

DETERMINANTS OF EMOTIONAL INTELLIGENCE, JOB
SATISFACTION AND ORGANISATIONAL CITIZENSHIP
BEHAVIOUR ON ORGANISATIONAL PERFORMANCE
IN THE MALAYSIAN MANUFACTURING SECTOR

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A Thesis Submitted to Asia e University in
Fulfilment of the Requirements for the
Degree of Doctor of Philosophy

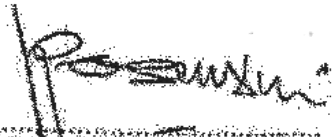
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ABSTRACT

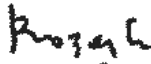
The ever changing and dynamic global business environment has increased the level of difficulty for organisations not only to move upwards but to sustain. Organisations need to find a strategic asset which could push the organisation forward. The study uses the Resource-Based theory as its foundation. Based on the theory, the best asset for organisations to possess is an intangible asset. These intangible asset lies within the employees in the organisation. A successful organisation in the plastic manufacturing industry has been chosen. The organisation is one of the oldest and successful plastic manufacturing organisation in Malaysia. The study focused on 3 variables which has been suggested to determine performance, they are Emotional Intelligence, Job Satisfaction and Organisational Citizenship Behaviour. 110 executives took part in the study. The self-administered questionnaire was distributed to all of the executives. The results showed that Emotional Intelligence, Job Satisfaction and Organisational Citizenship Behaviour does play a role in the performance of an organisation. Based on the parallel multiple mediation analysis, it was found that Job Satisfaction has a higher indirect mediating effect in the relationship between Emotional Intelligence and Organisational Performance.

APPROVAL PAGE

I certify that I have supervised /read this study and that in my opinion it conforms to acceptable standards of scholarly presentation and is fully adequate, in quality and scope, as a thesis for the fulfilment of the requirements for the degree of Doctor of Philosophy.



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DECLARATION

I hereby declare that the thesis submitted in fulfilment of the PhD degree is my own work and that all contributions from any other persons or sources are properly and duly cited. I further declare that the material has not been submitted either in whole or in part, for a degree at this or any other university. In making this declaration, I understand and acknowledge any breaches in this declaration constitute academic misconduct, which may result in my expulsion from the programme and/or exclusion from the award of the degree.

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LIST OF ABBREVIATIONS

AeU	Asia e University
AEC	Asian Economic Community
ALT	Altruism
ANOVA	Analysis of Variance
Asean	Association of South East Asian Nation
CO	Conscientiousness
CT	Courtesy
CV	Civic Virtue
EC	Emotional Control
EDC	Emotions Direct Cognition
EI	Emotional Intelligence
EM	Emotional Control
ERE	Emotional Recognition and Expression
ETP	Economic Transformation Programme
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
MIDA	Malaysian Investment Development Authority
OP	Organisational Performance
OCB	Organisational Citizenship Behaviour
SIC	Smart Investment Centre
SP	Sportsmanship
TPPA	Trans Pacific Partnership Agreement
UOE	Understanding Others Emotions

CHAPTER 1.0 INTRODUCTION

There has been much interest in Emotional Intelligence. This is especially so after the publications of a few books by Daniel Goleman. As claimed by Goleman, Emotional Intelligence accounts for 80% of success and to him, Emotional Intelligence is more important than Intelligence Quotient. In applying Emotional Intelligence to workplaces, the performance is assumed to have increased. In this chapter, the purpose of conducting this research will be examined, to determine whether or not the performance of the organisation will actually increase. After defining the purpose of study, the research questions and objectives will be formulated. The research scope will be drawn to identify the areas covered.

1.1 Overview

Emotional Intelligence has been suggested to benefit individuals, in terms of their work performance and career success. A few researchers have tried to relate Emotional Intelligence to the performance of an organization. Research connecting Emotional Intelligence and organisational performance started in the early 1990s (Cartwright & Pappas, 2008). In the situation of a country, it is a need to have a significant pool of accomplished manpower which will heighten the level of productivity, promote innovation and improve the economy of the country (RSMSBA, c 2014). As highlighted in the current Tenth Malaysia Plan, there is a need to strengthen the skills and abilities of the people to ensure that Vision 2020 will be achieved (TheSunDaily, 2013). In the current dynamic business environment, many organisations face tremendous challenge. The need for competitive advantage is vital, at the same time, having a good workforce is important as well (Feuss, Harmon, Wirtenberg, & Wides, 2004), The workforce represents “firm-specific resources” that

are distinctive. They are the link to performance in the organisation regardless of whether it's the manufacturing or service sector.

The influence for emotional intelligence has been highly disputative and it seems crucial that additional investigation be carried out in an organisational setting (Chiva & Alegre, 2008). Likewise, the emphasis on leadership qualities and behaviour of the executives is crucial, as the executives are the “captains” of the organisation (Stein, Papadogiannis, Yip, & Sitarenios, 2009; Rubin, Munz, & Bommer, 2005; Law, Wong, & Song, 2004; George, 2000; Huy, 1999). Despite these importance, the grounds has been sparse (Wulf & Stubner, 2008; Rubin, Munz, & Bommer, 2005; Zeidner, Matthews, & Roberts, 2004). The demand to conduct further investigation on a developing country appear vital to ascertain the importance to the theory and cognition (Rahim & Malik, 2010). Many of the previous research has been conducted in the west, while studies in the eastern area seemed lacking. Further to that, earlier studies were conducted in a relatively small sample size and a majority of them were conducted in a few organisations (Ozcelik, Langton, & Aldrich, 2008).

In terms of the manufacturing sector, it still continues to attract a considerable amount of foreign direct investment (The Star, 2012). The investment received doubled the amount received by the services sector. The manufacturing sector has been given the mandate to assist in the fulfillment of the country's Vision 2020 (Asid, 2010). In order for Malaysia to be combative and also a worldwide player, there is a demand to have superior work force in the sector (Baluch, Abdullah, & Mohtar, 2013; Mamat @ Mohd Noor & Roslan, 2012; Ismail, Rosa, & Sulaiman, 2011). Malaysia's Gross Domestic Product is mainly driven by the services and the manufacturing sector (Borneo Post, 2014). Therefore, the purpose of this study is to examine the role

emotional intelligence of executives in organisational performance in the Malaysian manufacturing sector.

1.2 Background of the Study

Numerous changes had occurred in the economy in the twenty-first century (Veramyran, 2011; McMillan, 2009). Globalisation has spurred extensive development around the world, creating more complex business environment (Yan, 2011). In the past, the markets were more concentrated at the Western countries, but more developing markets such as BRIC – Brazil, Russia, India, and China – and Asian countries have emerged in recent years (Howorth, 2010; Stuenkel, 2015).

Free trade agreements create regionalised business environment as more countries seek to overcome the barriers to trade. Reduced trade barriers increased the investments of foreign organisations in these emerging markets. Foreign direct investments (FDIs) are desirable for the host countries as more organisations are established in the nation. Consequently, employment opportunities for the people in the country would increase and the country's economy is expected to prosper.

Back in the 1970s, Malaysia relied heavily on agriculture. Hence, in one of the Vision 2020 objectives, the manufacturing sector was given the mandate to improve the economy and the country (Asid, 2010). As a result, the Malaysian government has been focusing on the manufacturing sector as it is the catalyst of the economy. According to Lim (2014), Malaysia's gross domestic product (GDP) is driven mainly by the services and manufacturing sectors. The manufacturing sector has continued to attract large foreign direct investors to invest in the country (Damadoran, 2016).

Notably, Vision 2020 emphasises both the economic and social point of views; a dynamic, robust, and resilient society is vital in this competitive business environment. In the context of a country, it needs to have a substantial pool of skilled manpower which will enhance the level of productivity, promote innovation, and improve its economy (RSMSBA, 2014). Thus, Malaysia needs quality manpower in order for the country to sustain and become a global player (Baluch, Abdullah, & Mohtar, 2013; Ismail, Rosa, & Sulaiman, 2011; Mamat @ Mohd Nor & Roslan, 2012). Plus, it is essential for organisations to have both competitive advantage and quality workforce (Feuss, Harmon, Wirtenberg, & Wides, 2004). The workforce represents firm-specific resources that are distinctive and linked to organisational performance in any sector.

Emotional intelligence is claimed to benefit individuals in terms of their performance and career success. Starting from early 1990s, a number of researchers attempted to link emotional intelligence to organisational performance (Cartwright & Pappas, 2008). The main focus area is organisation workforce as the welfare of the employees impacts the skillfulness and output of an organisation. Numerous research findings recommended that a forward-looking staff member would be more creative and inventive. Staff members would be more inclined to integrate the organisation's level of competitive advantage into their lives (Dhas & Karthikeyan, 2015). As a result, the performance of the organisation is expected to improve.

1.3 Statement of the problem

Studies on emotional intelligence have evolved for a few years. However a majority of the studies were conducted in the western countries, very little studies were conducted in the eastern countries (Masa'deh 2016). Conducting more studies among the eastern countries would add findings to the subject matter. Further to that, there are more developing countries in the east rather than the west (Rahim & Malik, 2010). Developing countries need some strategies to improve their organisation's performances. By doing so, their country's economy will improve as well. If emotional intelligence can be this strategic asset, more organisations from the east will benefit.

Workplaces have become more complicated with the volatile business environment. Customers have become more demanding and seek for high quality for their satisfaction. Consequently, employees are pressured to ensure high quality and defect free goods are produced. Apart from effectiveness, employees also need to ensure efficiency in their work as usage of resources influences the financial performance of the organisation. Executives are expected to show their leadership skills and work extra hours to show their dedication at the workplace.

These executives may find the challenges of balancing work and family life to be overwhelming (Dhas & Karthikeyan, 2015). For example, newlyweds may find the situation stressful and this causes anxiety both at their home and the workplace. As stated by Taboli (2013), their concentration could be influenced by situations at home and this affects their level of job satisfaction. Workplace stress affects the executives' ability to perform well; they may not be able to perform proper planning, leading, organising, and controlling in their tasks. Consequently, this impacts the performance

of the executives, their level of contextual behaviour, and organisational performance (Odoch & Nangoli, 2013).

Krishnan, Ismail, & Samuel, (2013) claimed that studies relating to the direct and indirect effects of Organisational Citizenship Behaviour is still at a nascent stage. Mediating studies involving Organisational Citizenship Behaviour to link between Emotional Intelligence and Organisational Performance seemed lacking (Chin, Anantharaman, & Tong, 2011). The mediation effect provides a better insight in the field of organisational behaviour, psychology and sociology. Many of these studies focused on Organisational Citizenship Behaviour and individual performance rather than organisational performance.

The business environment consists of many industries. Each of these industries have their own unique characteristics. Not all industries share similar environmental characteristics, the results obtained cannot be generalised. In the last few years most studies were conducted in the agricultural industry (Hashemi, Nadi, Hosseini, & Rezvanfar, 2012) , educational setting (Odoch & Nangoli, 2013), the information technology industry (Lee, Lee, & Lin, 2014) and the construction sector (Chiu & Ng, 2015; Ding, Ng, & Wang, 2013). In the manufacturing sector, there are many different types of sectors such as semi-conductor, electronics and electrical, plastics and furniture. This shows that there are many areas yet to be studied.

To summarise, the study on Emotional Intelligence began quite sometime ago but the changes in the business environment has highlighted the need to examine the roles further. There were many studies but the results were not conclusive. Different organisations had different findings, this suggests the need to re-look into the situation again. If Emotional Intelligence can play an important role that can push organisations

forward in this tough business environment, then it is essential to understand the mechanics. Job Satisfaction and Organisational Citizenship Behaviour are also related to performance. Modeling Emotional Intelligence, Job Satisfaction and Organisational Citizenship Behaviour with Organisational Performance would shed more knowledge on the mechanics of the relationship.

1.4 Objectives

The general objectives of this study focused on (i) Emotional Intelligence (ii) Job Satisfaction (iii) Organisational Citizenship Behaviour and (iv) Organisational Performance. Below are the specific objectives of this study:

1. To investigate the level of Emotional Intelligence among the executives in the organisation.
2. To explore the relationship between Emotional Intelligence and Organisational Performance.
3. To discuss the relationship between the components of Organisational Performance.
4. To examine the relationship between Emotional Intelligence and Organisational Performance when there are mediating variables; Job Satisfaction and Organisational Citizenship Behaviour.