

UNIVERSITI TEKNOLOGI MARA

**THE MODERATING EFFECTS OF
EMOTIONAL INTELLIGENCE ON
THE RELATIONSHIP BETWEEN
COMMUNICATION CLIMATE AND
LEADERSHIP STYLES WITH
ATTITUDE TOWARD
ORGANIZATIONAL CHANGE
AMONG SECONDARY SCHOOL
TEACHERS IN SELANGOR**

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Thesis submitted in fulfillment
of the requirements for the degree of
Doctor of Philosophy
(Educational Administration)

Faculty of Education

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AUTHOR'S DECLARATION

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

I, hereby, acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

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ABSTRACT

This study aimed to investigate the relationship between communication climate, leadership styles, emotional intelligence and attitude toward organizational change among secondary school teachers in Selangor based on teachers' perceptions. The theoretical framework for describing the attitude was adapted theory based on the three-stage model. The dependent variable for this study was the attitude toward organizational change. The independent variables for this study were communication climate, leadership styles and emotional intelligence. A total of 360 respondents from five schools in Selangor were selected. Data were obtained through a set of self-administered questionnaire adopted from established instruments. Descriptive and inferential statistics were used to analyse the data. Results of the Pearson correlation indicated that there was a significant positive relationship between communication climate, leadership styles, emotional intelligence and attitude toward organizational change. In addition, the results of the multiple regression analysis showed a very strong contribution of transformational leadership style and emotional intelligence with 43.8% of the explained adjusted R^2 in attitude toward organizational change. However, emotional intelligence had the strongest relationship with attitude toward organizational change. Interestingly, emotional intelligence appeared to be a quasi-moderator that moderated the relationship between transactional leadership style and attitude towards organizational change. This study contributes to scientific knowledge with regard to the role of the communication climate, leadership styles and emotional intelligence in the creation of positive attitude toward organizational change. The results of this study have various practical implications which address different target groups particularly the teachers and principals to enhance their emotional intelligence as well as to improve the leadership styles. Clearly, the study exhibited potential concept and actions to be implemented in the efforts to instill positive attitude toward organizational change and eventually to achieve successful organizational change process.

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TABLE OF CONTENTS

CONFIRMATION BY PANEL OF EXAMINERS	Page
AUTHOR’S DECLARATION	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
LIST OF TABLES	vi
LIST OF FIGURES	xiii
LIST OF ABBREVIATIONS	xvi
LIST OF ABBREVIATIONS	xvii

CHAPTER ONE: INTRODUCTION	1
1.1 Introduction	1
1.2 The Attributes of Attitude toward Organizational Change, Communication Climate, Leadership Styles and Emotional Intelligence.	5
1.2.1 Attitude toward Organizational Change as the Dependent Variable	5
1.2.2 Communication Climate, Leadership Styles and Emotional Intelligence as the Independent Variable	7
1.2.2.1 <i>Communication Climate</i>	7
1.2.2.2 <i>Leadership Styles</i>	9
1.2.2.3 <i>Emotional Intelligence</i>	12
1.3 The Background of Malaysian Education Transformation	14
1.4 Statement of the Problem	16
1.5 Research Objectives	22
1.6 Research Questions	22
1.7 Significance of the Study	23
1.8 Limitation of the Study	25
1.9 Operational Definition of Terms	26
1.10 Chapter Summary	27
CHAPTER TWO: LITERATURE REVIEW	28
2.1 Introduction	28
2.2 Historical Background of Malaysian Education Transformation	28
2.2.1 Education Change during Post- Independence (1957 – 1970)	28
2.2.2 Education Change during the Era of New Economic Policy (1971- 1990)	30
2.2.3 Educational Change during the Era of National Development Policy (1991-2000)	31
2.2.4 Education Change during the Era of National Vision Policy	