

THE RELATIONSHIPS BETWEEN EMOTIONAL  
INTELLIGENCE AND JOB PERFORMANCE AMONG  
MIDDLE MANAGEMENT AT POSSEHL ELECTRONICS,  
MELAKA

HIDAYAH BINTI DZULKIFLI

BACHELOR IN OFFICE SYSTEM MANAGEMENT (HONS)  
UNIVERSITI TEKNOLOGI MARA (UiTM)

2013

## TABLE OF CONTENTS

	Page
LIST OF TABLES	
ACKNOWLEDGEMENT	n
CHAPTER I	
INTRODUCTION	I
Background of the Study	I
Statement of the Problem	4
Research Objectives	5
Research Questions	5
Significance of the Study	6
Limitations of the Study	7
Definition of Terms	7
CHAPTER 2	
LITERATURE REVIEW	II
Theoretical Framework	25
Hypothesis	26
CHAPTER 3	
METHODOLOGY	27
Research Design	27
Sampling Frame	28
Population	28
Sampling Technique	28
Sample Size	29
Unit of Analysis	30
Instrument	30
Validity of Instrument	31
Data Collection Procedures	31
Plan of Data Analysis	33
Reliability Test	33
CHAPTER 4	
FINDINGS	38
Profile of respondents	38
Level of Emotional Intelligence	42
CHAPTERS	
CONCLUSIONS AND RECOMMENDATIONS	69
Conclusion	69
Recommendations	71
Suggestion	72
REFERENCES	73
APPENDICES	80
Questionnaire	81

## ACKNOWLEDGEMENT

Praise to ~~God~~ for his most mercy ~~and~~ bless, to whom we owe the strength and sense of purpose that have enabled us to undertake this research paper, and without His grace ~~and~~ blessings, it would not have been completed.

I would like to extend ~~my~~ heartiest appreciation and ~~thanks~~ to Miss Saloma Anak Emang, ~~Lecturer~~ of Research and Industrial ~~Training~~, UiTM ~~Melaka~~ who ~~has~~ given me encouragement, morale support and personal inspiration in making this study possible. Thank you for her shared knowledge, patience and cooperation.

I would also like to express my sincere thanks and profound gratitude to all Middle Management at Possehl Electronics, Melaka for their support ~~and cooperation~~ in giving us useful information to complete the study. Without their contribution, this study would have not been succeeded.

Finally, I am indebted to my parents, for their endless love, prayer and support throughout my journey in completing this study.

Thank you very much.

Hidayah Dzulkifli  
July 7, 2013  
Faculty of Business Management  
Universiti Teknologi MARA Malaysia

## CHAPTER 1

### INTRODUCTION

Emotions generally may influence a human's life experience, thoughts and actions. In fact, emotion will affect the way human communicate, interact and manage themselves with other people. Managing emotion is important especially to people who are work in the organization as they communicate and handle multiple of work as well service jobs (such as customer service, human resource and healthcare). Individual with success managing emotion usually tend to perform better in their work performance and outcome as emotional intelligence is the key variable to job performance in the workplace. This phenomenon leads to the study of emotional intelligence effects job performance among middle management at Possehl Electronic, Melaka. Through this chapter, a detail explanation of background of study, statement of problem, research objectives, and research question, significant of study, limitation of study and definition of term of each element are presented.

#### Background of the Study

Emotional intelligence will **give** high effects to job performance, and this statement was supported from previous researchers. According to Sjoberg and Littorin (2003), they have found in their previous study that emotional intelligence is visibly associated to the task performance. In addition, based on Nidhi Yadav (2011) in her

previous study, she identified that individual with high emotional intelligence are performed better than those who are lesser. Based on previous researcher, emotional intelligence is to describe the awareness towards the individual, because it is essential in order to build the strengthen relationships in human **life** (Goleman, 1995; Baron, 1997; Mayer & Salovey, 1990). Based on Goleman theory (1998), emotional intelligence is divided into five dimensions which are self-awareness, self-regulations, self-motivation, empathy and social skills. In this study, all the emotional intelligence dimensions have been used to identify their effects towards job performance.

Job performance is a main characteristic to the success of organizations and must therefore be measured (Shahhosseini, & et. al, 2012). Based on previous researchers job performance can be best defined as result of the activities set to achieve goal and objectives on a particular standard (Sadegh, Enayat & Habib, 2008). According to (Organ, 1988; Borman & Motowidlo, 1997; Rotundo & Sackett, 2002) and cited by Johnson (2006) identified that job performance is the essential functional duties that well known as part of a job that determine the organization's goals achievement. In addition, job performance is an action that includes several processes and product. Individual process is influenced by organization's performance. It also determines the external factors which include resources, organizational culture, economic, social and political, according to Van del' Linde, (2005) and cited by Gryn (2010). According to Shailendra Singh (2002), she have summarized from her previous study that job performance is positively contribute from high emotional intelligence.

Job performance is a main characteristic to the success of organizations and must therefore be measured (Shahhosseini, & et. al, 2012). Based on previous researchers job