THE RELATIONSHIP BETWEEN LEADER’S EMOTIONAL INTELLIGENCE AND JOB SATISFACTION AT INTEL MALAYSIA

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ABSTRACT

Emotional intelligence is becoming one of the most important individual competencies for organizations and job satisfaction can lead to employee behaviors that affect organizational functioning and performance. Both emotional intelligence and job satisfaction are important for organizations. The objective of the research is to investigate the relationship between emotional intelligence and job satisfaction of leaders at Intel Malaysia.

Data is collected from individual leaders at Intel Malaysia. The surveys are addressed to 91 leaders with job title such as vice president, general manager and director. Since population is small, all the population is taken as sample. The leaders completed survey questionnaires that assessed four domains of emotional intelligence by Goleman et al (2002) such as self-awareness, self-management, social awareness and relationship management. They completed another part of the survey questionnaire with job satisfaction scale by stating their perceptions of different job related items. The quantitative method is used to analyze data. The Statistical Package for Social Science (SPSS) Version 12.0 is used to interpret the results of data. This study provided an empirical analysis of the relationship between emotional intelligence and leader’s job satisfaction in the context of Intel Malaysia. The correlation results indicated self-awareness, social awareness and self-management had no correlation to intrinsic job satisfaction. The relationship of self-awareness and social awareness with extrinsic job satisfaction were significant but the correlation result is weak at 0.235 and 0.249 respectively. However, none of it regressed on extrinsic job satisfaction. The regression analysis showed approximately ten percent of the variance in job satisfaction is accounted by self-awareness, social awareness and self-management. There are other factors that contributed to job satisfaction and not emotional intelligence alone.
ABSTRAK


ACKNOWLEDGEMENT

I graduated from UUM with Bachelors of Economics many years ago. Recently, when I undertook to complete a Masters in HRM with UUM, I had set myself three goals. These included enjoy the learning opportunity by applying my working experience where relevant, pass all examinations with flying color so that I can be a good role model for my children, and complete my actual thesis successfully. This project paper marks the completion of my third goal. I included these goals to express my gratitude to UUM lecturers who have made my learning fun, fruitful, meaningful and value add. Thank you for being a constant source of advice throughout my studies. A special thank you goes to my supervisor, Associate Professor Dr. Khulida Kirana Yahya for her coaching and guidance provided throughout the journey in completing this project paper.

The journey to complete Masters part-time needs courage. This is a journey that needs to be juggled with work and other life commitments. The person who has been the greatest supporter is my spouse. I would like to thank him for his patience, understanding and emotional support throughout this great journey.

Finally, I would like to thank my son and my daughter who have taught me, in their special and unique way, what it means to be emotionally intelligent.
# Table of Content

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Permission to Use</td>
<td>i</td>
</tr>
<tr>
<td>Abstract (English)</td>
<td>iii</td>
</tr>
<tr>
<td>Abstract (Bahasa Melayu)</td>
<td>iv</td>
</tr>
<tr>
<td>Acknowledgement</td>
<td>v</td>
</tr>
<tr>
<td>Table of Content</td>
<td>vi</td>
</tr>
<tr>
<td>List of Tables</td>
<td>x</td>
</tr>
<tr>
<td>List of Figures</td>
<td>x</td>
</tr>
<tr>
<td>List of Abbreviations</td>
<td>xi</td>
</tr>
<tr>
<td><strong>Chapter One: Introduction</strong></td>
<td></td>
</tr>
<tr>
<td>1.1 Introduction to the Study</td>
<td>1</td>
</tr>
<tr>
<td>1.2 Problem Statement</td>
<td>2</td>
</tr>
<tr>
<td>1.3 Research Questions</td>
<td>4</td>
</tr>
<tr>
<td>1.4 Research Objectives</td>
<td>5</td>
</tr>
<tr>
<td>1.5 Significance of the Study</td>
<td>6</td>
</tr>
<tr>
<td>1.6 Definition of Key Terms</td>
<td>8</td>
</tr>
<tr>
<td>1.7 Organization of Chapters</td>
<td>9</td>
</tr>
<tr>
<td>1.8 Conclusion</td>
<td>10</td>
</tr>
<tr>
<td><strong>Chapter Two: Literature Review</strong></td>
<td></td>
</tr>
<tr>
<td>2.1 Introduction</td>
<td>12</td>
</tr>
<tr>
<td>2.2 Job Satisfaction</td>
<td>12</td>
</tr>
<tr>
<td>2.2.1 Job Satisfaction Dimensions and Facets</td>
<td>13</td>
</tr>
<tr>
<td>2.2.2 Importance of Job Satisfaction for Leader</td>
<td>16</td>
</tr>
</tbody>
</table>
4.2 Overview of Data Collected ........................................... 50
4.3 Profile of Respondents .................................................. 50
4.4 Goodness of Measure .................................................... 52
  4.4.1 Factor Analysis....................................................... 52
  4.4.2 Factor Analysis Results ........................................... 53
    4.4.2.1 Job Satisfaction ............................................. 53
    4.4.2.2 Emotional Intelligence ..................................... 56
  4.4.3 Reliability Test .................................................... 59
4.5 Descriptive Analysis .................................................. 60
  4.5.1 Mean and Standard Deviation ................................... 60
4.6 Findings ......................................................................... 61
  4.6.1 Pearson Correlation Coefficient ................................. 62
  4.6.2 Multiple Regression ................................................ 65
4.7 Conclusion ....................................................................... 66

CHAPTER FIVE: DISCUSSION, RECOMMENDATION, CONCLUSION

5.1 Introduction .................................................................... 68
5.2 Discussion of the Findings ............................................. 68
5.3 Limitation of Study ....................................................... 74
  5.3.1 Limited Environmental and Cultural Aspects to One Country......................................................... 75
  5.3.2 Limitation on Relying on Self-Reported Study and Cross Sectional Study ........................................... 75
  5.3.3 No Assessment on Dimension Relationship Management ................................................................. 76
5.4 Recommendation for Future Research ............................... 76
5.5 Conclusion ..................................................................... 77
LIST OF TABLES

Table 3.1 Questionnaire Design .............................................40

Table 3.2 Operational Definition and Items for Job Satisfaction .............................................42

Table 3.3 Operational Definition and Items for Emotional Intelligence .............................................45

Table 3.4 Distribution of Questionnaires to Respondents at Intel Malaysia .............................................48

Table 4.1 Demographic background of the leaders at Intel Malaysia .............................................51

Table 4.2 Revised Operational Definition and Items for Job Satisfaction .............................................55

Table 4.3 Revised Operational Definition and Items for Emotional Intelligence .............................................57

Table 4.4 Reliability Statistics ..................................................60

Table 4.5 Descriptive Statistics of the Dependent and Independent Variables .............................................60

Table 4.6 Inter Correlations of the Variables .............................................63

Table 4.7 Results of Regression Analysis .............................................66

LIST OF FIGURES

Figure 2.1 Relationships between Variables .............................................35
LIST OF ABBREVIATIONS

EI    Emotional Intelligence
EQ    Emotional Quotient
EQi   Emotional Quotient Inventory
ESI   Emotional Social Intelligence
IQ    Intellectual Quotient
MSQ   Minnesota Satisfaction Questionnaire
OB    Organizational Behavior
SPSS  Statistical Package for Social Science
CHAPTER 1
INTRODUCTION

1.1 Introduction to the Study

Job satisfaction refers to an individual's general attitude toward his or her job. A person with a high level of job satisfaction holds positive attitudes towards the job, while a person who is dissatisfied with his or her job holds negative attitudes about the job (Robbins, 1998). Feeling good lubricates mental efficiency, making people better at understanding information and using decision rules in complex judgments, as well as more flexible in their thinking. Upbeat moods, research verifies, make people view others or events in a more positive light (Isen, 1999). What makes a leader successful has created interest in determining what influence job satisfaction so that managerial skills in general and emotional intelligence (EI) in particularly can be facilitated. Great leaders are important to the success of an organization. They ignite our passion and inspire the best in us. When we try to explain why they are so effective, we speak of strategy, vision, or powerful ideas (Goleman et al., 2002). Leaders have to work with their group members that involve interpersonal interactions and adaptation of individual differences, therefore emotional intelligence is an important element.

According to Goleman et al (2002), emotional task of the leader is primal in two senses. It is both the original and the most important act of
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References


87


