

**UNIVERSITI TEKNOLOGI MARA**

**EMOTIONAL INTELLIGENCE AND  
TRANSFORMATIONAL  
LEADERSHIP: A CASE STUDY OF  
NATIONAL INSTITUTE OF PUBLIC  
ADMINISTRATION (INTAN)  
MALAYSIA**

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Dissertation submitted in partial fulfilment of the  
requirements for the degree of  
**Executive Master of Administrative Science  
(EMAS)**

**Faculty of Administrative Science & Policy Studies**

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## **CONFIRMATION BY PANEL OF EXAMINERS**

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## AUTHOR'S DECLARATION

I declare that the work in this dissertation was performed in accordance with the regulations of University Technology MARA. It is original and is the results of my own work, unless otherwise indicated or acknowledged as referenced work. This dissertation has not been submitted to any other academic institution or non-academic institution for any degree or qualification.

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## ABSTRACT

According to (Goleman,1995) it is said that the leader with transformational leadership style and is more successful in the workplace and also leader with high emotional intelligence is better than the leader that has only high in IQ or technical skill. Thus this study was conducted among the leaders in National Institute of Public Administration in two campuses namely INTAN Sarawak and Sabah. Based on the analysis done, the mean of the factors in emotional intelligence (Perceive Emotion  $m=3.95$ , Managing own emotions  $m=4.03$ , Managing other's emotion  $m=3.93$  and Utilizing emotion  $m=4.03$ ). The range of this four variables are from 3.93 until 4.03). Thus, the total mean of Emotional Intelligence is  $m=3.99$  and the level is high. Based on the results, it is shown that the four variables of emotional intelligence (Perceive of emotion, Managing own emotion, Managing Other's emotion and Utilizing emotion) have significant positive correlation towards Transformational leadership, therefore are important towards the transformational leadership. The main determinant of Emotional Intelligent towards Transformational leadership is Managing Other's Emotion. For the conclusion, is vital for the transformational leader having the capabilities of managing other's emotions or in other word is the social skill in various situations in the workplace.

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