hoobler, Hu and Wilson (2010) indicate individual job performance as the quantity and quality of work produced by an employee. Their definition depicted that job performance is a relatively common behavioral outcome attained by an employee compared with the determined standards.

A review of the literature shows that there are a number of factors that can influence an individual's work performance. In the past, many studies conducted by researchers have been devoted to the potential effects of several variables such as age, gender (Lee & Alvares, 1997), experience (Schmidt *et al.*, 1986), observation time (Moser *et al.* (1999), interpersonal influences (Antonioni & Park, 2001) rating format (Yun, Donahue, Dudley & MacFarland, 2005) deviant behavior in the workplace (Dunlop & Lee, 2004) and

organizational politics (Witt, Kacmar, Carlson, Zivnuska & Miron *et al.*, 2004) on job performance.

Job performance of employee can be evaluated based on Key Performance Index (KPI) whereby it can show that the performance of employee is excellence of otherwise. In addition, Beer and Bert (1985) felt that the assessment of individual performance is an unavoidable and must be made in any organization. The employees are an important resource to the organization to produce productivity. In the meantime, employee considered as valuable asset to the company and able to determining the directions and goals beside ensure the goals is implemented and achieved. According to the Perrin Global Workforce Study (2003), we use the definition of 'employee' readiness and ability to contribute to the success of a company, which is largely to provide continued discretion.

### **2.3 EMOTIONAL INTELLIGENCE**

Emotions play an important role in an individual. Emotional intelligence is important in both in life and performing a job. In the psychology study, that have shown the emotional intelligence can become benchmark in determinant of successful individual in carrier. According to Goleman (1995) the emotional intelligence can predict as much as 80% in determining success whether in life or also in his career. In organization, there have a reaction among workers that own the positive and negative emotion in carry out the daily duties.

The emotion is something related to the feeling's felt by a person internally. In a study reviewing about emotion, Childre and Martin (1999) the emotion is derive from Latin words that giving meaning 'energy movement' whereby it can give impact towards brain cells hereafter and could shape the pattern which can influence someone's behavior. Besides that, the emotion is something hard to handle it and everyone are doesn't have the same emotion because it's depend on personality type that owned by individual (Zohar & Marshal, 2000). Based on studies by (Myers & Tucker, 2005) state that the emotional intelligence have two communication namely in intrapersonal and interpersonal communication which could help in workplace. However, emotion can keep changing like happy, sad, and disappointed and so on. The emotion must be controlled and need to be handled effectively because emotion which uncontrolled will affect the individual work performance's overall.

### 2.3.1 Emotional Intelligence and Job Performance

Emotion and behavior are often linked. Every task that carried out by employee also has emotion which exist it in oneself. In the meantime, the most important part is employee should be controlling their emotion in any condition and situation. According to Tiedens (2001) the employee's which have the bad feeling more tends to show the mad and sad emotions. The employee's which showed excellent in job performance and own the intelligent and smart thinking greatly needed by organization. The happy employee will indicate the positive and good performance with encouraging work outcome (Wright, 2004).

Emotion have various classification and element and can be separate into two element namely in positive and negative impact. Basically, the human have two emotions that will influence attitudes and behavior individual itself namely positive and negative emotion. According to Cheng (2004) positive emotion can increasing self-peace and prosperity in long term period. This emotion is including love, happiness, peace, joy, bold, confident, enthusiastic, fun, and sensitive with suitable environment and others. However, the good emotion can give effect to attitude and worker's behavior (Brockner & Higgins, 2001). Positive emotions can affect job and when employee achieves work satisfaction level and self-achievement (Zapf, 2002). Besides that, the positive emotion is able to fulfill the job requirement and employee desire. Negative emotions involve sad, anxious, angry, moody, depressed, revenge, jealousy, isolation, low self-esteem, frustration, fear and boredom. The negative emotions can give more impact to certain job (Zapf, 2002) and besides the employee will experience work pressure and obtain job satisfaction that is low (Briner, 1999).

As has been said, the emotion is very important in interaction. The emotion is important in workplace especially interconnection between employee and customer of organization. This opinion is stabilized further with researched by (Zapf, 2002) state that emotion in workplace is interaction quality between workers and customer and the employee have need to perform task based on mental and physical capacity owned. The employee also need have tackling and control emotions besides make the emotions as a part of occupation.

According to Fineman (2003) the emotions management is important in term of human resource management, organizational behavior and organizational psychology especially

in terms of decision making, leadership and conflict management and also tackling internal environment organization. In a study reviewing the emotional intelligence in organization, the ability in emotion is capacity that can be learned and can improving performance at the workplace and emotional intelligence is depend on self-awareness, motivation, inhibition, empathy and social relationship (Goleman, 1999).

According to Dulewicz and Higgs (2000), the power of emotional intelligence have highest percentage is about 36% compare to managerial intelligence is 27% to indicates the employee success in organization. The job performance and emotional intelligence having mutually relationship because the employer emphasizes the emotional intelligence as a criteria to choose employee (Cadman & Brewer, 2001). Nevertheless, the emotional intelligence has shown the emotion can contribute the positively to employee performance (Lam & Kirby, 2002) and the other part emotional intelligence also has applicable to a leader effectiveness in achieve organizational goals (Rosete & Ciarrochi, 2005). Emotional Intelligence applicable with performance of managerial (Dulewicz *et al.*, 2003) in organization. At the end, the employees that has positively emotional can influence their job performance (Sy *et al*, 2006) and according to (Deshpande, Joseph & Shu, 2005) said the employees which have high emotional intelligence is able to have good own ethic and well-mannered in attitude.

#### **2.4 SOCIAL INTELLIGENCE**

Social intelligence is very closely related to emotional intelligence. Social intelligence is considered the capability to interact and cooperate with others parties. Social intelligence

also refer to people skills where it comes within category an awareness of possible social situations and dynamics that can governed them besides knowledge and strategies where can assist the individual to achieve the objective. In the other words, the social is about to interact by successful with others in many contexts.

Social intelligence is defined how to study it (Sternbeg & Detterman, 1986; Ruisel, 2004) and understanding the matter which relate in term of social study and it also in scope of community of psychologists. According to Ruisel (2004) it social intelligence can see as intellect quality, the respective nature's uniqueness and the accuracy process of logical operations. On the other hand, the social intelligence is defined as the ability to understanding and conduct person besides acting smart in interpersonal relationship. Social intelligence is shows the true characteristics of the individual but however the difficulty will definitely have in determining this accuracy of facts (Silvera, Martinussen & Dahl, 2001).

According to Thorndike (1920) has stated the social intelligence can be determined through two structures namely understanding other people (cognitive elements) and smart in interpersonal relationship (behavioral elements). This opinion is also supported by Marlowe (1986) to achieve satisfaction it can be done by understanding that involves social interaction and using this understanding to influence other human beings. However, in this perception the individual need to understand the feelings, thinking and the other people behavior including their own attitude and it can also help these individuals behave appropriately (Orosova & Gajdosova, 2009).

However, the social intelligence is a close to emotional intelligence. According to Bar-On (2006) has stated that they are same the same and have one or more of the following abilities such as need to understand and construct constructive emotions, appreciate the experience of others and create interpersonal relationships, control emotionally effectively and managing a new situation and solving personal problems in realistic, optimistic, positive and motivated to achieve the goal. From this concept the social intelligence can be characterized by focusing on intrapersonal level specifically in the knowledge and level of awareness towards positive and negative qualities and also own experiencing and interpersonal level which refers to knowledge and awareness about the quality and experience of others.

The social intelligence behavior is considered as a prosocial, morals and ethics. According to Kosmitzki, John (1993) and Kaukiainen (1999) has stated that social intelligence is a neutral and this technique can be used to manipulate others either in a positive social or negative social. The most researchers in the field of psychology have discussed interpersonal relationship in social intelligence and find it as the ability to manipulate others for the wishes of others without regard to their own desire (Goleman, 2006). This manipulation is to influence others and it will give an effect because manipulation is has been used to get the desired thing by influencing others. However, those affected are unaware that they have been manipulated by the individual.

In the social intelligence, cognitive approaches are used to know how the individual can understand and interpret the own behavior as well as the behavior of others besides this interpretation can help them to adjust their own behavior effectively. Meanwhile,

according to Silvera, Martinussen and Dahl (2001) has stated that social intelligence comprises components such as the feelings of others, the ability to deal with others, knowledge of the norms of social life, the ability to know oneself in social situations, using social techniques to manipulate others as well as social adaptations but this opinion also is supported by Kosmitzki and John (1993) also states the similarity of components of social intelligence such as understanding of the mentality and feeling of others, the ability of associates with others, knowledge of social rules, understand complex social situations, use social techniques to manipulate others, take over other people's perspectives including social adaptation.

#### 2.4.1 Social Intelligence and Job Performance

Social intelligence is closely related to employee performance. Other than that, the social intelligence can be stated as the ability of individuals to achieve social goals (Ford & Tisak, 1983). Besides that, in social intelligence can be divided into two components namely social awareness and social facility (Goleman, 2006). According to Dong, *et al.* (2008) social awareness is about “what we feel and know about other people” and social convenience is defined as “what to do with awareness”.

In the meantime, social intelligence is very important for organizational including employers and also employees. Social intelligence is fundamentally intertwined with social skills and competencies (Bjorkqvist *et al.*, 2000). However, social intelligence also be considered how one is successful in managing social relationship (Friborg *et al.* 2005). In organization, the nature of leadership is very important in managing organizations and

also employee. According to House and Aditya (1997) has stated that leadership is closely related to social and social intelligence and a leader in the organization requires social intelligence to regulate employee under his control. This opinion is supported by House *et al.* (2005) and Parolini (2005) is define the leadership is a process for individual to affect, favorable and allow others to contribute to the efficiency and accomplishment of the organization.

Hereafter, social intelligence is used in organizations by using the skills and understanding of individuals have that can give positive impact on others (Kolski-Andreaco, 2010). In the meantime, social intelligence assisting the leaders of organization to increasing employee performance under his control. Among skill needed by leader is initiative, empathy, adaptability and persuasiveness to manage the organization with properly. According to Kolski-Anderaco (2001) has state that when the element of social intelligence is applied in leadership it allows to leader to interact with others and indirectly can improve employee performance within the organization.

Besides that, social intelligence also shows that it is the key to workplace communication and innovation (Philips, 2007) and also social intelligence can giving positive impact on leadership (Zaccaro *et. al*, 2003). The study also shows that social intelligence is the best indicator to determine individual's success and improvement of their duties (Goleman, 2006). According to Marti (2005) the social intelligence is about capability of individual to communicate with others, understanding and interact effectively with them and it involves in listening, caring about the emotional others and assist others to handle their emotions. In fact, the aspect of social intelligence can be connected enhanced social-

problem abilities, leadership experience and positive interpersonal experience (Dong, *et al.*, 2008).

In the organization, each employee need to have nature mutually help, cooperative spirit in team and should not have the nature of self-interest. In social intelligence is more focused on the interest of others compared to self- interest (Goleman, 2006). To improve the performance of employees, employee should not work individually but must work together in a team to get the best and excellent work outcomes. According to Albrecht (2009) basically the social intelligence refers to understand and unite with others through skill owned to interact and cooperate with them.

However in the workplace environment, the employees have to adapt the social conditions that occurred around them. Social intelligence can be defined as a capability to interact in effectively with other people in any social situation (Crowne, 2009). Social intelligence also need have skills which can allow employees to interact with each other (Riggio & Reichard, 2008). In the meantime, according to Emmerling and Boyatzis (2012) has describe the social intelligence is about the capability to realize, knowing as well as act on the emotional behavior of others which can provide effective work performance.

## **2.5 PERSON-JOB FIT**

According to Muchinsky and Monahan (1987) it has been defined that appropriate work can be described from two dimensions as the first one is complementary versus complementary while the other is the ability of demand versus supply need. An additional

fit is a condition in which the characteristics of an individual are similar to the environment of the organization or other person. Besides, complementary fit occurs when the individual's characteristics fill the organizational space by complementing and influencing the organization to become more complete.

According to Sekiguchi (2004), the view of the additional focus noted by Muchinsky and Monahan (1987), which aims to see the fit between a person and the work environment rather than to work in a way that makes no difference to the appropriate workforce. Hence it is common to see past studies of people's work to be interpreted using complementary conceptualizations (Kristof-Brown *et al.*, 2005). Writers is defined from an overall perspective that provides a definition of fit using individual and organizational terms that incorporate all perspectives into consideration. Kristoff (1996) states that individual work suitability can represent components of other segments that can be replaced by other types of benefits such as jobs, the environment, peers and others.

In fact, the person-job fit is an idea related to Lewin (1935) fundamental concept of person-work fit that states that individual behavior is a combined function of the individual and his (her) work environment. In addition, the most empirical researches on person-job fit had concentrated on the fit between employee's desires (employee-related) and demand (job-related). Therefore, based on researchers have found that person-job fit should be associated with job performance among employee in organization.

### 2.5.1 Person-Job Fit and Job Performance

According to Edwards (1991) person job fit can be a good indicator of job performance because individuals with high person job fit have achieved good work. Moreover, the theory of coinciding by Lawrence (2004) clarified a person job fit should be a possible fit between the individual's needs and the job or knowledge and skills. Therefore, when suitability exists between one's preference and the KSAs, it will lead to motivational outcome and this is prominent in order to have greater job performance. Furthermore a large number of empirical researches have stated that person job fit is important for work outcome and performance of companies.

Person-job fit had found to be positively related to job satisfaction, organisational commitment, task assignment and contextual performance, acceptance of job offer, tension reduction as well as intention to leave (Greguras & Diefendorff, 2009). Hecht and Allen (2003) discovered that person job fit with respect to polychronicity affects job performance as well as the representatives of employees while Caldwell and O'Reilly (1990) states that fit positive is related to satisfaction and performance.

According to previous studies, the person job fit it's related to productivity and commitment, job performance and has a positive effect on performance, job satisfaction, and job stress reduction, motivation, presence and retention of employees within the organization. According to Kristoff *et al.* (2005), the authors find that when person job fit and person organizational fit have been tested and tested on job performance, relationship outcomes tend to have simple correlations that contradict findings. According to Li and

Hung (2010) where the person job fit found to be very compatible with the job performance.

However, in relation to the outcomes of other attitudes, person-job fit is still exhibiting high connection than person-organization fit. Despite the fact that reviews had discovered that person-job fit can have impact on job performance, this study is still limited (Mosley, 2002). The same goes for giving results in the relationship between person-job fit and job performance (Edwards, 1991). In addition, studies on the relationship between person job fit and job performance have not reached a consensus. Likewise, similarly, past studies of the relationship between person-job fit and performance have yielded mixed results (Lauver & Kristof-Brown, 2001; Cable & DeRue, 2002; Greguras & Diefendorff, 2009), there is a need to carry out further investigations to further investigate the possible relationship between the person-job fit and the job performance of employees currently working in the public service sector.

## **2.6 PERSON-ORGANIZATION FIT**

Person-organization fit refers to the compatibility between individuals and organizations, focusing on the extent to which individuals and organizations share similarities and / or meet their needs (Kristof, 1996). While most researchers' studies agree about its importance, there is a current debate in the literature on its operation. According to Vancouver, Millsap, & Peters (1994) some studies have shown that person-organization fit operations are goals that are compatible with organizational leaders or that others consider to be a match between individual priorities or needs and organizational structure and

systems (Bretz, Ash, & Dreher, 1989; Cable & Judge, 1994). On the other hand, there are similarities between individual personality traits and organizational climate that are sometimes labeled organizational personality (Bowen, Ledford, & Nathan, 1991).

However, the most widely accepted and often used operationalization of PO fit is the degree of similarity and compatibility between the basic features of people and organizations (Chuang, Hsu, Wang, & Judge, 2015). It is because person as employee's values, goals, and information meetings represent not only their different preferences and needs but also show what they have (i.e., supplies) and what they need. This is the way the operationalization based on similar characteristics and compatibility between fundamental of employees and organizations should capture fit in more complete and integrative ways than others (Muchinsky & Monahan, 1987).

#### 2.6.1 Person-Organization Fit and Job Performance

Based on previous research studies, person-organization fit and job performance there is a total counter result. For example, a happy worker is a good worker, there is an argument from a practical perspective that states that the relationship between job performances in job satisfaction is higher employee self-esteem than low self-esteem and the relationship between job satisfaction and performance described directly by different researchers. Person-organization fit has a significant impact on job workers. According to (Smith *et al.*, 1969), many researchers have suggested that, in general, job performance is valued in the work they do which is very important to person- job fit.

According to Chatman *et al.* (1994), researchers include in their research that the person-organization fit and person-job fit should be related to the assessment of job performance. This is because both the variables that are relevant to person-job fit and the person-organization fit have strong effect on job performance.

Job performance often places emphasis on measuring individual capabilities according to the nature of the work or organizational factors. However, remuneration or reward to employees is a controlled work value, indirectly it's related to job performance. High-value employees believe that they feel more dissatisfied with the job. Then, they don't think the features are more important. Therefore, it is concluded that not only the job characteristics but the employee's perception are also related to the level of employee satisfaction with the job he or she performs.

## 2.7 EMPOWERMENT

According to Bennis (1989), empowerment is defined as a leadership approach that empowers the subordinate as a key determinant of effectiveness in management and organization. More than that, workers are empowered to make decisions that encourage them to know and use their full potential. Regulation of employment of workers is a major driving force in empowerment that promotes growth and enables workers to work better.

Therefore, the empowerment process focuses on solving organizational problems by humans. Moreover, empowerment can make an employee's workforce valuable and employee feedback on their work performance is very important for an organization. The

contribution of employees and the participation of employees in the design of the organization is very important to the well-being of the organization and the employee must work hard for the organization and be responsible for the actions taken.

### 2.7.1 Empowerment and Job Performance

Employee participation and empowerment is the contribution of employees in management and decision making related to the organization's policies, objectives, goals and success plans. Studies have shown that employee's perceptions of organizational goals and behaviors are positively associated with employee motivation. As high levels of motivation can be achieved through empowerment and this process also leads to organizational growth. Employment performance can also be achieved through empowerment, as employees can also quickly making decisions about solving problems without having to consult with the leader or management what to do.

More than that, independent improvement will improve work performance and many tasks can be done. Employees can also improve their existing skills and motivate themselves to be ready to take on new challenges in solving problems. Rewards and empowerment are very important to employees if the organization wants to gain the commitment and trust of the employees in the organization. If employees are loyal to the organization and are highly motivated in their work, the progress and growth of the organization can be achieved. Employee engagement and empowerment are two aspects that should not be overlooked as it enhances commitment and understanding of employee performance to the organization.

Therefore, employees may have less resilience to a change in the organization while at the same time employees feel valued by the organization. Employees can also produce important information to the organization because it has directly contact with the organization's customers or the organization's operating operations.

## **2.8 UNDERPINNING THEORY**

The job performance theory has been discussed by several researchers. The following is the theory related to this study.

### **2.8.1 McGregor's X-Y Theory**

McGregor's Theory X - According to Douglas McGregor (1960) in his landmark book *The Human Side Enterprise* has stated that management's assumptions and trust are very important in determining operating conditions and employment related behavior besides assuming that management has made assumptions about human motivation without realizing it. This theory can be categorized into 2 categories namely Theory X and Theory Y. Theory of X is refers to employees who are unwilling to work, waiting directions, had to work, refrain from taking the responsibility and this theory is obtain the weak results

The study also showed that the theory of X and theory of Y to management is important for the work environment (Larsson *et. al*, 2007; Russ, 2011; Sager, 2008 & Sahin, 2012). Theory X is focuses on productivity, the concept of work justice, restrictions on outcomes and offering grace to performance (Hindle, 2003). The employer will carefully monitor

and cause the employee to work competent. According to McGregor (1960, 1966), McGregor & Cutcher-Gershenfeld (2006) has elaborated that employers using theory X are describe as autocratic leaders who use conventional management namely as warnings and punishment.

However, the use of theory X is seen as negative method to communicating with employee. This statement is supported by Larsson *et al* (2007) say that the employers with theory x have a low opinion towards lower staff in connection to leadership behavior and job quality. In this theory, the employer has suppose that the employee is reluctant to fulfill the duties of the job and the employee also will find a way to avoid doing work or reduce the output of the work. Based on this theory, if there have a motivated employee in the organization then the employer will force the employee to do the work and it indirectly indicates that the organization has successful in having a productive workforce.

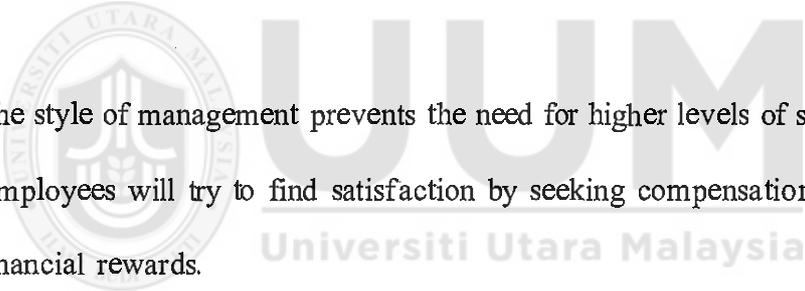
The employers have to strict controls and monitoring for identify employees who want to avoid the tasks assigned. The employee must be controlled, directed by threatening them with penalties for defaulting employee for ensure the organizational objectives are met (McGregor, 1960). Allio (2009) thinking that every employee should be controlled and feared by punishment. Sager (2008) has stated that theory X is related with dominant and releasing effect styles.

According to McGregor, the theory X is considered as:

- Money is a source of motivation for employee and employee trying to avoid work.

- Most employees have no ambition, no desire to responsible and do not like to work.
- Most employees have lack the creativity to solve problems within the organization.
- Employees opposed to any kind of change.
- Employees with dislike for work and trying to avoid doing work.
- Employees who have been forced, controlled, directed and threat by punishment.
- Employees who are well-advised, trying to avoid responsibility, lack ambition and demand security.
- Unskilled employees.

However, the Theory X have problem like:

- 
- The style of management prevents the need for higher levels of satisfaction.
  - Employees will try to find satisfaction by seeking compensation and focusing on financial rewards.
  - Employees are more inclined to lower needs and fail to meet higher demands.

McGregor's Theory Y - Theory of Y is refers to employees who are willing to do the work, who are creative, willing to accept work instruction, willing to take responsibility, committed to achieving maximum output and the result of this theory is about achieve great achievements and results and also enables employees to thrive and grow.

According to McGregor (1960, 1966), McGregor and Cutcher-Gershenfeld (2006) has stated that employers are optimistic about employee and showing the appropriate leadership and practices namely motivational stimulation, decision making and rewarding employees. The employer in this theory have employees with a better output. There is a positive relationship between employee and employers (Sahin, 2012). The employees also seen as concerned to the organization, willing to take responsibility and self-discipline. Most of employees have innovative and creative skills (Bobic & Davis, 2003). This opinion is supported by Russ (2011) assuming the theory Y positive in decision making which can give benefit to organization.

Peterson (2007) and Kopelman et.al (2008) has outlined that employers are more flexible and more confident to employees. Other than that, the theory Y assumes that employees who work in organization are motivated, love the work they do and do the work without seeking a reward. Therefore, in this theory the employees is an important asset to the organization. Employees also have improved in job performance, been able to withstand work challenges, able to take responsibility for the work, do not require supervision and controlling from organizational management. This theory can create a better relationship between employees in lower and upper levels which can create a positive working environment. The employees also are free to planning, build and carry out their work on

time. Therefore, in this theory it is assumed the employer has no reason to fail in managing and administering the organization.

The opinion of Theory Y:

- Employees have a great sense of self and creativity in working and being committed to the organization.
- Employees is responsible to the work performed.
- Work can be natural if needs and conditions are beneficial.
- The threat of punishment to employees is not an organizational strategy.
- Commitment to work is a reward for achievement.
- Intellectual ability is underutilized.

According to Sager (2008) the connection between Theory X and Theory Y with the assumption to good management and good communication has a positive impact on employees and organizational progress. Conclusion, the theory X is about the impression of employees is lazy and requires strict monitoring by the organization. Meanwhile, the theory Y is contradictory where the employees have high aspirations, willing to work and more productive in producing product for organization. This is show the theory X is positive person while theory Y is negative person.

## 2.9 SUMMARY

The discussion above cover the definition and earlier studies conducted for each of the variables. The discussion also covers the discussion on the relationship between each of the independent variables to dependent variables besides to discuss the underpinning theory for job performance.



## CHAPTER 3

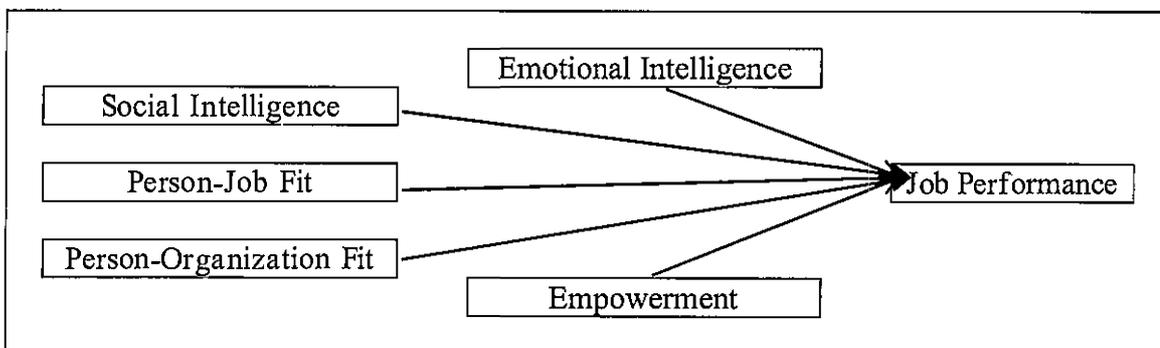
### RESEARCH METHODOLOGY

#### 3.1 INTRODUCTION

This chapter discusses the methods and techniques in conducting the study. The discussion covers research framework, hypothesis development, research design, operational definition, measurement of variables, sampling, data collection and techniques of data analysis that is used in this research.

#### 3.2 RESEARCH FRAMEWORK

The purpose of this research is to examine the relationship and effect between the independent variables, namely: emotional intelligence, social intelligence, person-job fit, person-organization fit and empowerment to the job performance as the dependent variable. The research framework is as in Figure 3.1 below.



**Figure 3.1:** *Research Framework*

### 3.3 HYPOTHESIS DEVELOPMENT

Hypotheses are about the possibility that an expectation will happen from the findings of a research (Fraenkel, 1993). Hypotheses form expectations about the relationship between the variables and are formed before the data are collected. The data collected determines whether the hypotheses are accepted or rejected. The following are the hypotheses of this study.

- H1: There is a relationship between emotional intelligence and job performance among employees at Putrajaya Immigration Department.
- H2: There is a relationship between social intelligence and job performance among employees at Putrajaya Immigration Department.
- H3: There is a relationship between person-job fit and job performance among employees at Putrajaya Immigration Department.
- H4: There is a relationship between person-organization fit and job performance among employees at Putrajaya Immigration Department.
- H5: There is a relationship between empowerment and job performance among employees at Putrajaya Immigration Department.

H6: There is an effect of emotional intelligent, social intelligent, person-job fit, person-organization fit and empowerment on job performance among employees at Putrajaya Immigration Department.

### 3.4 RESEARCH DESIGN

In this chapter, this section discusses on method that will be used for gathering the information using the data collection and analysis. The research design is an action plan that shows in detail how the study can be done (Sabitha, 2006). Referring Leedy & Ormrod (2001), the design of the research can assist the researcher in the process of collecting, analyzing and interpreting the data obtained from the respondents' feedback.

This study was operated by using quantitative techniques. Quantitative typically is related with research question. According to Creswell (2002), the quantitative research required collecting, analyzing, and interpreting and write the findings of a study conducted. Meanwhile, the quantitative method is involved figure and statistical approach to achieve objective of the study. The data of quantitative can be measured, through measurement process and need use measurement tools such as questionnaires and test. The data collected conducted can show whether the intelligent factor can contribute attitude of worker in civil servant. The study carried out is to ensure or confirm that there is have relationship involved which can contribute the objective of the study (Leedy & Ormrod, 2001).

The application of quantitative research can connect association between independent variable and dependent variable. In quantitative study, this study is available in two form

either in descriptive or experimental. In studies that will be conducted, researchers have chosen a form of descriptive approach and a subject that can be measured after the purpose is made based on the relationship between the two types of variables. According to previous researcher that was conducted by Creswell (2013) stated that in a quantitative study, the design involved will enables the information gathered and can be stated in quantity and the data is referring to decision in statistical form which allowed information supported based on statistics achieved from respondents.

The researcher conduct research use quantitative method and acquire the findings result from respondent feedback. Sekaran (2003) the data collection made only once, may take time in week period or months to get an answer needed. Nevertheless, most researcher's using a mathematical model as a method to analyze data achieved. Basically, in a quantitative method containing research design, tests will be conducted, measurement procedures and statistical analysis. This study will also use data collection that is usually numerical. In this study, population is focus on employees at Putrajaya Immigration Department where the main Headquarters is based on Putrajaya. The questionnaire are distributed and used as primary data to 400 respondent of Immigration Putrajaya employee's.

The unit of analysis is individual or someone who titled employees that work in department or unit such as Administration, Finance, Information and Technology, Enforcement, Passport and Safety and others at Immigration Department of Malaysia. A researcher needs to identify the position of data for investigation that must be done on collection data regarding like organizations, departments, units, task responsibility and individuals.

However, the collection of data from respondent need to be enough and the data gathered must be describe what studies is real meaning that wish to be carried out.

### 3.5 OPERATIONAL DEFINITION

The operational definition of each of the variables in this study is shown in Table 3.1 below.

**Table 3.1:** *Operational De finition of Variables*

<b>Variable</b>	<b>Operation Definition</b>
Job Performance	Job performance represents the human attitude where there can gives more impact to efficiency and task effectiveness of an employee. It Is found that job performance as an effective, cognitive or attitudinal response to work with significant organizational outcomes (Spencer, 1997)
Emotional Intelligent	Emotional intelligence can predict as much as 80% in determining success whether in life or also in his career. In organization, there have a reaction among workers that own the positive and negative emotion in carry out the daily duties (Goleman, 1995).
Social Intelligent	Social intelligence can see as intellect quality, the respective nature's uniqueness and the accuracy process of logical operations (Ruisel, 2004)
Person-Job Fit	Person-job fit refers to an individual's behavior that is a combination individual functioning and his or her work environment (Lewin, 1935)
Person-Organization Fit	Person-organization fit refers to the compatibility between individuals and organizations, focusing on the extent to which individuals and organizations share similarities and / or meet their needs (Kristof, 1996)
Empowerment	Empowerment is defined as a leadership approach that empowers the subordinate to play a key role in the effectiveness of organizational management (Bennis, 1989).

### 3.6 MEASUREMENT OF VARIABLES

The discussion on the measurement of the variables is divided into five sections: (1) research instrument, (2) research items, (3) measurement scale, (4) questionnaire format, and (5) pilot test. As to accommodate the understanding of the respondents, the items are also translated into Malay.

#### 3.6.1 Research Instrument

The research instrument used in this research is the closed ended questionnaire form and using five-point Likert scale. Questionnaire is usually used by researcher to acquire the information from respondent. The questionnaire has consisted two sections. The Section A is about demographic of employee that involves in gender, age, ethnicity, marital status, level of position, years of working experience and highest academic qualification. In Section B is includes dependent variables that is job performance and independent variables is about emotional intelligence, social intelligence, person-job fit, person-organization fit and empowerment.

The cost to collecting data is a reasonable, easily and quickly to collect the data from respondent. This questionnaire method helps to achieve the objective research with involve some respondents by answering the question given. During execute this method, there have several problems must face during distribute the questionnaire. Immigration Departments of Malaysia, Putrajaya have a 16 division where it's separates into 2 sector that is 8 in management sector and 8 in control sector. Before distributing the

questionnaire, the researcher already finds permission letter from UUMKL and the researcher required making an official letter to Immigration Office for request permission to distribute questionnaire.

To distribute the questionnaire, the representative of each division will be hired for distribute and collect back the questionnaire from respondents. However, in management sector there no restriction because the respondents giving cooperation to answer the questionnaire but it different in control sector. In control sector, there have several limitations such as the employees have to duty at counter, doing the work of operation and at the same time it inconveniences employee's to answering the questionnaire. Besides that, the time given is 3 weeks to complete the questionnaires. Nevertheless, the reminders for a few days have been given to representative for collect back the questionnaires. The questionnaire will be distributed to 1,697 employees and the total number of questionnaires will collect back is 313.

### 3.6.2 Research Items

The demographic variables chosen for this for this study are the basic demographic variables on employees. The variables are as shown in the Table 3.2 below.

**Table 3.2:** *Items for Respondents Background*

<b>Variables</b>	<b>Items</b>
Demographic	- Gender - Age - Ethnicity - Marital status

	- Position - Experience - Education
--	---

As shown in Table 3.3 to Table 3.8 below are the items for job performance, emotional intelligence, person-job fit, person-organization fit and empowerment and the Malay language translation. The items are adopted and adapted from previous research.

**Table 3.3: Items for Job Performance (*Prestasi Kerja*)**

No	Statement	Source
1	I am well trained in my work <i>Saya terlatih dalam kerjaya saya</i>	Paterson & Husband (1970)
2	I am clear about my duties and responsibilities <i>Saya jelas mengenai tugas dan tanggungjawab saya</i>	
3	I gain personal growth by learning various skills in my work <i>Saya dapat mengembangkan diri dengan mempelajari pelbagai kemahiran dalam kerjaya saya</i>	
4	The management appreciates my suggestions and leadership <i>Pengurusan menghargai cadangan dan kepimpinan saya</i>	
5	I could clearly define quality goals in my work <i>Saya jelas dapat menentukan matlamat kualiti dalam kerja saya</i>	
6	My skills and abilities are put into good use in my work <i>Kemahiran dan kebolehan saya digunakan dengan baik dalam kerja saya.</i>	

**Table 3.4: Items for Emotional Intelligence (*Kecerdasan Emosi*)**

No	Statement	Source
1	I have good control of my own emotions. <i>Saya mempunyai kawalan yang baik terhadap emosi saya sendiri</i>	Meyer, et. al (1993)
2	I am able to control my temper and handle difficulties wisely. <i>Saya dapat mengawal kesabaran saya dan menangani masalah dengan bijak</i>	
3	I would encourage myself to try my best. <i>Saya akan menggalakkan diri saya untuk mencuba yang terbaik</i>	
4	I am motivated to do a task without needing pressure from others.	

	<i>Saya bermotivasi untuk melakukan tugas tanpa memerlukan tekanan daripada orang lain</i>	Wong & Law (2002)
5	I always set goals for myself and then try my best to achieve the goals. <i>Saya sentiasa menetapkan matlamat untuk diri sendiri dan kemudian berusaha sebaik mungkin untuk mencapai matlamat</i>	
6	I have a good understanding of the emotions of people around me. <i>Saya mempunyai pemahaman yang baik tentang emosi orang di sekeliling saya</i>	

**Table 3.5: Item for Social Intelligence (Kecerdasan Sosial)**

No	Statement	Source
1	I feel uneasy when i have to adapt to new people <i>Saya berasa tidak selesa apabila saya perlu menyelesaikan diri dengan orang baru</i>	Silvera, Martinussen, & Dahl (2001)
2	I am able to persuade others to do almost anything <i>Saya dapat meyakinkan orang lain untuk melakukan apa sahaja</i>	
3	I am able to guess the wishes of others <i>Saya dapat mengenalpasti kehendak orang lain</i>	
4	If I want, I know how to use others for my own benefit <i>Jika saya mahu saya tahu bagaimana menggunakan orang lain untuk faedah saya sendiri</i>	Chen (2008)
5	I know how to use the lives of others for my own benefit <i>Saya tahu bagaimana menggunakan kehidupan orang lain untuk kepentingan saya sendiri</i>	
6	I know how to persuade others to take my side <i>Saya tahu bagaimana untuk memujuk orang lain untuk mengambil bahagian saya</i>	

**Table 3.6: Person-Job Fit (Kesesuaian Orang-Kerja)**

No	Statement	Source
1	My current job is not really me. <i>Pekerjaan saya sekarang tidak menggambarkan diri saya yang sebenar.</i>	Weng,Q. (2010)
2	The job is not really what I would like to be doing. <i>Pekerjaan ini bukanlah apa yang sesuatu saya suka lakukan.</i>	
3	I feel like this is not the right type of work for me. <i>Saya rasa bahawa pekerjaan ini tidak sesuai untuk saya.</i>	
4	I feel that my goals and needs are met in this job. <i>Saya rasa matlamat dan keperluan saya tercapai dalam pekerjaan ini.</i>	

5	I find my current job motivating. <i>Saya rasa pekerjaan saya sekarang menaikkan semangat saya.</i>	
6	My abilities, skills and talents are the right type for this job. <i>Kebolehan, kemahiran dan bakat saya adalah sesuai untuk pekerjaan ini.</i>	

**Table 3.7: Items for Person-Organization Fit (Kesesuaian Orang-Organisasi)**

No	Statement	Source
1	I can work in this department without giving up my principles. <i>Saya boleh bekerja di Jabatan ini tanpa berputus asa.</i>	Natemeyer (1997)  Kristof (2005)
2	In this department, there are a lot of people are exhibit similar behavior related to the work. <i>Di Jabatan ini, terdapat banyak orang yang mempamerkan tingkah laku serupa yang berkaitan dengan kerja.</i>	
3	I have ability and skill that my department demanded from me. <i>Saya mempunyai keupayaan dan kemahiran yang diinginkan oleh Jabatan saya.</i>	
4	My education and personal skills about job are compatible with the needs of my department. <i>Pendidikan dan kemahiran yang dimiliki oleh saya mengenai pekerjaan serasi dengan keperluan jabatan saya.</i>	
5	I believe that there is a strong congruence between my department and my personal values. <i>Saya percaya terdapat satu kongruen yang kukuh di antara Jabatan saya dan nilai peribadi saya.</i>	
6	I am very different from the profile of typical employee, but I believe that my principles creating difference added richness to the workplace. <i>Saya sangat berbeza dari profil pekerja biasa, tetapi saya percaya bahawa prinsip saya mewujudkan perbezaan keberadaan ditambah ke tempat kerja.</i>	

**Table 3.8: Items for Empowerment (Pemeriksaan)**

No	Statement	Source
1	I have the support and authority to make the decisions necessary for accomplishing assigned tasks.	

	<i>Saya mempunyai sokongan dan kuasa untuk membuat keputusan yang diperlukan untuk mencapai tugas yang ditetapkan.</i>
2	My department uses employee feedback to make improvements. <i>Jabatan saya menggunakan maklum balas pekerja untuk membuat penambahbaikan.</i>
3	This is the type of job in which I can feel a sense of accomplishment. <i>Ini adalah jenis pekerjaan di mana saya dapat merasakan pencapaian.</i>
4	I understand how my work contributes to the organization overall goals and strategy. <i>Saya memahami bagaimana kerja saya menyumbang kepada matlamat dan strategi keseluruhan organisasi.</i>
5	I feel valued as a team member. <i>Saya rasa dihargai sebagai ahli pasukan.</i>
6	I receive encouragement to come up with new and better ways of doing things. <i>Saya mendapat galakan untuk menghasilkan cara-cara baru dan lebih baik untuk melakukan sesuatu perkara.”</i>

### 3.6.3 Measurement Scale

This questionnaire adopts the Likert 5 point scale as shown in Table 3.9 below.

**Table 3.9: Measurement Scale**

Statements	Scale
Strongly Disagree	1
Disagree	2
Neither agree nor disagree	3
Agree	4
Strongly Agree	5

Respondent were asked to answer questions based on a predetermined scale. The scale set is to show how the respondent agree or disagree with the statement. Based on Likert (1932) it is a technique for measuring attitudes that reflects the concepts, principles and

fundamentals of substantiate research on instruments to quantify instrument that characterizes psychological and social phenomena. The Likert-type scale contains a series of statements that define and indicate the content and meaning of the measured construction. The Likert-type scale is 1 = Strongly Disagree, 2 = Disagree, 3 = Neither agree nor Disagree, 4 = Agree and 5 = Strongly Agree.

#### 3.6.4 Questionnaire Format

The questionnaire is separated into five sections, from section A to section G as shown in Table 3.10. Each section represent individual variable. Section A is indicate the demographic of respondent, Section B is for dependent variable that is job performance while Section C until Section G is show for 5 independent variable that is emotional intelligence, social intelligence, person-job fit, person-organization fit and empowerment.

**Table 3.10: Questionnaire Format**

Section	Variable
A	Demographic
B	Job performance
C	Emotional Intelligence
D	Social Intelligence
E	Person-Job Fit
F	Person-Organization Fit
G	Empowerment

#### 3.6.5 Pilot Test

A total of 30 questionnaires were distributed to employees of Immigration Department other than Putrajaya. The result of the reliability analysis show that the Cronbach's Alpha

is above 0.6. Based on Cronbach's Alpha, the value of 0.7 - 0.8 is indicate the instrument of test is acceptable. This shows the dependent variable for job performance that is 0.897 and 4 independent variables that is emotional intelligence is 0.794, social intelligence is 0.825, person-job fit is 0.828 and person-organizational fit is 0.860 is acceptable. Meanwhile, 1 independent variable for empowerment is 0.943 is referring to excellent. Therefore the questionnaire is ready for actual data collection.

**Table 3.11: Pilot Test Result**

<b>Variable</b>	<b>Item</b>	<b>Cronbach's Alpha</b>
Job performance	6	.897
Emotional Intelligence	6	.794
Social Intelligence	6	.825
Person-Job Fit	6	.828
Person-Organization Fit	6	.860
Empowerment	6	.943

### 3.7 SAMPLING

#### 3.7.1 Population

The population for this study is the population of the Immigration Department of Malaysia (IMI). There are 44 branches with 27 branches overseas and 17 in Malaysia. The headquarters of the Immigration Department Malaysia is located in Putrajaya and was selected as the population for this study.

### 3.7.2 SamplingFrame

The sampling frame for this study is the Putrajaya Immigration Department. The selection is because Putrajaya Immigration Department as headquarter of the immigration department and highest number of employees within a branch. In total, there are 1, 697 employees in Putrajaya Immigration Department which consist of bot the management and support group level. Putrajaya Immigration Department provides service of Passport Document, visas, passes, permits and to perform the operation of illegal immigrants to Malaysian Citizens, Permanent Residents and Foreign Residents.

### 3.7.3 Sample Size

The estimated sample size method of Krejcie and Morgan (1970) is commonly used in research area. According to Krejcie and Morgan (1970), the appropriate sample size for the population of  $N = 1,697$  is 313 respondents.

**Table 3.12: Krejcie and Morgan Sample Size Table**

N	S	N	S	N	S	N	S	N	S
10	10	100	80	250	162	500	260	2500	338
15	14	110	86	290	169	830	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	26	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	308	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Note: N is Population Size, S is Sample Size  
Source: Krejcie & Morgan, 1970

#### 3.8.4 Sampling Elements

The sampling elements in this research are the employees at Putrajaya Immigration Department. The employees are from the management sector and control sector. The work scope of employees at Immigration Department of Putrajaya is appropriate with the aim of this study that is to inspect the liaison and effect on employee's job performance towards emotional intelligence, social intelligence, person-job fit, person-organization fit and empowerment.

#### 3.8.5 Sampling Techniques

There are two main methods in sampling techniques which is known as probability sampling and non-probability sampling. The method used in this study is the non-probability sampling where specifically the convenience approach is used to approach respondents as most of the employees in the Enforcement Unit is out most of the time. This is because most of the employees in Enforcement Unit are required to perform tasks such as conducting operation and monitoring activities, conducting investigations, conducting legal actions, carrying out eviction duties and expulsion of foreigners and others. Thus it is felt the non-probability convenient approach is the best approach within a limited time frame.

### 3.8 DATA COLLECTION

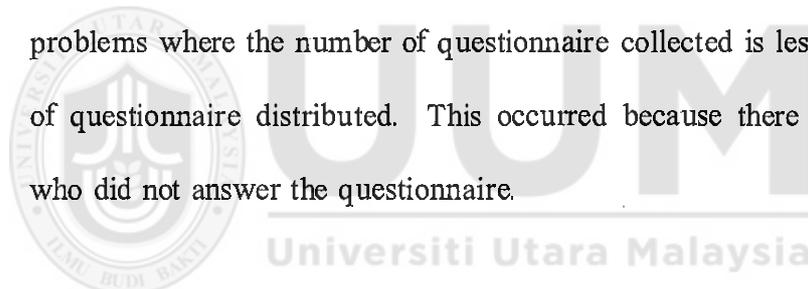
The main data collection method used is the survey method. A total of 350 questionnaires were distributed at Putrajaya Immigration Department. The department is divided to 2 sectors, namely the Management and Control Sector and involves the professional management level, 1<sup>st</sup> support group level and 2<sup>nd</sup> support group level.

Data can be categorized into 2 types that is primary data and secondary data. According to Matt (2001) and Afonja (2001) the primary data is about the self-collected data or the data collected by individual, group and selected respondent by researcher. Tim (1997) and Matt (2001) states that secondary data is involved the data is collected from computerized database, company record, article publications and industry analysis that is from media, information system and others.

In this study, the data collection is primary data and 350 questionnaire were distributed to the selected respondent. Therefore, there are several procedures have to follow for collect the data from respondent:

- 1) The researcher contacted the Human Resource Management Department with official letter from researcher and directive letter from the University for Access to conduct the survey.
- 2) The researcher has fill out a form to obtain the approval letters from UUM to conduct the survey. It takes about 2 to 3 weeks to get this letter.

- 3) Researcher went to Human Resources Management Department to submit the official letters and university approval letters. Human Resources Officers informed that the permissions to conduct survey will be informed later.
- 4) After the approval from the Human Resources Management Department, the questionnaire was distributed to the person in charge in each department, who is responsible for managing and collect the feedback from the respondent.
- 5) The period of 3 weeks was given to collect the data and several follow up was taken with the person in charge.
- 6) During the stipulated time, the researcher has contacted the person in charge to collect the questionnaire from the respondent. However, there have some problems where the number of questionnaire collected is less than the number of questionnaire distributed. This occurred because there were respondents who did not answer the questionnaire.



### **3.9 TECHNIQUE OF DATA ANALYSIS**

In this research, SPSS system namely referring to Statistical Package for the Social Science is a set software program to analyze scientific data related to social science. This data can be used for market research, surveys and more.

#### **3.9.1 Reliability Test**

According to Carmines and Zeller (1979), the reliability is referring to measurement tools that can give the stable and consistent outcome. Besides that, reliability also related with

repeatability. Scale or test is reliable if repeated measurements are made in the same conditions that produce the same results (Moser & Kalton, 1989). The common steps used is a Cronbach's Alpha where it is most suitable by using Likert scales (Whitley, 2002; Robinson, 2009).

**Table 3.13: Interpretation of Cronbach's Alpha**

<b>Cronbach's Alpha</b>	<b>Internal Consistency</b>
<0.5	Unacceptable
0.5–0.6	Poor
0.6–0.7	Questionable
0.7–0.8	Acceptable
0.8–0.9	Good
0.9–1.0	Excellent

The Alpha was founded by Cronbach (1951) to provide a measure of the internal consistency of a test or scale where it is interpreted as number between 0 and 1. The internal consistency elaborates how the whole item in measure test can estimate the equal concept and they can be related to each other in the test. From the Cronbach's Alpha table, the value 0.8 is well indicates that the instrument of achievement test is internally consistent. Meanwhile, value less than 0.6 is poor. In this study, a total 30 of employee's were randomly selected to answer the questionnaire to measure their level of reliability test.

### 3.9.2 Pearson Correlation

Correlation is a terms used to indicate the relationship between two or more quantitative variables. The final result of the correlation analysis the value is a ranges from -1 to +1

where -1 means a perfect negative correlation that is show the 2 variables have related negative relationship but +1 is a perfect positive correlation that shows the two variable have positive relationship. Meanwhile 0 means zero correlation indicates no linear relationship between the two variables studied. According to Guilford (1982), the value interpretation is an  $r$  as shown in table below:

**Table 3.14** *Interpretation of Pearson Correlation*

<b>Value of R</b>	<b>Interpretation</b>
<0.2	Slight, almost no relationship
0.2–0.4	Low correlation, definite but small relationship
0.4–0.7	Moderate correlation, substantial relationship
0.7–0.9	High correlation, strong relationship
0.9–1.0	Very high correlation, very dependable relationship

Based on the table, the value of R is less than <0.2 is no relationship, scale from 0.2 – 0.4 is the relationship is low, scale from 0.4 – 0.7 is about the relationship is moderate, scale from 0.7 – 0.9 is concern to high relationship and scale from 0.9 – 1.0 is the highest scale relationship.

### 3.9.3 Multiple Regressions

Regression analysis is statistic technique which estimates the connection among variables that have a cause and effect relationship. These technique is analyze the relationship among dependent variable and independent variable where possible formulates the linear relationship among both these two variables. Alpar (2003) has stated that is there any relations among dependent variable and independent variable, and if have any relations

what is the power of the relations and whether there is a special variable effect has other variables.

According to Koksai (1985), Tabachnick (1996) and Buyukozturk (2002) has interpreted that 1 dependent variable and more than 1 independent variable known as multivariate regression analysis. Unver and Gamgam (1999) have stated the multivariate regression analysis is an experiment used by taking independent variable in the dependent variable simultaneously. The formula of multivariate regression analysis is shown table below:

The diagram shows the formula  $Y_i = \beta_0 + \beta_1 X_i + \epsilon_i$  with the following labels and annotations:

- $Y_i$ : Dependent Variable
- $\beta_0$ : Population Y intercept
- $\beta_1$ : Population Slope Coefficient
- $X_i$ : Independent Variable
- $\epsilon_i$ : Random Error term
- The terms  $\beta_0 + \beta_1 X_i$  are grouped under a bracket labeled "Linear component".
- The term  $\epsilon_i$  is grouped under a bracket labeled "Random Error component".

**Figure 3.2:** *Multivariate Regression Analysis Formula*

### 3.10 SUMMARY

In this chapter, the research methodology have discuss a studies on employee's in term of population, sampling, methods of collecting data and also emphasize the reliability test, Pearson correlation and multiple regression. The next chapter will discuss the results obtained using SPSS system to analysis data.

## CHAPTER 4

### RESULTS AND DISCUSSION

#### 4.1 INTRODUCTION

This chapter discusses the results from the statistical analysis conducted on the fieldwork data gathered from the respondents. The statistical analyses conducted are the descriptive, correlation and regression statistical analysis.

#### 4.2 CLEANING OF DATA

The questionnaire distributed to the target respondents at *Jabatan Imigresen Malaysia* head-quarter in Putrajaya. In the table below show the number of questionnaire distributed, collected and usable questionnaires.

**Table 4.1:** *Data Collected*

Item	Quantity
Questionnaire distributed	350
Questionnaire collected	320
Usable questionnaire	320

The usable data was later transferred from each of the questionnaire to Excel file. The frequency statistical analysis was conducted to check on any error on the data input. The following table shows the output from the frequency analysis.

The data is cleaned before any analysis is conducted. First, the data must be free from error when entering the data. Therefore, the values in each variable need to be checked and incorrect data need to be corrected by refer the questionnaire form. Secondly, negatively worded items must be positively coded. As an example, the data is reversed from negative scale namely 1, 2, 3, 4 and 5 to positive scale that is 5, 4, 3, 2 and 1. According to Rosseni (2010) the negative items must be re-encoded as positive items so that they are in line with others item. The study results will be wrong if the analysis is carried out without re-coding the item.

The third step is to identify the missing data because of the respondent did not answer the item in questionnaire. However, respondents who did not answer many items in the questionnaire were excluded as sample of the study. According to Pallant (2010) has stated the respondent who did not answer a few items were accepted as a study sample and there have 2 way for recover the lost data by fill up the missing value space by using the mean value of the entire respondents who were involved in the study and neglect the missing value space if there are not many items the respondent do not answer. Based on Hair et al (2010) has defined the amount of data that is not so much lost which within 10% is considered negligible. The data containing a missing values, will cause the analysis of the study to obtain the estimate biased population. Based on the Table 4.2 there have no missing value in each variable.

**Table 4.2: Data Input Checking**

Variable	Item	Missing	Min	Max
Job Performance	Item 1	0	2	5
	Item2	0	3	5
	Item3	0	1	5
	Item4	0	1	5
	Item 5	0	1	5
	Item 6	0	2	5
Emotional Intelligence	Item 1	0	1	5
	Item2	0	1	5
	Item 3	0	3	5
	Item4	0	2	5
	Item 5	0	2	5
	Item 6	0	1	5
Social Intelligence	Item 1	0	1	5
	Item2	0	1	5
	Item 3	0	1	5
	Item 4	0	1	5
	Item 5	0	1	5
	Item 6	0	1	5
Person-Job Fit	Item 1	0	1	5
	Item2	0	1	5
	Item3	0	1	5
	Item4	0	1	5
	Item 5	0	1	5
	Item 6	0	1	5
Person-Organizational Fit	Item 1	0	2	5
	Item2	0	2	5
	Item 3	0	1	5
	Item4	0	1	5
	Item 5	0	2	5
	Item 6	0	2	5
Empowerment	Item 1	0	1	5
	Item2	0	1	5
	Item 3	0	1	5
	Item4	0	2	5
	Item 5	0	2	5
	Item 6	0	2	5

N=320

Factor analysis is about using mathematical methods to find relevance of pattern in a set of variables (Child, 2006). The use of factor analysis method is used to infer data between relationship and pattern can be easily understood. This method is used by converting variables into limited groups according to the shared variance. This technique known as data reduction where it used to minimize some of the major variables to several core factors. According to Bartholomew, Knott & Moustaki (2011) has defined measurable and observable variables that can be reduced to latent variables which share common and invisible variants and known as reduction dimensions.

One of the main factor analysis is Exploratory Factor Analysis (EFA) and it is used by researchers to find out the numbers of factors that can influence and to examine which variables can be together (DeCoster, 1998). EFA is about statistical methods used to reduce a large numbers of variable to smaller numbers that are factors or components which describe variable cluster. This factor analysis is used to determine if the data is appropriate for EFA and there have 2 things that is number of sample (sample size) and the toughness of connection between variables (Pallant, 2013). Based on Kaiser (1970, 1974) has stated that the adequacy of sampling is analyze by KMO and the strength of connection between variables can evaluate by Bartlett's test of sphericity (Bartlett, 1954). According to Hair et. al (2010) has propose the sample size must be 100 or larger meanwhile Tabachnick and Fidel (2007) has identified about 300 cases needed for factor analysis. Therefore, for conducting this study the sample size of respondents was involved is 320 respondents.

To measure the adequacy of sampling to determine whether the data used can become best factor, the Kaiser-Meyer-Olkin is larger than 0.6 and the Barlett's Test of Sphericity (BTS)

need to be significant  $p < .05$  thus the capability of the correlation matrix factor can be assumed (Hair et. al, 2010; Pallant 2007; Tabachnick & Fidell, 2007). Based on Maat, Zakaria, Nordin & Meerah (2011) has defined the test execution of KMO test and BTS it can be decided whether the sampling is sufficient to continue the factor analysis.

The factor analysis was carried out and the results of the Kaiser-Meyer-Olkin Measure of Sampling Adequacy and Bartlett's Test of Sphericity are referred to. As a guideline, the KMO must be 0.6 and above. While the Barlett score should be  $p < 0.00$ . The score obtained from the factor analysis on the data collected indicated that the KMO score for job performance, emotional intelligence, social intelligence, person-job fit, person-organization fit and empowerment are all above 0.6. Nest, the Barlett score for each of the variable fulfill  $p < 0.000$  score. Thus all variable are suitable to be analysed further except for Item 1 of Social Intelligence is eliminated due to the low score of 0.130. The new number of items for this variable is five.

**Table 4.3: Factor Analysis Results**

Variable	Item	Results
Job Performance	Item 1	.453
	Item 2	.487
	Item 3	.584
	Item4	.593
	Item 5	.545
	Item 6	.512
	KMO	.802
	Bartlett's	$\chi^2 (15) = 643.651, p < .000$
Emotional Intelligence	Item 1	.509
	Item 2	.648
	Item 3	.538
	Item4	.566
	Item 5	.447

	Item 6	.518
	KMO	.785
	Bartlett's	$\chi^2 (15) = 720.143, p < .000$
Social Intelligence	Item 1	.130
	Item 2	.767
	Item 3	.687
	Item 4	.711
	Item 5	.859
	Item 6	.731
	KMO	.657
	Bartlett's	$\chi^2 (15) = 595.262, p < .000$
	Person-Job Fit	Item 1
Item 2		.891
Item 3		.791
Item 4		.705
Item 5		.861
Item 6		.754
KMO		.690
Bartlett's		$\chi^2 (15) = 1069.159, p < .000$
Person-Organizational Fit		Item 1
	Item 2	.487
	Item 3	.607
	Item 4	.613
	Item 5	.576
	Item 6	.548
	KMO	.815
	Bartlett's	$\chi^2 (15) = 727.734, p < .000$
	Empowerment	Item 1
Item 2		.539
Item 3		.629
Item 4		.537
Item 5		.634
Item 6		.665
KMO		.850
Bartlett's		$\chi^2 (15) = 805.902, p < .000$

N=320

### 4.3 BACKGROUND OF RESPONDENTS

Slightly more than half (55.3%) of the respondents are female immigration department employees. The rest (44.7%) are male immigration department employees. About a third (34.1%) of them are in the 35 to 44 years old that form the biggest age group as the respondents. This is followed by the 24 to 34 years old employees and 45 to 55 years old employees (20%). Employees younger than 24 years old represent 10.6% and employees that are more than 55 years old represent 20% of the respondents.

**Table 4.4: Background of Respondents**

	Items	Frequency	Percent
Gender	Male	143	44.7
	Female	177	55.3
	<b>Total</b>	<b>320</b>	<b>100.0</b>
Age	< 24 years	34	10.6
	24 – 34 years	86	26.9
	35 – 44 years	109	34.1
	45 – 55 years	64	20.0
	> 55 years	27	8.4
	<b>Total</b>	<b>320</b>	<b>100.0</b>
Ethnicity	Malay	231	72.2
	Chinese	27	8.4
	Indian	29	9.1
	Others	33	10.3
	<b>Total</b>	<b>320</b>	<b>100.0</b>
Marital Status	Single	106	33.1
	Married	189	59.1
	Divorced	21	6.6
	Single parents	4	1.3
	<b>Total</b>	<b>320</b>	<b>100.0</b>
Position	Grade 41-52	55	17.2
	Grade 29-36	86	26.9
	Grade 11- 26	176	55.0
		3	.9
	<b>Total</b>	<b>320</b>	<b>100.0</b>
Experience	< 1 year	19	5.9

	2 – 5 years	66	20.6
	6 – 10 years	83	25.9
	> 11 years	152	47.5
	<b>Total</b>	<b>320</b>	<b>100.0</b>
Education	SPM	134	41.9
	Diploma	104	32.5
	Bachelor	68	21.3
	Masters	11	3.4
	Doctorate	3	.9
	<b>Total</b>	<b>320</b>	<b>100.0</b>

Majority are Malay (72.2%), followed by Indian (9.1%), Chinese (8.4%) and others (10.3%). More than half of the respondents are married (59.1%) and 33.1% are single. A total of 25 employees (7.9%) are either divorced or a single parents. Therefore in terms of ethnicity and status, it can be said that most of the respondents are Malay and married.

Slightly more than half (55%) are from the Grade 11-26, followed by Grade 29-36 (26.9%) and the 17.2% are from the Grade 41-52 group. In terms of working experience, the largest group has more than 11 years (47.5%) working experience. This is 25.6% have between 6 to 10 years working experience. This is followed by the 6 to 10 years working experience (25.9%) and 2 to 5 years working experience (20.6%). Only 19 employees (5.9%) are new to the Putrajaya Immigration Department. Based on the position and experience, most respondents have been working for quite some time with the Immigration Department and holding a senior post.

Finally is the respondents' education background. A total of 134 employees (41.9%) hold SPM qualification, followed by Diploma holders (32.5%), Bachelor's (21.3%) and 11 employees (4.3%) hold post graduate degree.

#### 4.4 RELIABILITY ANALYSIS

The Cronbach's alpha results for all variables in this study are between the score of 0.605 to 0.858. All variables have 6 original items except for social intelligence with 5 items only. The score fulfilled the reliability requirement of the items in each variable. Based on scale Cronbach's Alpha, value for 0.7 – 0.8 is acceptable for job performance as dependent variables and independent variables that is emotional intelligence, social intelligence, person-organization fit and empowerment. Meanwhile, the value for 0.6 – 0.7 is questionable for person-job fit as independent variable. The total of 320 respondent have answered this questionnaire.

**Table 4.5:** *Reliability Analysis Statistics*

Variable	Number of Items	Cronbach's Alpha (actual)
Job Performance	6	.818
Emotional Intelligence	6	.824
Social Intelligence	5	.714
Person-Job Fit	6	.605
Person-Organization Fit	6	.839
Empowerment	6	.858

#### 4.5 DESCRIPTIVE ANALYSIS

The results of the descriptive analysis are shown in Table 4.6 below. The mean score for job performance ranges between the lowest of 4.21 (SD = .719) to the highest of 4.38 (SD = .500). Respondents indicated agree and strongly agree to job performance items. While the grand mean for job performance is 4.31 (SD = .430). The mean score for emotional intelligence variable is between 4.17 (SD = .645) to 4.37 (SD = .520). Respondents

indicated agree and strongly agree to emotional intelligence items. The grand mean for this variable is 4.2 (SD= .444). The items mean score for social intelligence is between 2.39 to 3.70, which is skewed towards disagree and neutral. The grand mean for social intelligence is 2.97. Next is the items mean score for person-job fit that ranges between 2.22 to 4.13, with a grand mean score of 3.15. The score is more towards the neutral to agree scale. The person-organization fit items score ranges from 4.01 to 4.20, with the grand mean score of 4.09. The score is more towards agree to strongly agree scale. Last is the empowerment item mean score. It ranges from 3.86 to 4.34, with a grand mean score of 4.11. Overall, the items mean score are more towards neutral to agree scale except for social intelligence items.

**Table 4.6: Descriptive Analysis**

Variable	Item	Mean	SD
Job Performance	1	4.27	.647
	2	4.38	.500
	3	4.33	.584
	4	4.21	.719
	5	4.29	.582
	6	4.36	.580
	Overall	4.31	.439
Emotional Intelligence	1	4.20	.623
	2	4.17	.645
	3	4.37	.520
	4	4.36	.564
	5	4.34	.560
	6	4.26	.716
	Overall	4.28	.444
Social Intelligence	2	3.49	1.153
	3	3.70	.997
	4	2.67	1.215
	5	2.39	1.137
	6	2.63	1.172
	Overall	2.97	.776
Person-Job Fit	1	2.23	1.214

	2	2.22	1.109
	3	2.20	1.076
	4	4.03	.816
	5	4.13	.724
	6	4.11	.804
	Overall	3.15	.565
Person-Organization Fit	1	4.14	.607
	2	4.01	.686
	3	4.07	.682
	4	4.03	.755
	5	4.07	.735
	6	4.20	.710
	Overall	4.09	.519
Empowerment	1	3.86	.858
	2	4.01	.710
	3	4.04	.785
	4	4.23	.647
	5	4.20	.661
	6	4.34	.644
	Overall	4.11	.552

#### 4.6 CORRELATION ANALYSIS

As shown in Table 4.7 below, the statistics obtained from the correlation analysis indicated that emotional intelligence ( $r = 0.52$ ), person-organization fit ( $r = 0.495$ ) and empowerment ( $r = 0.545$ ) variables are significant and positively related to job performance at  $p < 0.01$ . While person-job fit ( $r = 0.131$ ) is significantly and positively related at  $p < 0.05$ . However, social intelligence is not significantly related to job performance.

**Table 4.7:** *Correlations Analysis Statistics*

		JP	EI	SIB	PJF	POF	EP
Job Performance (JP)	Pearson Correlation	1	.528**	.036	.131*	.495**	.545**
	Sig. (2-tailed)		.000	.527	.019	.000	.000
	N	320	320	320	320	320	320

Emotional Intelligence (EI)	Pearson Correlation		I	.090	.129*	.477**	.495**
	Sig. (2-tailed)			.108	.021	.000	.000
	N		320	320	320	320	320
Social Intelligence (SI)	Pearson Correlation			1	.044	.138*	.080
	Sig. (2-tailed)				.435	.013	.154
	N			320	320	320	320
Person-Job Fit (PJF)	Pearson Correlation				1	.305**	.296**
	Sig. (2-tailed)					.000	.000
	N				320	320	320
Person-Organization Fit (POF)	Pearson Correlation					1	.684**
	Sig. (2-tailed)						.000
	N					320	320
Empowerment (EP)	Pearson Correlation						1
	Sig. (2-tailed)						
	N						320

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

#### 4.7 REGRESSION ANALYSIS

As shown in the results of the regression analysis below, the independent variables can only explain 39.9% ( $R^2 = 0.399$ ) of the effect on job performance of the staff. The F value that is show 41.752 and the significance values is 0.000 is about the entire independent variables represent the emotional intelligence, social intelligence, person-job fit, person-organization fit and empowerment that have an impact to job performance as dependent variable. Three variables contributed to the effect, which are emotional intelligence ( $\beta = 0.314$ ;  $p < 0.00$ ), empowerment ( $\beta = 0.295$ ;  $p < 0.000$ ) and person-organization fit ( $\beta = 0.162$ ;  $p < 0.01$ ). While social intelligence and person-job fit are not significant and do not contribute to the effect on job performance.

**Table 4.8: Regression Analysis Statistics**

Variables Entered/Removed <sup>a</sup>			
Model	Variables Entered	Variables Removed	Method
1	EP, SI, PJF, EI, POF <sup>b</sup>	.	Enter

a. Dependent Variable: JF

b. All requested variables entered.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.632 <sup>a</sup>	.399	.390	.343

a. Predictors: (Constant), EP, SI, PJF, EI, POF

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.495	5	4.899	41.753	.000 <sup>b</sup>
	Residual	36.843	314	.117		
	Total	61.339	319			

a. Dependent Variable: JP

b. Predictors: (Constant), EI, SI, PJF, EI, POF

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.626	.216		7.519	.000
	EI	.310	.051	.314	6.064	.000
	SI	-.021	.025	-.037	-.832	.406
	PJF	-.034	.036	-.044	-.955	.341
	POF	.137	.053	.162	2.593	.010
	EP	.234	.050	.295	4.698	.000

a. Dependent Variable: JP

#### 4.8 HYPOTHESIS TESTING

Based on the various statistical analysis carried out above, the following is the results of the hypotheses testing for this study.

**Table 4.9: Summary of Hypothesis Testing**

<b>Hypothesis</b>	<b>Statement</b>	<b>Results</b>
H1	There is a relationship between emotional intelligence and job performance among employees at Putrajaya Immigration Department.	Accepted
H2	There is a relationship between social intelligence and job performance among employees at Putrajaya Immigration Department.	Rejected
H3	There is a relationship between person-job fit and job performance among employees at Putrajaya Immigration Department.	Accepted
H4	There is a relationship between person-organization fit and job performance among employees at Putrajaya Immigration Department.	Accepted
H5	There is a relationship between empowerment and job performance among employees at Putrajaya Immigration Department.	Accepted
H6	There is an effect of emotional intelligent, social intelligent, person-job fit, person-organization fit and empowerment on job performance among employees at Putrajaya Immigration Department	Accepted

#### 4.9 SUMMARY

This chapter presents the data collection and cleaning steps taken before the data are analyzed statistically using the descriptive, correlation and regression analysis in order to answer the hypothesis. All null hypotheses were rejected except for hypothesis 2 for social intelligence. The following chapter cover the conclusion of this study.

## **CHAPTER5**

### **CONCLUSION AND RECOMMENDATION**

#### **5.1 INTRODUCTION**

This chapter concludes the results of this study. An overview of this study is presented before the conclusion for each research objectives is presented. Based on the results, several recommendations are also identified for further research in similar area.

#### **5.2 OVERVIEW OF THE STUDY**

Ministers including the Prime Minister have highlighted the importance of efficiency among government employees in delivering the public services to the public Therefore the purpose of this study is examine the relationship between emotional intelligence, social intelligence, person-job fit, person-organization fit and empowerment to job performance. However in this study, the Putrajaya Immigration Department was selected as the sample. There is a total of 1,697 staff from different levels of position and units.

The Immigration Department is in-charge for the movement of people in and out of Malaysia. The Putrajaya Immigration Department is the head quarter of the Immigration Department in Malaysia. It provides immigration related services to the Malaysian Citizen, Permanent Residence and Foreign Visitors. The immigration related services also involves the enforcement of the Immigration Laws at the entry point and also places of concern.

The research questions and objectives are formulated which lead to research hypotheses formulation. A questionnaire was adopted and adapted from previous work in the similar area. The questionnaire was also translated to Malay language to facilitate the respondents to give their cooperation in answering the questionnaire. The questionnaire was distributed among the employees and collected back. This questionnaire represents the primary data for this study. The data was cleaned and the descriptive, correlation and regression analysis was conducted on the data to test the hypotheses of this study. The following discussions are the conclusion of this study.

### **5.3 CONCLUSION**

The discussion on the conclusion is divided into six section according to the research objectives stated earlier in chapter one.

#### **5.3.1 Job Performance**

The results of this study shows that the job performance of the employees at Putrajaya Immigration Department is considered high (mean= 4.31, SD= .439). It can be concluded that the employees of Putrajaya Immigration Department do perceived that they are well trained in their work, clear about their duties and responsibilities, could gain personal growth by learning various skills at work, that the management do appreciate their suggestion and leadership, have clearly define work goals and that their skills and abilities are put into good use in their work.

The result of this study is also in-line with other studies such as by Hoobler, Hu and Wilson (2010) where job performance is related to the quantity and quality of work performed by employees. This opinion also correspond Spencer's (1997) that job performance as an effective, cognitive or attitudinal response to work with significant organizational outcomes.

### 5.3.2 Emotional Intelligence and Job Performance

In this study, there is a significant, positive and medium strength of relationship ( $r = 0.528$ ,  $p < 0.01$ ) between emotional intelligence and job performance. Therefore it can conclude that employees who performed or excel in their job at Putrajaya Immigration Department are emotionally intelligence themselves. The nature of their work involves many dealings with the public and to ensure law and order regarding the movement of people in and out of Malaysia. This requires employees to be emotionally mature and stable at all times in order to perform their job well. Without emotional intelligence, carrying out the job as immigration officer could be a stressful one.

The finding of this result of is consistent with other related studies. Wright (2004) stated that happy employees show positive and good performance with encouraging work outcome. While Brockner and Higgins (2001) stated that the good emotion can give effect to attitude and worker's behavior. This is supported by Lam and Kirby (2002) findings that emotional intelligence contributes positively to employee performance. This shows emotional intelligence play a role major in influencing the immigration employee's in carrying out their duties. The job scope of immigration department is more in line with the

laws which involves enforcement duties and providing services to public. Indirectly, the good emotional control and lack of pressure can give highly motivate to immigration employee's to perform the work due to positive work environment in organization.

### 5.3.3 Social Intelligence and Job Performance

Earlier studies has identified that social intelligence is basically intertwine social skills and competencies (Bjorkqvist, 2000). Social intelligence is how one social relationship successfully (Friborg, 2005) and the capability to interact in effectively with other people in any social situation (Crowne, 2009).

However the result on the relationship between social intelligence and job performance in this study is not significant ( $r = 0.036$ ;  $p = 0.527$ ). One reason that could be identified is the role of the Immigration Department as the immigration law enforcer. Today people from all over the world are moving continuously and in large number due to the improved transportation infrastructure, such better and bigger airplane and bigger and better airports. The Government through the Tourism Ministry is encouraging people to visit Malaysia. Thus this also increases the demand on the immigration department. It is contemplated that due to this element, higher job performance at the Putrajaya Immigration Department does not correlates with social intelligence.

#### 5.3.4 Person-Job Fit and Job Performance

Edwards (1991) has stated that the person-job fit can be a good indicator of job performance because individuals with high person job fit have achieved good work. This opinion is supported by Li and Hung (2010) has stated that where the person job fit found to be very compatible with the job performance. Moreover, Mosley (2002) has stated that despite the fact that reviews had discovered that person job fit can have impact on job performance, this study is still limited.

The result of the relationship between person-job fit and job performance shows that the relationship is significant, positive but the strength of relationship is weak. ( $r = 0.131$ ;  $p < 0.05$ ). This result is indicating that only a small percentage of employees feel the fit between them and as immigration officer. It can conclude that some employees like the job while some employees do not like this job. This happened because the nature of work that involves the law and is more exposed to risk of integrity such as corruption, broken trust, abuse of power, deviation and fraud. Every employees of immigration department have to put the high culture of integrity where the every employees needs to be trustworthy, accountable, obey the rules and law also not to have personal conflict interest during carrying out the work.

#### 5.3.5 Person-Organization Fit and Job Performance

Person-organization fit is significant, positive and with weak relationship ( $r = 0.495$ ,  $p < 0.01$ ) to job performance. Much government related positions are advertised and people

apply for the post with or without much knowledge about the nature of the job or the organization. Furthermore the current environment has changed a lot with new set of challenges. Malaysia is one of the favorite countries that people from outside Malaysia would like to come and stay. This has made the immigration work more challenging.

All employees are made aware and understand the needs and requirement of departments in achieving the department's mission, vision and objective. Management often organizes workshops for employees such as team building to foster teamwork between employees to further enhance employee performance. Employees are also equipped with skill and ability to carry out task as directed by department from time to time.

The findings of this study correlate with earlier studies. Chatman *et al.* (1994) emphasized the need to relate person-organization fit and job performance. Kristof (1996) define person-organization fit refers to the compatibility between individuals and organizations, focusing on the extent to which individuals and organizations share similarities and / or meet their needs.

#### 5.3.6 Empowerment and Job Performance

Empowerment is found to be significant, positively and has a moderate relationship to job performance ( $r=0.545$ ;  $p<0.01$ ). As a whole the immigration department is a government agency with authorized power given to regulate the immigration movement of people in and out of Malaysia. Empowerment or the authority entrust to take action is related to their job performance.

Employees of Putrajaya Immigration Department also do received support from management in performing their task. In addition, the management also encourages employees to think outside of the box, to be innovative, viable and constantly striving to improve the quality of work. Management encourages public and employee feedback to improve the efficiency of the department. The management takes initiative to recognize employee performance by awarding the best employee award in an effort to reward and encourage employee to perform well. This is supported by Bennis (1989) that states that empowerment is a leadership approach that empowers the subordinate as a key determinant of effectiveness in management and organization.

#### **5.4 RECOMMENDATION**

Reviewing the variables and methods selected in this study, the following are the recommendation for future research.

- 1) As the results of this study has indicated, the selection of emotional intelligence, social intelligence, person-job fit, person-organization fit and empowerment can only explain about 40% of job performance among the employees of Putrajaya Immigration Department. This study missed out other important factors. Therefore, it is recommended that future studies should consider factors such as patriotic spirit among the employees. This spirit is important in soul of every employee to cultivate the nation love spirit and has a patriotic struggle to uplift the nation. This is because the work nature of the immigration department involves national security and sovereignty as well as compliance with the law.

- 2) Most government related agencies are law enforcer such as the Royal Malaysia Police, National Registration Department, Malaysian Armed Force and Malaysian Maritime Enforcement Agency. These work nature of these agencies is totally different from business related areas. Therefore a comparison study of job performance for different job scope.



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