



UNIVERSITI PUTRA MALAYSIA

**RELATIONSHIPS BETWEEN EMOTIONAL INTELLIGENCE, LEADERSHIP
STYLES, ORGANIZATIONAL COMMITMENT
AND JOB PERFORMANCE OF ACADEMIC
LEADERS AT SELECTED MALAYSIAN
RESEARCH UNIVERSITIES**

MARYAM MAHDINEZHAD

FPP 2014 22



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RESEARCH UNIVERSITIES**

By

MARYAM MAHDINEZHAD

**Thesis Submitted to the School of Graduate Studies, Universiti Putra Malaysia, in
Fulfillment of the Requirements for the degree of Doctor of Philosophy**

June 2014

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DEDICATION

**I Dedicate This Thesis to My Dear Parents; My Beloved Husband,
Who Has Stood By Me through a Very Difficult Period of My Life; And My
Princess Zoha**



Abstract of the thesis presented to the Senate of Universiti Putra Malaysia in fulfillment of the requirement of the degree of Doctor of Philosophy.

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June 2014

Chairman : Professor Turiman Bin Suandi, PhD

Faculty : Educational Studies

The purpose of this study is to determine the relationship between emotional intelligence, leadership styles and job performance. The moderating role of affective commitment on the relationship between predictors and job performance was also investigated. Today's global environment is characteristically dynamic, and complex, but there are not an exception in the academic environment. This study was designed based on the application of emotional intelligence which was classified by mixed model. The mixed model of emotional intelligence are combinations of mental resourcefulness and personal behaviors similar to being optimistic and feeling good. The second independent variable is perceived leadership styles which are reflected in transformational leadership theory (Avolio & Bass, 2002).

The present study used a survey design to achieve its objectives. Simple random sampling was employed in this study. A total of 274 academic administrators were selected from selected Research Universities. This research was carried out in Universiti Putra Malaysia (UPM), Universiti Kebangsaan Malaysia (UKM), and Universiti Malaya (UM). Pearson 'r' correlation coefficients analysis was employed to determine the nature and direction of the relationship between emotional intelligence, leadership styles and job performance. The result showed that there is a significant and positive relationship between emotional intelligence and job performance ($r = 0.83, p < 0.001$). In addition, transformational leadership style is correlated with job performance ($r = 0.80, p < 0.001$), and transactional leadership is correlated with the job performance ($r = 0.78, p < 0.001$). The result of multiple regressions on independent variables is that emotional intelligence, transformational leadership style, and transactional leadership style altogether predict 73% of job performance. Finally, the findings indicated that affective commitment does not have significant moderate effect on the relationship between predictors and job performance. It is recommended that to

improve job performance among the academic administrators, in addition to emotional intelligence, their leadership styles should also be considered. Weak points and strong points should be investigated and the effects of factors on performance increase or decrease should be identified. Certainly, there is a need for some new and appropriate policies in order to successfully be implemented.



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

**HUBUNGAN ANTARA KECERDASAN EMOSI, GAYA KEPIMPINAN,
KOMITMEN ORGANISASI DAN PRESTASI KERJA PENTADBIR
AKADEMIK DI MALAYSIA UNIVERSITI PENYELIDIKAN
TERPILIH**

Oleh

MARYAM MAHDINEZHAD

Jun 2014

Pengerusi : Profesor Turiman bin Suandi, PhD

Fakulti : Pengajian Pendidikan

Tujuan kajian ini ialah untuk menentukan hubungan antara kecerdasan emosi, gaya kepimpinan dan prestasi kerja. Kajian ini juga menentukan peranan komitmen afektif organisasi sebagai moderator terhadap hubungan antara faktor-faktor peramal dan prestasi kerja. Kajian ini adalah berdasarkan aplikasi kecerdasan emosi yang diklasifikasikan sebagai model campuran. Model ini mengga bungkan tingkah laku peribadi untuk menjadi optimistik dan perasaan yang baik. Pembolehubah bebas kedua adalah gaya kepimpinan sepertimana yang dinyatakan di dalam teori kepimpinan transformasi (Avolio & Bass, 2002).

Kajian ini menggunakan reka bentuk survemotional intelligence untuk mencapai objektifnya. Persampelan rawak mudah telah digunakan dalam kajian ini. Seramai 274 pemimpin akademik telah dipilih dari Universiti Putra Malaysia (UPM), Universiti Kebangsaan Malaysia (UKM) dan Universiti Malaya (UM). SPSS telah digunakan dalam kajian ini. orelasi pekali analisis Pearson telah digunakan untuk menentukan sifat dan hala tuju hubungan antara kecerdasan emosi, gaya kepimpinan dan prestasi kerja. Hasil kajian menunjukkan terdapat hubungan yang signifikan dan positif antara kecerdasan emosi dan prestasi kerja ($r = 0.83, p < 0.001$). Di samping itu, transformasi gaya kepimpinan adalah berkait rapat dengan prestasi kerja ($r = 0.80, p < 0.001$), dan transaksi gaya kepimpinan adalah berkait rapat dengan prestasi kerja ($r = 0.78, p < 0.001$). Keputusan daripada regresi berganda tentang pembolehubah bebas iaitu kecerdasan emosi, transformasi gaya kepimpinan, dan transaksi gaya kepimpinan adalah sama-sama menyumbang 73% varians daripada prestasi kerja. Akhirnya, kajian menunjukkan bahawa komitmen organisasi tidak mempunyai kesan yang signifikan terhadap hubungan antara perubahan prestasi yang diharapkan dan prestasi kerja. Adalah disyorkan bahawa untuk meningkatkan prestasi kerja dalam kalangan

pentadbir akademik, di samping emosi, gaya kepimpinan mereka juga perlu dipertimbangkan. Bahagian yang lemah dan bahagian yang kukuh perlu disiasat dan kesan faktor peningkatan atau penurunan prestasi perlu dikenalpasti. Akhir sekali, terdapat keperluan untuk beberapa dasar baharu dan sesuai agar berjaya dilaksanakan.



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I certify that a Thesis Examination Committee has met on 13 June 2014 to conduct the final examination of Maryam Mahdinezhad on her thesis entitled "Relationships between Emotional Intelligence, Leadership Styles, Organizational Commitment, and Job Performance of Academic Leaders at Selected Malaysian Research Universities" in accordance with the Universities and University Colleges Act 1971 and the Constitution of the Universiti Putra Malaysia [P.U.(A) 106] 15 March 1998. The Committee recommends that the student be awarded the Doctor of Philosophy.

Members of the Thesis Examination Committee were as follows:

Zaidatol Akmaliah binti Lope Pihie, PhD

Professor
Faculty of Educational Studies
Universiti Putra Malaysia
(Chairman)

Khairuddin bin Idris, PhD

Associate Professor
Faculty of Educational Studies
Universiti Putra Malaysia
(Internal Examiner)

Ismi Arif bin Ismail, PhD

Associate Professor
Faculty of Educational Studies
Universiti Putra Malaysia
(Internal Examiner)

T.J. Kamalanabhan, PhD

Professor
Indian Institute of Technology Madras
India
(External Examiner)



NORITAH OMAR, PhD

Associate Professor and Deputy Dean
School of Graduate Studies
Universiti Putra Malaysia

Date: 21 July 2014

The thesis was submitted to the Senate of Universiti Putra Malaysia and has been accepted as fulfillment of the requirement for the degree of Doctor of Philosophy. The members of Supervisory Committee were as follows:

Turiman Bin Suandi, PhD

Professor
Faculty of Educational Studies
Universiti Putra Malaysia
(Chairman)

Abu Daud Silong, PhD

Professor
Faculty of Educational Studies
Universiti Putra Malaysia
(Member)

Zoharah Omar, PhD

Doctor
Faculty of Educational Studies
universiti Putra Malaysia
(Member)

BUJANG BIN KIM HUAT, PhD

Professor and Dean
School of Graduate Studies
Universiti Putra Malaysia

Date:

DECLARATION

Declaration by the student

I hereby confirm that:

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Signature: _____

Date: 13 June 2014

Name and Matric No: MARYAM MAHDINEZHAD (GS26359)

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This is to confirm that:

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Signature: _____
Name of
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Committee: _____

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Name of
Member of
Supervisory
Committee: _____

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