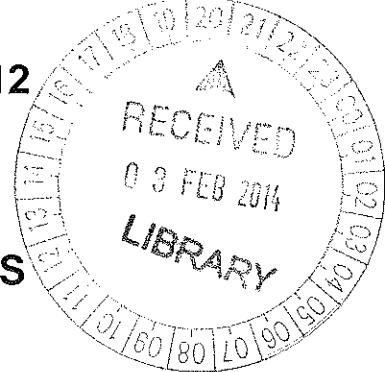


INTI INTERNATIONAL UNIVERSITY

MASTER OF BUSINESS ADMINISTRATION

Relevance of Emotional Intelligence and work
Performance among Managers in the Hotels of
Malaysia

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Submission Date: 15 August 2012
Ethics Number: INBS373
Final Word Count: 14,881 WORDS



Faculty of Business and Accountancy

HD
31
WAM
2012

Abstract

"Today's leaders - from top executives to line managers - must have more than just the right technical skills and IQ. They must possess emotional intelligence."

- Nadine Pahl, 2009

This paper describes the research on the relationship between Emotional Intelligence (EI) and work performance among managers in hotels of Malaysia. Beside their experiences, knowledge and skills, emotion plays an important role in pushing individual to produce and perform the best. Emotion is critical in motivating, persuading, communicating, leading and controlling individuals and groups. Until research used the quantitative method Questionnaires were distributed among managers using simple random sampling. The questionnaire has been designed to assess how effectively individual deal with emotion and how their work performance is. The findings of this empirical study would highlight the importance of EI in hotels and give details on EI factors which influence the work performance of employees. Besides, the mixture tests which involved one way ANOVA, correlations and regressions analysis were used to test the objectives and hypothesis by SPSS. The findings indicate that EI is positively related to work performance. And one of the findings also implies that working experience can be a potential predictor of high level of Emotional Intelligence. It explains why organizations nowadays prefer to hire people with working experience.

Keywords: Emotional intelligence, Self-Awareness, Self-Regulation, Motivation, Empathy, Social Skills, Work performance, managers, Hospitality Industry, one way ANOVA, correlation, Multiple Regression, t-test.

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List of Abbreviations

E- Empathy

EI - Emotional Intelligence

ICLIF - International Centre for Leadership in Finance

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IMM-The Institute of Marketing Malaysia

IQ- Intelligence Quotient

M-Motivation

NEAC – National Economic Advisory Council

SA-Self-Awareness

SPSS -The Statistical Package for the Social Scien

SR-Self-Regulation

SS-Social Skills

WP-Working Experience

CHAPTER 1

INTRODUCTION

1.0 Chapter Synopsis

This chapter is the introduction of the entire paper about conducting a research on the relevance of Emotional Intelligence for work performance among managers in hotels of Malaysia. This research module includes background study, problem definition, research questions and objectives, study limitations, assumptions and significance of this study.

1.1 Background study

Although a centuries-old phenomenon, there has been a sustainable growth in interest in 'emotional intelligence' in recent years especially in the workplace. We are surprised that some people who exactly shine at school with higher IQ (Intelligence Quotient) are not very successful at work. On the contrary, some people they are more likely to do poorly in school achieved tremendously success in their chosen careers. This is due to they possess high level of EQ (Emotional Intelligence) instead of luck and IQ (Intelligence Quotient). This means that IQ is only one of many reasons for doing well. There are many others as the basic principles which underpin Emotional Intelligence, for example, our abilities to understand and empathize with other people, and to into fit in the working environment. In addition, many studies have demonstrated that EI make dose make a difference among employees especially managers. Studies show that the higher level of EI they possessed, the higher effective work performance they have. Managers with higher Emotional Intelligence will help enterprises improve performance, enhance innovation. They also use time and resources effectively, improve motivation and teamwork, and restore trust in order to create competitive advantages. This corresponds with Goleman's theory that EQ outranks IQ as an indicator for work performance and long-term success, and that EI of the managers in the workplace has a positive influence on the

organizations' performance (Goleman et al., 2002). Today, Emotional Intelligence has become a new important focus in the workplace and especially to a competitive knowledge-driven organization which gets approved by many researches (Carmeli, 2003 & Shu-Chuan Lin et al, 2011). Today's managers no matter they are from top executives, middle manager or first-line managers must possess Emotional Intelligence in addition to the right technical skills and IQ. (Nadine Pahl, 2009).

As we all know that the growth and performance of the hotel industry is depending heavily on other economic sectors especially in service so that it going through dramatic changes especially in recent years. Hence, employees in this industry are experiencing continuous transformation and this affects work performance of individuals and organizations, psychological contract and long-term relationship between organizations and employees. Emotions need to be identified and managed in a proper way in the hotels in order to create beneficial interactions among stakeholders. This underscores the significance of EI in this industry. This study focuses on managerial level employees which known as managers, and conducts a study to conceptualize and measure the relation between EI and work performance so that reminding managers to have awareness of nurturing EI during their work. It will be used as a guide to implement the best employees' recruitment and nourishment for organizations.

Goleman (1998) said that Emotional Intelligence begins developing in early childhood quite unlike IQ which is inherited. So that Emotional Intelligence can be nurtured and strengthened by training (Hansenne, M.et.al, 2009 & Goleman 1998). It is good practice to foster a pool of talents with higher EI in order to achieve the Vision 2020 in Malaysia because development of innovative human method is a prerequisite. Moreover, quality managers with high work performance have been the top priority for many organizations (NEAC, 2009).

1.2 Problem statement

Since the development of vision 2020 by Malaysia's previous successful Prime Minister Tun Dr. Mahathir Mohammad, Malaysian organizations have been facing a new challenge in the use of new methods of management to advance human resource capital and achieve the national vision in the future (The Institute of Marketing Malaysia (IMM), 2011). Thus, managers need to re-evaluate themselves and become more effective leaders. Susan Dunn (2012) stated that businesses in Malaysia tend to be changed into a more Emotionally Intelligent culture.

Barker (2007) mentioned that Malaysian CEOs lack Emotional Intelligence (Bakar, A., 2007) and David J. S. Winfield who is the former executive director of ICLIF (International Centre for Leadership in Finance) agreed with him. He mentioned that although there is not much difference between Malaysian CEOs and global CEOs regarding leadership ability, the Emotional Intelligence and the quality of coaching are the lowest for Malaysia CEOs. (Joshua Freedman, 2011). Hence, author inferred that the lack of Emotional Intelligence and low quality coaching happened in different level of managers of hotels of Malaysia.

1.3 Research Question

The research questions focus on examining critical factors of Emotional Intelligence which will contribute to work performance. The questions are:

1. Does Emotional Intelligence have a positive significant difference on work performance?
2. Which factors of Emotional Intelligence (Self-Awareness, Self-Regulation, Motivation, Empathy, and Social Skills) affecting more on work performance of managers in hotels of Malaysia?
3. Do demographical variables (gender, age, education qualification, and work experience) influence the correlation between Emotional Intelligence and work performance?

1.4 Research Objectives

The research objectives will guide to complete the study on the assessments of EI on work performance.

General Objective

The general objective is to identify the significant elements of EI that contribute to work performance. This research could then be used as a guide to implement the best employees' recruitment and training.

Specific objectives

The specific objectives will be the measurement of research's successfulness and they will answer research questions:

1. To determine the correlation between work performance and Emotional Intelligence among managers in hotels.
2. To determine the main elements of Emotional Intelligence affecting the work performance of managers in hotels of Malaysia.
3. To determine the relationship among demographic variables (gender, age, education background, work experience.etc.), work performance and Emotional Intelligence.

1.5 Significance of the Study

This research conducts a deeper study on the relevance of Emotional Intelligence on work performance among managers in hotels of Malaysia. It is beneficial to individuals, organizations and society respectively.

1. For individuals, this research would help managers identify their own and others' emotions and respond it properly.
2. For organizations, it is good for learning organizations to use the research as a guide to nurturing or recruiting best employees with high Emotional Intelligence so as to reduce the turnover.

3. For society, this study will offer some valuable information on the relationship between EI and work performance to numerous researchers so that it has some scientific merit for the academic community.

1.6 Assumptions

There are some assumptions in this study:

1. Firstly, random sampling method will be employed in this study. And assumed that the samples chosen will be able to represent the whole population of managers in hotels. This research tries to be accurate and reliable in order to give proper and accurate result interpretations and recommendations in the final chapter.
2. Secondly, the responses gathered from respondents are truthful. In this paper, questionnaire will be employed and distributed by author.

1.7 Limitations

There are some limitations in this present study. Firstly, the research has limited generalizability since the samples were only collected in hotels around Klang Valley area. Hence, the data gathered may not be able to provide the true reflection of all managers in hotels of Malaysia. Secondly, the sample size was too small to produce more convincing results in present study due to time constraints and the limitations of resources, manpower and funds. Thirdly, the data was collected from managers in hotels of Malaysia and they may not be accessed as easier as operational level employees. Hence, the data collection phase will be the most difficult part in this study. Last but not the least, most of the secondary data is from Internet so that we cannot make sure the reliability and authenticity. Besides, some case studies from other countries may not work in Malaysia.

1.8 Outline of the Chapters

This paper contains 5 chapters which comprised of Introduction, literature review, research methodology, findings and discussions, conclusions and recommendations, respectively.

Summary of each paper	
Chapter 1:	This chapter is the introduction of the entire paper which conducted a research on relevance of Emotional Intelligence for work performance among managers in hotels of Malaysia.
Chapter 2:	This chapter provided deeper knowledge and literatures to the readers about Emotional Intelligence and work performance.
Chapter 3:	This chapter provided the whole methodology framework of this study.
Chapter 4:	This chapter included 2 sections which involved findings and discussions. All the statistical results are analyzed by SPSS 17.0 and all the findings and discussions were provided in this chapter in terms of the objectives and hypothesis.
Chapter 5:	This chapter provided the conclusion of the present paper and also provided recommendations both for this study and further study. At last, the personal reflections from author are provided to close the entire project.

Table 1: Summary of each chapter

Chapter 2

LITERATURE REVIEW

2.1 Chapter Synopsis

This chapter reviews the literatures on Emotional Intelligence and work performance. There are numerous researchers have shown interest in Emotional Intelligence. It looks into previous researches according to the knowing theories:

- ❖ History of EI
- ❖ Definition and Importance of EI
- ❖ Models of EI
- ❖ The Best Model for This Study
- ❖ The components of EI
- ❖ Definition of work performance
- ❖ Importance of EI at work
- ❖ Hospitality Industry of Malaysia
- ❖ Managers in hotels

2.1 History of EI

Studies on the concept of Emotional Intelligence span a century. However, the history of Emotional Intelligence was started at 1920. In that time, Edward Lee Thorndike became the first person to describe the capacity to manage and understand other people by using the term "Social Intelligence".

Subsequently, David Wex Wechsler, who is the father of IQ, studied intelligence behavior affected by non-intellective factors in 1940. The concept of intelligence covered 2 areas which include verbal and performance by rejecting the concept of global intelligence.

After that, "multiple intelligences" was introduced by Howard Gardner in 1983. This idea includes both interpersonal intelligence and intrapersonal intelligence. In his theory, intrapersonal intelligence is from individual perspective to understand and recognize one's feelings whereas interpersonal intelligence is

the skills of understanding the desires and intentions of other people to enhance the relationship.

(Bahdor Ganjeh Khosravi.et al, 2011 & Parvesh K. Chopra, and Gopal K. Kanji, 2010 & Joe Luca, Pina Tarricone,n.d & Shu-Chuan Lin.et al, 2011 & Priti Suman Mishra and A K Das Mohapatra, 2010).

Subsequently, in 1990, the concept of "Emotional Intelligence" was coined by Peter Salovey and John Mayer (1990) which is the skills of recognizing relationships and emotions to reason and solve problems to enhance living.

After that, in 1995, Emotional Intelligence was popularized by Daniel Goleman (1995) who is the psychologist. He is the first person to focus importance of EI at work for managers and leaders and also for any job that requires dealing with people. The term "EQ" became a popular phrase from here onwards.

Subsequently, Reuven Bar-On (2005) came out with a mixed model which is a cross-section model with interrelated social and emotional competencies and includes environmental demands but excluding cognitive skills. It is good for us to express ourselves, understand others, and deal with daily demands.