



UNIVERSITI PUTRA MALAYSIA

**RELATIONSHIPS BETWEEN EMOTIONAL INTELLIGENCE AND
ORGANIZATIONAL COMMITMENT AND JOB PERFORMANCE AMONG
ADMINISTRATORS IN A MALAYSIAN PUBLIC UNIVERSITY**

ROZMAN HJ. MD. YUSOF

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UNIVERSITI PUTRA MALAYSIA**

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By

ROZMAN HJ. MD. YUSOF

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September 2007

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The individual performance is an issue of growing importance to the higher learning institutions in their preparation to accomplish their mission to become a world class university. An employee commitment, together with a competent workforce seemed to be of decisive importance for a university to be able to compete in quality and to go along with changes. At present, the theoretical linkages between job performance and both emotional intelligence and organizational commitment simultaneously in the higher learning institution are not fully established by past researchers.

Therefore, it is the aim of this study to investigate the relationship of the selected independent variables: emotional intelligence dimensions (self-management, relationship-management and communication), organizational commitment dimensions (affective commitment, continuance commitment and normative commitment) and job performance, determined the significant difference in job



performance between each group of administrators in UiTM; and finally, determined the predictor variables of job performance.

Data were collected from 152 randomly selected administrators from a public university, using self-administered questionnaires that comprised: (1) Management View/Practices Questionnaire (100 items) that measured job performance; (2) PeopleIndex (74 items) that measured emotional intelligence; and (3) Organizational Commitment Questionnaire (18 items) that measured organizational commitment.

Overall, the study revealed that the administrators' job performance and its dimensions were high. The level of emotional intelligence and its dimensions: self-management, relationship-management and communication were relatively high. Their level of organization commitment was moderate. However, they were reported high level of affective commitment, moderate level of continuance commitment but low level of normative commitment. One-way ANOVA test revealed that there was a significant job performance difference within workload level of administrators. Posthoc Turkey test also revealed that there was a significant job performance difference between age group 20-29 years old and age group > 49 years old as it increased progressively for each older age group.

Results obtained from the correlation analysis revealed that the three emotional intelligence dimensions of the administrators were strongly related to job performance. Affective commitment was moderately positive related to job performance and continuance commitment was also found to be positive but low.



However, normative commitment was found to be negatively related to job performance.

The result of the multiple regression analysis at .05 level of significant showed that communication, affective commitment and relationship-management were significant predictors of job performance of employees. These three predictors explained 64% of the variance in job performance of the administrators.

This study has implications on the importance of recognizing other dimensions of the job performance construct such as emotional intelligence and organizational commitment in order to provide a more comprehensive account of what constitutes performance. In reviewing the overall results of the study, it would appear to provide tentative evidence which suggests that the administrators may achieve improved performance if the emotional intelligence elements of relationship-management and communication are included in their selection criteria. Furthermore, having established the positive influence of affective commitment on job performance will become important for organizations to find out what they can do to maintain and enhance the commitment of these employees as part of their internal marketing strategy. Therefore, the results of the study had recognized the existence of emotional intelligence and components of commitment especially affective commitment in the workplace. This has clear implications for a university to target relevant strategies if they want to achieve better performance among administrators.



Finally, the study recommends among other things that the organizations should provide a proper training on emotional intelligence and organizational commitment to administrators to enable them to perform their job better. This study should also be extended to include a larger population of administrators from other universities in Malaysia so that it would be able to provide stronger evidence on the applicability of western findings in Malaysia.



Abstrak tesis yang dikemukakan kepada Senat Universiti Putra Malaysia sebagai memenuhi keperluan untuk ijazah Doktor Falsafah

HUBUNGAN DI ANTARA KECERDASAN EMOSI DAN KOMITMEN ORGANISASI DAN PRESTASI KERJA DI KALANGAN PENTADBIR DI SEBUAH UNIVERSITI AWAM DI MALAYSIA

Oleh

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Prestasi individu telah menjadi isu penting kepada institusi pengajian tinggi awam di dalam persiapan mereka untuk merealisasikan misi menuju ke arah universiti bertaraf dunia. Komitmen dan prestasi yang tinggi seseorang pekerja dilihat sebagai amat penting kepada sesebuah universiti untuk bersaing kearah kualiti serta seiring dengan perubahan. Pada masa kini, teori hubungan di antara prestasi kerja dengan kedua-dua pembolehubah bebas iaitu kecerdasan emosi dan komitmen organisasi secara serentak di institusi pengajian tinggi awam belum begitu diberi perhatian sepenuhnya oleh penyelidik yang lepas.

Oleh itu, kajian ini bertujuan untuk mengenalpasti hubungan di antara pembolehubah terpilih: dimensi-dimensi kecerdasan emosi (pengurusan sendiri, pengurusan perhubungan dan komunikasi) dan dimensi-dimensi komitmen organisasi (afektif, kontinuans dan normatif) dengan prestasi kerja, perbezaan



prestasi kerja dengan ciri-ciri demografik dan dan akhir sekali menentukan pembolehubah peramal kepada prestasi kerja.

Data kajian ini diperolehi daripada sejumlah 152 pentadbir di sebuah universiti awam yang dipilih secara rawak dengan menggunakan borang soal selidik yang terdiri daripada: (1) “Management View/Practices Questionnaire” (100 item) yang mengukur prestasi kerja; (2) “PeopleIndex” (74 item) yang mengukur kecerdasan emosi; and (3) “Organizational Commitment Questionnaire” (18 item) yang mengukur komitmen terhadap organisasi.

Secara keseluruhannya, hasil dapatan kajian menunjukkan bahawa prestasi kerja pentadbir di sebuah universiti awam adalah tinggi apabila tahap prestasi kerja dan empat komponennya juga adalah di paras yang tinggi. Tahap kecerdasan emosi dan kesemua komponen kecerdasan emosi juga tinggi. Manakala tahap komitmen terhadap organisasi adalah sederhana. Namun, tahap komitmen afektif adalah tinggi, manakala tahap komitmen kontinuans di paras sederhana tetapi tahap komitmen normatif adalah rendah. Ujian ANOVA mendapati terdapat perbezaan prestasi kerja yang signifikan di antara tahap bebankerja di kalangan pentadbir. Ujian Posthoc Turkey juga mendapati terdapat perbezaan prestasi kerja yang signifikan di antara kumpulan yang berumur 20-29 tahun dan kumpulan lebih daripada 49 tahun di mana prestasi kerja bertambah apabila umur mereka meningkat.

Analisis korelasi menunjukkan ketiga-tiga komponen kecerdasan emosi mempunyai pertalian yang kuat dengan prestasi kerja. Manakala komitmen afektif



menunjukkan perhubungan yang sederhana dan komitmen kontinuans pula rendah. Bagaimanapun, di dapati komitmen normatif mempunyai pertalian yang negatif dengan prestasi kerja.

Hasil dapatan yang diperolehi dari analisis regresi di paras signifikan .05 pula menunjukkan bahawa komunikasi, komitmen afektif dan pengurusan perhubungan merupakan penyumbang penting kepada prestasi kerja. Ketiga-tiga peramal tersebut menerangkan sebanyak 64% daripada varians yang terdapat dalam prestasi kerja.

Implikasi kajian menunjukkan betapa pentingnya sesebuah universiti untuk mengenalpasti dimensi prestasi kerja yang lain seperti kecerdasan emosi dan komitmen terhadap organisasi di dalam usaha untuk menyediakan satu pendekatan yang lebih menyeluruh tentang faktor penyumbang kepada prestasi. Di dalam usaha menyorot kembali hasil kajian secara keseluruhan, ia memberi bukti bahawa para pentadbir akan dapat menambahbaik prestasi mereka sekiranya elemen kecerdasan emosi dan komitmen terhadap organisasi dijadikan kriteria pemilihan sebagai pentadbir. Tambahan pula, pengaruh komitmen afektif yang positif ke atas prestasi kerja akan memberi satu kesedaran betapa pentingnya sesebuah organisasi untuk mengekal dan meningkatkan komitmen di kalangan pekerja sebagai sebahagian daripada strategi pemasaran dalaman. Oleh itu, hasil kajian ini telah mengiktiraf kewujudan kecerdasan emosi dan komitmen terhadap organisasi di tempat kerja. Ini memberi implikasi yang jelas kepada sesebuah universiti untuk merangka strategi yang relevan sekiranya ingin mencapai prestasi yang baik di kalangan pentadbir.



Di antara cadangan hasil dari kajian ini ialah pihak universiti perlu menyediakan latihan sesuai yang berkaitan dengan kecerdasan emosi dan komitmen terhadap organisasi kepada pentadbir untuk membolehkan mereka menunjukkan prestasi yang baik. Kajian lain perlu dibuat ke atas populasi yang lebih besar di beberapa universiti lain di Malaysia supaya dapat memberi bukti yang kukuh bahawa hasil kajian dari negara barat boleh diaplikasikan di Malaysia.



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I certify that an Examination Committee met on 17 September 2007 to conduct the final examination of Rozman bin Md Yusof on his Doctor of Philosophy thesis entitled “Relationships Between Emotional Intelligence And Organizational Commitment And Job Performance Among Administrators In A Malaysian Public University” in accordance with Universiti Putra Malaysia (Higher Degree) Act 1980 and Universiti Pertanian Malaysia (Higher Degree) Regulations 1981. The Committee recommends that the candidate be awarded the relevant degree. Members of the Examination Committee are as follows:

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DECLARATION

I hereby declare that the thesis is based on my original work except for quotations and citations which have been duly acknowledged. I also declare that it has not been previously or concurrently submitted for any degree at UPM or other institutions.

ROZMAN BIN MD YUSOF

Date: 13 December 2007



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CHAPTER I

INTRODUCTION

Preamble

Of all the economic miracles of the countries that have been poor in terms of natural resources, it is blindly clear that the most important resource of any nation must be the talents, skills, creativity and will of its people. Our people are our ultimate resource. Malaysia must give the fullest emphasis possible to the development of this ultimate resource. The articulation of this statement in Malaysia's Vision 2020 blueprint rings clear until today. And it will undoubtedly remain so in the years ahead as we strive towards achieving the aims of the Vision. The message is unequivocally loud and clear: that our human capital is our greatest asset.

(Fong Chan Onn, 2004a)

From the message it shows that human resource philosophy has evolved quite remarkably in recent years. The use of terminology has changed from "personnel" to "human resource" and now to "human capital" and the importance of managing people has become the organizational priorities in Malaysia. In the quest to attain the status of a developed nation and world class status, a culture of high human performance needs to be ingrained at all levels of the people working in an organization. The recent efforts by the government to closely monitor the performance of government or public sector are certainly a step in the right direction that matched against international benchmarks to enforce performance accountability. It is imperative to adopt high standards of performance management in the public sector in order to achieve the aim of the vision.



Background of the Study

The public sector has played a very significant and supportive role in the development of this country. Its strong administrative machinery has enabled us to propel the country to a level of development that has earned the admiration of countries around the world. The public sector is a heavy weight component of our national economy. It remains the largest service provider of the country – ranging from the service provided by local councils, district offices, and government agencies, to teachers, doctors, policemen, military personnel and administrators serving in schools, hospitals, police stations, army camp and universities throughout Malaysia.

However, Human Resource Minister, Datuk Dr. Fong Chan Onn in a statement on 16th June 2005 said that Malaysian workers are becoming less competitive (2004b). Less competitive here refers to the performance of Malaysian workers that ‘had gone down’. Although he focused to those working in the small and medium industries, this would also affect the country’s competitiveness in the globalized area including the non-industry sectors.

Some organizations are not properly administrated and employees are assigned excessive duties causing them to feel overwhelmed or overworked. Many employees, especially those at lower levels, are sometimes expected to perform duties that someone at a higher level than theirs should be completing. While, some managers or supervisors require their employees to do their best, but neglect to do their best themselves. Sometimes an employee needs to see that their employer works just as hard as they do and this makes it easier for them to

perform a project or task as well as make the organization a pleasure for them to work.

In addition, many employees feel that they are not recognized or appreciated by their employers for their hard work and in turn develop decreased motivation. Lack of communication and feedback from employers cause employees to feel overlooked and inhibited them from performing to the best of their ability. If an employee is addressed or commended on their work by their employer on a regular basis, this would enhance interest as well as improvement in job performance.

Furthermore, the environment of a workplace can also have an effect on the motivation and job performance of employees' disadvantages such as a lack of advances in the office or corporation, improper ergonomics, poor office structure, hazardous lighting, inappropriate level of noise, old office equipment and computers and even a poor structured organization overall can play a major part in the loss of motivation.

A conducive working environment is not limited to improving the physical workplace. It also means ensuring that there is open communication and mutual respect for all employees regardless of status. Creating a "people-friendly" environment requires discipline, commitment, transparency and trust. Discipline and commitment requires each and every employee to fulfill his or her responsibility while striving always to meet the stated objectives of the organization. Meanwhile, transparency demands management to lead by



example and trust ensures that there is respect for the individual and the organization. Furthermore, training and development programs must be aligned with the organization's objectives. The programs must ensure that employees are developed to not only meet present and future organizational needs but also develop employees for progression up the career ladder within the organization.

The Human Resource Minister added that one way to solve this problem is that the organization should organize more training program for their workers to enhance their job performance. In line with that suggestion, public relations officer to the Public Service Department (PSD) Hasniah Rashid when interviewed by The New Straits Time said that all civil servants will have to undergo at least seven days of training annually to improve their competence, under a new PSD requirement (NST, 2005). The policy is to ensure that every civil servant has the appropriate attitude, skills and knowledge, through planned human resources programs based on competency development and life-long learning.

It shows that our government is concerned with the performance of its employee especially from the public sector and the public higher learning institution as part of the government body will be affected too especially in the quest to become a world class university. It shows that our government is committed to continue building on past achievements towards attaining greater success. In order to achieve greater success, there must be a transformation in the way things are done and the need to refocus on key strategic areas.

