



GLOBAL JOURNAL OF MANAGEMENT AND BUSINESS RESEARCH: A
ADMINISTRATION AND MANAGEMENT
Volume 14 Issue 1 Version 1.0 Year 2014
Type: Double Blind Peer Reviewed International Research Journal
Publisher: Global Journals Inc. (USA)
Online ISSN: 2249-4588 & Print ISSN: 0975-5853

The Influence of Emotional Intelligence and Self-Esteem among Employee towards Organizational Commitment in Public Sector

By Siti Sarawati Hj. Johar
University Tun Hussein Onn Malaysia

Abstract - Emotional intelligence currently growing attention and earn a spot in the form of psychological studies. Emotional intelligence detected can influence employee commitment in an organization. The theoretical solutions are simply not able to unlock the psychological issues in organizations because it is closely linked to affective, cognitive and human behavior in public sector. In this study, the issues in the workplace are referring to emotional intelligence, self-esteem and commitment of employees..

Keywords: *emotional intelligence, self-esteem, organizational commitment, mediator.*

GJMBR-A Classification : *JEL Code: J54*



THE INFLUENCE OF EMOTIONAL INTELLIGENCE AND SELF-ESTEEM AMONG EMPLOYEE TOWARDS ORGANIZATIONAL COMMITMENT IN PUBLIC SECTOR

Strictly as per the compliance and regulations of:



The Influence of Emotional Intelligence and Self-Esteem among Employee towards Organizational Commitment in Public Sector

Siti Sarawati Hj. Johar

Abstract- Emotional intelligence currently growing attention and earn a spot in the form of psychological studies. Emotional intelligence detected can influence employee commitment in an organization. The theoretical solutions are simply not able to unlock the psychological issues in organizations because it is closely linked to affective, cognitive and human behavior in public sector. In this study, the issues in the workplace are referring to emotional intelligence, self-esteem and commitment of employees. The specific purpose of this study was to test the impact of emotional intelligence among employees whether it able or unable to influence a commitment to the organization through employee self-esteem factor. A total of 196 civil servants in the Local Authority (LA) have been selected as respondents. Measurement tools that are used in the data lump is Emotion Intelligence Self-Description Inventory (EISDI), Rosenberg Self-Esteem Scale (RSES) and the Employee Commitment Survey Revised Version (ECS). The data was then analyzed using hierarchical regression analysis. The findings show that emotional intelligence and four dimensions of emotional intelligence have a direct impact on organizational commitment. In fact, the emotional intelligence and dimensions also has an indirect effect on organizational commitment when self-esteem as mediator factor is controlled. Employee self-esteem later found to function as a partly mediator that affecting the relationship between overall emotional intelligence and four dimensions of emotional intelligence with organizational commitment. The most important findings are found emotional intelligence dimension among employees are able to become more relevant with the increasing availability of commitment of employee when there was the element of self-esteem as a mediator factor.

Keywords: emotional intelligence, self-esteem, organizational commitment, mediator.

1. INTRODUCTION

The public sector is one dimension in a very significant factor entity will support the development of a country. It was including the management and administrative machinery which is one of the medium of human capital that allow human to bring the country to the development in the world with full of value and meaningful. The public sector is also as a human capital component that to be the major improvements in economy. It is to remain as the country largest provide the services that include services by

Statutory and non-statutory bodies, local authorities (PBT), district offices and state government agencies as well as various categories of posts in each ministry. Accordingly, this study focuses specifically on organizational psychology scenario of civil servants as employees, by testing the effects of emotional intelligence on the commitment of employees in the public sector. However, there are likely mediator factor that also influence the emotional intelligence of employees in an impact on employee commitment in the workplace through the role of self-esteem factor among them.

This research focused on civil servants working in local authorities in Malaysia. Employees in local authorities is also a human capital within the organization, even more so because of they have a high frequency communicate with the community which is interact with services provided are directly and indirectly. Despite various policies, systems and transformative introduced and implemented from time to time for all public servants in achieving quality of work, but there is still a vacuum here and there until tarnish the image of the public sector. The public sector is found often face pressure from society to function more proactively improve performance and service delivery systems, including the role of local authorities (Ibrahim and Abdul Karim, 2004). According to Datuk Seri Abu Bakar Abdullah said in a statement on 21 November 2010 at the Putrajaya International Convention Centre, which states that by 6133 the government employees have reported problems in the discipline and poor performance in 2009, which in turn has increased by 789 cases compared with 2008 (Daily News, 2010). The increase makes people wonder how far public servants can change the bias (Zulnaidi, 2008) and transformed with a strength that could improve the image of the organization.

Quite evident in the pursuit of greater excellence in the public sector, is necessarily have transformation for each implementation has been made towards the application of the reforms will be based on the primary focus as a key strategic targets. Behavior of public officials, including the local authorities, which became the front line of human resource administration, is necessary to always close and important role to society, because they become the symbol of the quality of

Author: Faculty of Science Technology & Human Development, University Tun Hussein Onn Malaysia. e-mail: ssarrajoe@gmail.com

government services. Emphasis should be given to the behavioral, emotional and organizational commitment in responding to the environment because it is a necessity in any organization. Surely that using human resources efficiently and effectively is to improve organizational productivity and vice versa (Rozman, 2007).

However, the efficiency and effectiveness of human resources towards improving the organization's commitment will not be achieved if human resources working with forced, exist the problem of interaction and communication, low motivation, low self-esteem, low emotional intelligence, as well of behavior limping or organizations that can put them in the form of work that is not desirable and not be their expertise. This situation may be causing employees to work with the rebellious feelings, often protesting, not satisfied and often allow themselves to be on high pressure stage while low performance stage (Brief and Weiss, 2002). This differed with the employees who are interested in working because they perceive themselves as partly rather than the job, and animating in any task with fully implemented with a true heart and sincere (Groves and Vance, 2009). This situation has indirect linking with elements of emotional intelligence, self-esteem and employee commitment.

Emotional intelligence is a main element in this study. Emotions have their own place and value in the areas of leadership and organization (Sharifah Akmam and Ahmad Shukri, 2006). Emotions also are factors in the success of the organization for an employee in the process of decision-making; ensure customer loyalty, transparency and open communication, teamwork, strategic renewal, creativity and more innovative changes (Groves and Vance, 2009). Human emotions can certainly be traced through assumptions based on facial expression, behavior, and physical movement. Negative emotions such as anger and fear can have a negative impact on an individual's focus on work. Ashkanasy et al. (2002) then compare the effects of positive and negative emotions, and they give attention to the positive aspects of mood associated with a strong commitment to work and better work performance. Afzaal and Taha (2013) also stressed the importance of finding new channels in human resource management policies more effectively and therefore requires a close relationship with a new dimension of organizational affective such as emotional intelligence among employees.

In summary, the focus on researchers doing in this study is to investigate the effect and influence of four dimension of emotional intelligence on organizational commitment of employees in a local authorities based on public sector context scenario in Malaysia. Researchers are also trying to see whether the effect of emotional intelligence was influenced by employee self-esteem as a mediator impact factor. Thus on the basis of several existing well-established theory,

this study was undertaken to observe the phenomenon of the public sector in this country that are appropriate to the current situation, albeit instruments and theories used is from the west, but the results of this study may be able to confirm that it can be adapted in this country consistent with the scenario of local people and local organizations. Therefore, the study was conducted as a test the effects of these three variables in the organization.

a) Research Questions

Research question 1: Does the effect of self-esteem mediate the relationship of perception and appraisal of emotions with organizational commitment in public sector?

Research question 2: Does the effect of self-esteem mediate the relationship of facilitating thinking of emotions with organizational commitment in public sector?

Research question 3: Does the effect of self-esteem mediate the relationship of understanding emotion with organizational commitment in public sector?

Research question 4: Does the effect of self-esteem mediate the relationship of regulation and management of emotion with organizational commitment in public sector?

b) Research Hypothesis

H_{1_1} : There is effect of self-esteem as mediator in the relationship between perception and appraisal of emotions with organizational commitment in public sector.

H_{2_2} : There is effect of self-esteem as mediator in the relationship facilitating thinking of emotions with organizational commitment in public sector.

H_{3_3} : There is effect of self-esteem as mediator in the relationship between understanding emotion with organizational commitment in public sector.

H_{4_4} : There is effect of self-esteem as mediator in the relationship between regulation and management of emotion with organizational commitment in public sector.

c) *Research Conceptual Framework*

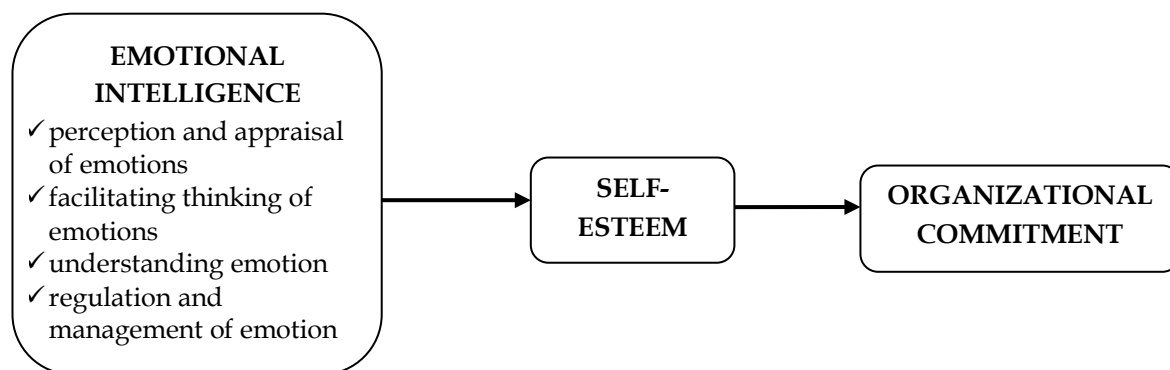


Figure 1 : The conceptual framework of study

II. METHODOLOGY

a) *Research Design*

This study is a type of non-experimental study and it is also a form of field studies with the use of descriptive statistics and regression. Field studies are quite relevant for use in this study due to its high reliability, while consumption was relatively low cost (Maimunah, 1992). Requirements of this study is too descriptive and hypothesis testing. Hypothesis testing also had approach to the interpretation of the independent variables in two or more factors in certain conditions (McIntyre, 2005). In this study, regression testing is describing the effect or impact of the relationship between variables.

b) *Research Location*

Site of this research selected as the study location are two body agencies Local Authority (LA) of the city council in the southern peninsular of Malaysia. In researcher knowledge, such a study has yet to be carried out by any party bound at the locations that have mentioned. The study focused on the state of the city council and this also means that the city hall, local municipalities and local district councils are not included as a LA sample in this study.

c) *Subjects*

Sample of this study is focused only on employee category with a total of 403 employees and Shows the proposed sample size was 196 people according to Schedule of Size Sample Determination (Krejcie and Morgan, 1970). This study respondents

from two city council in Malaysia where the category of employees are from group grade 22 until grade 44. This category selection taken from several units and departments in both the city council. Possibility for sampling error is 5% for the sample size formula by Krejcie and Morgan (1970) was developed using 95% confidence interval is 0.05. Systematic random sampling method used in the process of selecting a sample for this study.

d) *Research Instruments*

Questionnaire of Emotional Intelligence Self-Description Inventory (EISDI; Groves et al., 2006) is used in this study to measure emotional intelligence of employees in public sector. Instrument reliability is .915. While questionnaire of Rosenberg Self-Esteem Scale (RSES; Rosenberg, 1965) is to measure the self-esteem of employees and reliability of the instrument used in this study was .794. To test the commitment to organization of employees, the survey Employee Commitment Survey Revised Version (ECS; Meyer et al., 1993) was used and the reliability of the instrument in this study was .817. Reliability three surveys have a relatively high value of reliability and can be trusted to use good quality research results.

e) *Research Result*

Hypothesis 1: There is effect of self-esteem as mediator in the relationship between perception and appraisal of emotions with organizational commitment in public sector.

Table 1 : Regression analysis of self-esteem effects as a mediator factor in relation between perception and appraisal of emotions with organizational commitment

Test Step	R	R ²	ΔR ²	β	Sig.
Analysis one	.407	.165			.000
X= PAE				.407*	.000
Y= Org. Commitment					
Analysis two	.400	.160			.000
X= PAE				.400*	.000
Y= Self-Esteem					

Analysis three	.326	.106			.000
X= Self-Esteem				.326*	.000
Y= Org, Commitment					
Analysis four					
Block 1 : Self-Esteem	.326	.106		.195*	.013
Block 2 : PAE	.444	.197	.091	.329*	.000

Note: *significant level $p < .05$, PAE: Perception and Appraisal of Emotions

The findings (Table 1.0) shows the overall perception and appraisal of emotions have an effect on organizational commitment ($\beta = .407$, $p < .05$) in the analysis one. Perception and appraisal of emotions is also found to significantly influence on self-esteem of employees ($\beta = 0.400$, $p < .05$) in the analysis two. Next in the analysis three, mediator variable (self-esteem) were found to significantly influence organizational commitment ($\beta = .326$, $p < .05$). Lastly, in the last step of the analysis of four, the result of the analysis shows that the effect of perception and appraisal of emotions on organizational commitment was significant ($\beta = .195$, $p < .05$), having self-esteem as mediator controlled on organizational commitment ($\beta = .329$, $p < .05$). Partly mediator was happens in this analysis when the results are significant with $p < .05$ in the final analysis. Therefore, the research hypothesis is accepted.

Hypothesis 2 : There is effect of self-esteem as mediator in the relationship between facilitating thinking of

emotions with organizational commitment in public sector.

The findings (Table 2.0) shows the overall facilitating thinking of emotions have an effect on organizational commitment ($\beta = .490$, $p < .05$) in the analysis one. Facilitating thinking of emotions is also found to significantly influence on self-esteem of employees ($\beta = 0.379$, $p < .05$) in the analysis two. Next in the analysis three, mediator variable (self-esteem) were found to significantly influence organizational commitment ($\beta = .326$, $p < .05$). Lastly, in the last step of the analysis of four, the result of the analysis shows that the effect of facilitating thinking of emotions on organizational commitment was significant ($\beta = .164$, $p < .05$), having self-esteem as mediator controlled on organizational commitment ($\beta = .427$, $p < .05$). Partly mediator was happens in this analysis when the results are significant with $p < .05$ in the final analysis. Therefore, the research hypothesis is accepted and clearly show there was partly mediator in this study.

Table 2 : Regression analysis of self-esteem effects as a mediator factor in relation between facilitating thinking of emotions with organizational commitment

Test Step	R	R ²	ΔR^2	β	Sig.
Analysis one	.490	.240			.000
X= FTE				.490*	.000
Y= Org. Commitment					
Analysis two	.379	.144			.000
X= FTE				.479*	.000
Y= Self-Esteem					
Analysis three	.326	.106			.000
X= Self-Esteem				.326*	.000
Y= Org, Commitment					
Analysis four					
Block 1 : Self-Esteem	.326	.106		.164*	.027
Block 2 : FTE	.512	.263	.156	.427*	.000

Note: *significant level $p < .05$, FTE: Facilitating Thinking of Emotions

Hypothesis 3: There is effect of self-esteem as mediator in the relationship between understanding emotion with organizational commitment in public sector.

The next findings (Table 3.0) shows the overall emotional intelligence have an effect on organizational commitment ($\beta = .339$, $p < .05$) in the analysis one. Emotional intelligence is also found to significantly influence on self-esteem of employees ($\beta = .383$, $p < .05$) in the analysis two. Next in the analysis three, mediator variable (self-esteem) were found to.326, $p < .05$). Lastly, in the last step of the analysis of four, the

Significantly influence organizational commitment ($\beta =$ Result of the analysis shows that the effect of emotional intelligence on organizational commitment was significant ($\beta = .230$, $p < .05$), having self-esteem as mediator controlled on organizational commitment ($\beta = .251$, $p < .05$). Partly mediator was happens in this analysis when the results are significant with $p < .05$ in the final analysis. Therefore, the research hypothesis is accepted and clearly show there was partly mediator in this study.

Table 3 : Regression analysis of self-esteem effects as a mediator factor in relation between understanding emotion with organizational commitment

Test Step	R	R ²	ΔR ²	β	Sig.
Analysis one X= UE Y= Org. Commitment	.339	.115		.339*	.000
Analysis two X= UE Y= Self-Esteem	.383	.147		.383*	.000
Analysis three X= Self-Esteem Y= Org. Commitment	.326	.106		.326*	.000
Analysis four Block 1 : Self-Esteem Block 2 : UE	.326 .400	.106 .160	.054	.230* .251*	.004 .002

Note: *significant level $p < .05$, UE: Understanding Emotion

Hypothesis 4: There is effect of self-esteem as mediator in the relationship between regulation and management of emotion with organizational commitment in public sector.

The last findings (Table 4.0) shows the overall regulation and management of emotion have an effect on organizational commitment ($\beta = .483$, $p < .05$) in the analysis one. Regulation and management of emotion is also found to significantly influence on self-esteem of employees ($\beta = .477$, $p < .05$) in the analysis two. Next in the analysis three, mediator variable (self-esteem) were found to significantly influence organizational commitment ($\beta = .326$, $p < .05$). Lastly, in the last step of the analysis of four, the result of the analysis shows that the effect of regulation and management of emotion on organizational commitment was significant ($\beta = .124$, $p < .05$), having self-esteem as mediator controlled on organizational commitment ($\beta = .424$, $p < .05$). Partly

mediator was happens in this analysis when the results are significant with $p < .05$ in the final analysis. Therefore, the research hypothesis is accepted and clearly show there was partly mediator in this study. Effects of partly mediator give meaning it is possible that some effects are from regulation and management of emotion itself, while the other is the effect of self-esteem as a mediator. Regulation and management of emotion can influence the commitment as a direct effect and also can influence the commitment as an indirect effect. So, the hypothesis is accepted because there are traces of self-esteem as a mediator in the relationship between regulation and management of emotion and employee commitment in public sector. Partly mediator of the effect of this demonstrates overall regulation and management of emotion can also directly influence organizational commitment either with or without the influence of self-esteem.

Table 4 : Regression Analysis of self-esteem Effects as a Mediator factor in relation between regulation and management of emotion with organizational commitment

Test Step	R	R ²	ΔR ²	β	Sig.
Analysis one X= RME Y= Normative Commitment	.483	.233		.483*	.000
Analysis two X= RME Y= Self-Esteem	.477	.228		.477*	.000
Analysis three X= Self-Esteem Y= Normative Commitment	.326	.106		.326*	.000
Analysis four Block 1 : Self-Esteem Block 2 : RME	.326 .495	.106 .245	.139	.124 .424*	.116 .000

Note: *significant level $p < .05$, RME: Regulation and management of Emotion

III. DISCUSSIONS

This study conducted by researchers as the discovery of knowledge about the emotional intelligence

competencies (four dimensions) that can influence the organizational commitment in public sector. Selection of employees as a source of this study is appropriate

because there is interaction between the employee and the scenario at work. Self-esteem is one of the main branches of human affective that possible can have an impact on the relationship between emotional intelligence and employee commitment. The findings of the analysis has confirmed that the four research hypothesis is accepted when clearly show that there was a partly mediator effect on the self-esteem in the relationship between four dimensions of emotional intelligence with organizational commitment of the local authorities studied. Self-esteem is also as a partly mediator in the relationship between four dimensions of emotional intelligence with organizational commitment, such as perception and appraisal of emotions ($\beta = .329$, $p < .05$); facilitating thinking of emotions ($\beta = .427$, $p < .05$); understanding emotion ($\beta = .251$, $p < .05$); regulation and management of emotion ($\beta = .424$, $p < .05$).

These results qualify as a mediator effect proposed by Baron and Kenny (1986) pointed out that a significant effect in final analysis which is showed the presence of partly mediator factor of the independent variable with the dependent variable. In short, clearly found that emotional intelligence dimension which is more dominant had the influence from self-esteem as mediator on organizational commitment among employee is facilitating thinking of emotions dimension ($\beta = .427$, $p < .05$). It also meaning that with positive self-esteem, employee can use their emotion with mind together when the stable emotion can help their mind to more rational. This situation will give the positive scenario in organization when employees always know how to make the good decision; as well they were very committed to organization.

The results clearly show that self-esteem among employees in public sector is able to become a mediator in the relationship between emotional intelligence and organizational commitment. The existence of some mediators also means that the relationship between emotional intelligence and their four dimensions with organizational commitment can also be influenced by the self-esteem in a certain amount of variance, but at the same time can also be influenced by other factors that are not available in the model of this study for the next total variance. As an employee, to maintain the level of commitment in a consistent way was also no denying the need for them to have a high emotional intelligence, as well that employee are able to manage and control their emotions on an even keel, will leading to a more dynamic interpersonal interactions with colleague or boss. However, the strong emotional intelligence also requires positive self-esteem and self-confidence to achieve more accurate of self-efficacy. Positive self-esteem which is more dynamics can be motivated the employees to more positive with their emotion themselves and emotion of others as well.

The relationship between emotional intelligence and organizational commitment are influenced by self-esteem in this study were able to strengthen the opinion by Korman (1970, 1976) that employees who have high self-esteem are more motivated and will show better work compared with the low self-esteem. Based on the consistency of his theory, too, there is a positive correlation with self-esteem with employee commitments that lead to quality work. Therefore, employees who feel good about themselves are more confident of better work than employees who feel that they are worthless and not needed by others. This description leads to positive impact employees who have high self-esteem to the next behavior of employee commitment to the organization and its work. Certainly we know that the need to ensure that employees self-esteem always at the optimum level for self-esteem and will create firmness nature rather than just be tentative, because people will be more determined to focus on his work without any worries and more optimistic with what they want to achieve.

Emphasis self-esteem as mediators that give the effect on the relationship between emotional intelligence with the commitment of employees can also be concluded that besides self-esteem can give an effect on the relationship; of course, there are also other factors did not include in this study that can be studied by the researchers of the future researchers. The findings of this research study also support the findings of Neustadt et al. (2006) and Feng et al. (2012) because in their study also show there was partly mediators' impact on self-esteem influence shaped the relationship between psychological variables. While not equal in the context of independent and dependent variables, the function of self-esteem as partly mediator is irrefutable through the literature study.

In fact, studies Lourdes et al. (2011) also found self-esteem to become mediators in the relationship between the independent and dependent variables. Combination of self-esteem and positive emotional intelligence leads to a dynamic work behavior. This is also consistent with what James (1994) say that humans have always been keen to help their self and the people around that together have a high self-esteem when mutual respect among people to create a more harmonious scene. It can be concluded that the function of self-esteem are able to become partly mediator detected in this study, also has put self-esteem in line with other factors that have not been studied as one of the factors that influence the relationship between emotional intelligence impact on employee commitment. Employees who have a high self-esteem or moderate positive always be positive about the ability to do a job when they feel that they was accepted by their colleagues and superiors.

Taste acceptance in positive interpersonal interaction makes employees feel more confident and

feel valued up to positive self-esteem also influence emotional intelligence become more stable and achieve rational mind. This statement can also support the view of Schutte et al. (2002). He was pointed out that positive self-esteem is a character as committed to work together with high emotional intelligence when employees can receive the advantages and disadvantages of themselves more openly. The higher emotional intelligence of employees are more able to consistently achieve the positive mood and as well high self-esteem, when they can more understand with every emotions, can influence and can control the negative emotions (Mayer et al., 1999). This research study is also consistent with the findings Janet and Ronald (2005) who discovered the function of self-esteem as mediators between emotions and organizational commitment at work, meaning that there was a direct effect and an indirect effect. In short, emotional intelligence (regulation and management emotion) among employees through self-esteem was as one of the factors that a catalyst which is has been detected in increasing employee commitment in public sector.

IV. CONCLUSIONS

This study concludes that in organizational psychology does not rely on the expertise and high intellect alone, but it is more on issues related to affective elements in man that should be established in advance in order to achieve the effectiveness of organizational commitment in work. It should be supported by the strength of the emotional intelligence competencies and involve self-esteem. Emotional intelligence also must be adapted to function as an employee needs to make employees more emotionally positive and stable, thereby making better quality work because it has a high commitment. Impact of self-esteem is a significant issue on emotional intelligence among employees in managing employee commitment at work when positive self-esteem help strengthen emotional intelligence among employees for the positive way. This study is certainly capable of inspiring new ideas that can lead in problem statement of other research in the years to come, as well can help add to the literature review of other researchers.

REFERENCES RÉFÉRENCES REFERENCIAS

1. Afzaal H. Seyal & Taha Afzaal (2013). An investigation of relationship among emotional intelligence, organizational commitment and job satisfaction: evidence from academics in Brunei Darussalam. *International Business Research*, Vol. 6, No. 3, pp. 217-228.
2. Ashkanasy, N.M., Hartel, C.E.J., & Daus, C.S. (2002). Diversity and emotion: the new frontiers in organizational behavior research. *Journal of Management*, 28, 307-338.
3. Baron, R.M. dan Kenny, D.A. (1986). The moderator-mediator variable distinction in social psychological research: conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*. 51(6): 1173-1182.
4. Feng Kong, JingJing Zhao & Xuqun You (2012). Self-esteem mediator and moderator of the relationship between social support. *Personality and Individual Differences*, 53 (2012), 1039-1043.
5. Ibrahim, F.W. & Abd. Karim, M.Z. (2004). Efficiency of local governments in Malaysia and its correlates. *International Journal of Management Studies*, vol.11 (1), pp.57-70.
6. James, E. Tingstad (1994). Improving your staff's self-confidence. *R&D Innovator*. Volume 3, Number 2. Article 79.
7. Janet R. McColl-Kennedy & Ronald D. Anderson (2005). Subordinate-manager gender combination and perceived leadership style influence on emotions, self-esteem and organizational commitment. *Journal of Business Research*, 58 (2005), 115-125.
8. Korman, A.K. (1970). Toward a hypothesis of work behavior. *Journal of Applied Psychology*. 54, 31-41.
9. Korman, A.K. (1976). Hypothesis of work behavior revisited and an extension. *Academy of Management Review*. 1, 50-63.
10. Krejcie, R. V. & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and Psychological Measurement*. 30: 607-610.
11. Lourdes Rey, Natalio Extremera & Mario Pena (2011). Perceived emotional intelligence, self-esteem and life satisfaction in adolescents. *Psychosocial Intervention*, Vol. 20, pp. 227-234.
12. Maimunah Aminuddin (1992). Human resource management. Kuala Lumpur: Fajar Bakti.
13. Mayer, J. D., Caruso, D., & Salovey, P. (1999). Emotional intelligence meets traditional standards for an intelligence. *Intelligence*. 27, pp.267-298.
14. McIntyre, L. J. (2005). *Need to know: social science research methods*. New York: McGraw Hill.
15. Neustadt, Elizabeth; Chamorro-Premuzic, Tomas; Furnham, Adrian (2006). The relationship between personality traits, self-esteem, and attachment at work. *Journal of Individual Differences*. Vol 27(4), 2006, pp. 208-217.
16. Schutte, N. S., Malouff J. M., Simunek, M., Hollander, S., & McKenley, J. (2002). Characteristic emotional intelligence and emotional well-being. *Cognition and Emotion*. 16, 769-785.
17. Sharifah Akmal Syed Zakaria & Ahmad Shukri Yahaya (2006). Tinjauan tentang reaksi emosi di tempat kerja: satu aspek pengurusan sumber manusia dalam organisasi. *Jurnal Teknologi*. 44(E) Jun, 1-11. Skudai: Universiti Teknologi Malaysia.

18. Zulnaidi, Y. (2008). A structural relationship between total quality management, strategic control systems and performance of Malaysia local governments. Unpublished PhD Dissertation: University Utara Malaysia.

