Faculty of Cognitive Sciences and Human Development

THE RELATIONSHIP BETWEEN DIMENSION OF EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE

Nurul Hanis Binti Azmi

Bachelor of Science with Honours
(Human Resource Development)
2019

UNIVERSITI MALAYSIA SARAWAK

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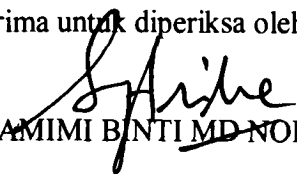Date: 20 JUNE 2019:   Date: 20 JUNE 2019

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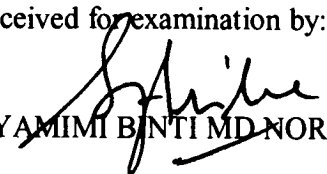------------------------------------
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The project entitled 'The Relationship Between Dimension of Emotional Intelligence And Job Performance' was prepared by Nurul Hanis Binti Azmi and submitted to the Faculty of Cognitive Sciences and Human Development in partial fulfillment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

Received for examination by:

NIK NORSYAMIMI BINTI MD NOR

(Name of Supervisor)

Date:

20 JUNE 2019

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ACKNOWLEDGEMENTS

بِسْمِ اللهِ الرَّحْمٰنِ الرَّحِيْم

First of all, I were very thankful to Allah SWT for being able to do well in my final year project. I'm so grateful to Universiti Malaysia Sarawak (UNIMAS) for giving me opportunity to conduct this final year project and participate in research arena. I would like to thank my beloved family for their support and help since I spent three years at UNIMAS.

Besides that, I would like to express deepest appreciation to my beloved supervisor, Madam Nik Norsyamimi binti Md Nor for her guidance, support, advise and encouragement throughout completing this project.

Next, I would like to thanks a lot to my evaluators, Prof Haji Rusli bin Ahmad and Dr Wan Sofiah binti Meor Osman for the comments and correcting my mistakes on this thesis. I also would like to express big thanks to all respondents who willing to spend their time to fill up the questionnaires for the success of this thesis voluntarily.

Furthermore, encouragement from my friends and other lecturers, who allowed me to strive through the hardship and stand tall until I finished my project is greatly appreciated.

Lastly, I hope this thesis will hopefully be beneficial to all of us and bring changes in future.

TABLE OF CONTENTS

	Page

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

THE RELATIONSHIP BETWEEN DIMENSION OF EMOTIONAL INTELLIGENCE AND JOB PERFORMANCE

NURUL HANIS BINTI AZMI

This study is conducted to identify the relationship between dimension of emotional intelligence and job performance among salesperson in selected electronic store. The independent variables of this study comprise of self-awareness, self-regulations, social awareness and relationship management; whereas the dependent variable in this study is job performance. The quantitative research method is selected and questionnaire is used as the research instrument to collect data. There are *66* samples randomly selected from selected salesperson (*N=80*). The data collected is analyzed by using Statistical Packages for Social Science Version 22.0 (SPSS Version 22.0) software. The Spearman rho test is used to test the relationship between independent and dependent variables which is non-parametric correlations. The results revealed that there are positive relationship between job performance with self—awareness, self-regulation, social awareness and relationship management. In short, the relationship management contributes the most dominant factor to the job performance under Malaysia context. This study gives an insight to the organization in designing an appropriate system to enhance the organizational productivity.

ABSTRAK

HUBUNGAN ANTARA DIMENSI KECERDASAN EMOSI DAN PRESTASI KERJA

NURUL HANIS BINTI AZMI

Kajian ini dijalankan untuk mengenal pasti hubungan antara dimensi kecerdasan emosi dan prestasi kerja di kalangan jurujual di kedai elektronik terpilih. Pembolehubah bebas kajian ini terdiri daripada kesedaran diri, peraturan kendiri, kesedaran sosial dan pengurusan hubungan; manakala pemboleh ubah bergantung dalam kajian ini adalah prestasi kerja. Kaedah penyelidikan kuantitatif dipilih dan soal selidik digunakan sebagai instrumen kajian untuk mengumpulkan data. Terdapat *66* sampel yang dipilih secara rawak daripada jurujual terpilih ($N = 80$). Data yang dikumpul dianalisis menggunakan perisian Perisian Statistik Sosial Sains 22.0 (SPSS Versi 22.0). Ujian Spearman rho digunakan untuk menguji hubungan antara pembolehubah bebas dan bergantung yang bukan korelasi. Hasilnya menunjukkan terdapat hubungan positif antara prestasi kerja dengan kesedaran diri, pengawalseliaan diri, pendengaran sosial dan pengurusan hubungan. Ringkasnya, pengurusan perhubungan menyumbang faktor paling dominan kepada prestasi kerja di bawah konteks Malaysia. Kajian ini memberikan gambaran kepada organisasi dalam merekabentuk sistem yang sesuai untuk meningkatkan produktiviti organisasi.

CHAPTER 1

INTRODUCTION

1.0 Introduction

In this chapter explained the background of study, statement of problem, objectives of study, research questions, research hypothesis, conceptual framework, significant of study and definition of terms. This study was conducted to determine the relationship between dimensions of emotional intelligence and job performance among the salesperson in various shopping malls in Johor.

1.1 Background of Study

Emotional Intelligence (EI) is one of the vital perspective in order to increase job performance in any type of job position. Mousavi, Yarmohammadi, Nosrat, & Tarasi (2012) expressed that the importance of the EI in terms of the employment environment and motivation of workers to achieve the desired performance. Many researchers have found that intelligent, emotional workers are skilled (Ealias & George, 2012). Emotionally intelligent workers have a positive attitude to their work and create ideal performance (Pau & Sabri, 2012). Researchers have theorized the ideal execution of an emotionally intelligent workforce (Antony, 2013).

According to Bird (2015) most business clients require more comprehensive business solutions, so salespeople must have a reasonable comprehension of client requirements to properly develop and execute the advertising. Wong & Tan (2018) in their study demonstrated that a firm's financial-related achievement is a great extent reliant on the viability of the

salespersons in creating income and benefits. Sales associations are urged to clearly define and manage the salesperson role in order to facilitate job performance (Walker, 2013).

Salespeople also have the difficulties in dealing the needs of both supervisors and clients (Briggs, Kalra, & Agnihotri, 2018). They are presented to the social environment, for example, sales presenting or demonstration strategy to the customers, adjusting the client's correspondence style and utilizing certain strategies based on perceived needs (Kwak, Anderson, Leigh, & Bonifield, 2019). Additionally, the salespersons play the dual role of coordinating and fulfilling both the inward association's supply and the outer client's demands (McAmis, 2012). The cost includes the recruitment, management and compensation of the sales force. However, the sales force's performance and efficiency remain far from satisfactory (Accenture, 2012).

Plus, part of EI which is self-awareness was also can be seen as important, impacting the impression they made with clients. The ability to control their emotions, for example, self-regulation, was viewed as critical in keeping them focused on key issues and working to determine client's issues (Kholoud, Alkhadherb, AlAqraa', & Anderson, 2016). In the past, research additionally expressed that salesperson using the ability to understand clients, and some demonstrated the importance of putting themselves in their customer's shoes. Prior (2013) expressed that effective business-arrangement execution includes various relational co-operations among salesperson and client. Thus, the management of relationships between them is very essential to increase profits of the organization.

1.2 Statement of Problem

Effective sales performance is one of the important decision-making tools used in organizations, particularly in the planning of sales forces (Yakasai & Jan, 2015). It is even more

important for companies to understand clearly the component of their performance and sales force. (Briggs et al., 2018). As indicated by Kholoud et al., (2016), sales personnel work in a situation where social and emotional skills are important along with their job duties. It is identified with the ability to manage and solve the social and emotional problems because of the negative feedback and disappointments from clients. In addition, the role of salespeople must also be aligned with the current realities, given the rapid changes in the business environment in terms of competition, the intensity of rivalries between companies and customer consumption patterns.

According to Yoke & Panatik (2015), the organization requires relational connections to accomplish its goals, and most jobs require the ability to manage emotions and feelings. Today, the companies are increasingly aware of the importance of having a decent client technique that can build a long-term profitable relationship especially clients in Malaysia. Kholoud et al., (2016) expressed that a salesperson high in EQ should be flexible and ready to deal with the emotionally threatening consequences of failure which is common in the life of the salesperson. However, it is critical to understand the EI applied and how it influences individual-level sales performance.

According to Kwak et al., (2019), the work environments of salesperson are the social and emotional skill itself. It is related to their ability to manage and solve the social and emotional problems due to the negative criticism from customers and failures. Besides, salespersons are one of the passionate workers and successful, enthusiastic capacities required in their profession so as to associate with clients (Kidwell, McFarland, & Avila 2007). Schmelz and Sojka (2003) expressed in their past research that salesperson often and do not know about the

most proficient method to utilize EQ successfully. So, the salesperson must have a clear understanding of clients need to properly develop and implement the task (Prior, 2016)

There are many researchers on the topic of job performance among the salesperson being conducted in the Western country, for example, Pakistan, United states of America, London and Kuwait. However, there is less research concerning the sales performance in Malaysia. In the past research, the selected respondent was nursed, teachers, librarians, police, lecturers in university, and call center agents. There are seeming less research among the electronic salesperson.

Besides that, there are many researchers about the salesperson performance and emotional intelligence. The study conducted by Kholoud et al., (2016) stated that the stimulating factors of sales performance are the focus of many which are HRM, psychology, organizational behavior researches and EI seeking to optimize performance. Briggs et al., (2018) contended that emotional ability has competed impacts on salesperson performance in transaction-oriented settings. In addition, the past research gave the proof of EI is an indicator of employee performance. After that, Kidwell, Hardesty, Murtha, & Sheng (2011) found that EI is positively related to sales revenues.

In the past, researchers are mainly focused on the salespeople in the Western and Middle East countries such as United Kingdom, United states of America, Jordan, Iran and Kuwait. There is some research being conducted in Asia countries such as India and Malaysia, but there are seems poorly defined and measured. Thus, the present research is being conducted to the salesperson in Johor include the sales assistant, sales executive, sales representative and sales consultant. Furthermore, Kidwell et al., (2011) found that real estate and insurance salespeople with higher EQ produce higher annual sales revenue and are better at retaining clients. This

statement can be proven from the research from Razak & Salleh, (2011) where the selected respondent is Islamic Takaful Agent.

1.3 Objectives

1.3.1 Main objective

- To identify the relationship between dimensions of emotional intelligence and job performance among the salesperson

1.3.2 Specific objectives

- To identify the relationship between self-awareness and job performance among the salesperson.

- To identify the relationship between self-regulation and job performance among the salesperson.

- To identify the relationship between social awareness and job performance among the salesperson.

- To identify the relationship between management and job performance among the salesperson.

- To identify the most dominant factors between dimension emotional intelligence and job performance among the salesperson.

1.5 Research Hypotheses

Ha_1: There is a significant relationship between self-awareness and job performance among the salesperson in Johor.

Ha$_2$: There is a significant relationship between self-regulation and job performance among the salesperson in Johor.

Ha$_3$: There is a significant relationship between social awareness and job performance among the salesperson in Johor.

Ha$_4$: There is a significant relationship between management and job performance among the salesperson in Johor.

Ha$_5$: There is relationship management most dominant factor influences job performance

1.6 Conceptual Framework

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┌─────────────────────────────┐              ┌─────────────────────┐
│   Emotional Intelligence    │              │                     │
│                             │              │                     │
│   •  Self-awareness         │   ─────────▶ │   Job Performance   │
│                             │              │                     │
│   •  Self-regulation        │              │                     │
│                             │              └─────────────────────┘
│   •  Social awareness       │
│                             │
│   •  Relationship management│
│                             │
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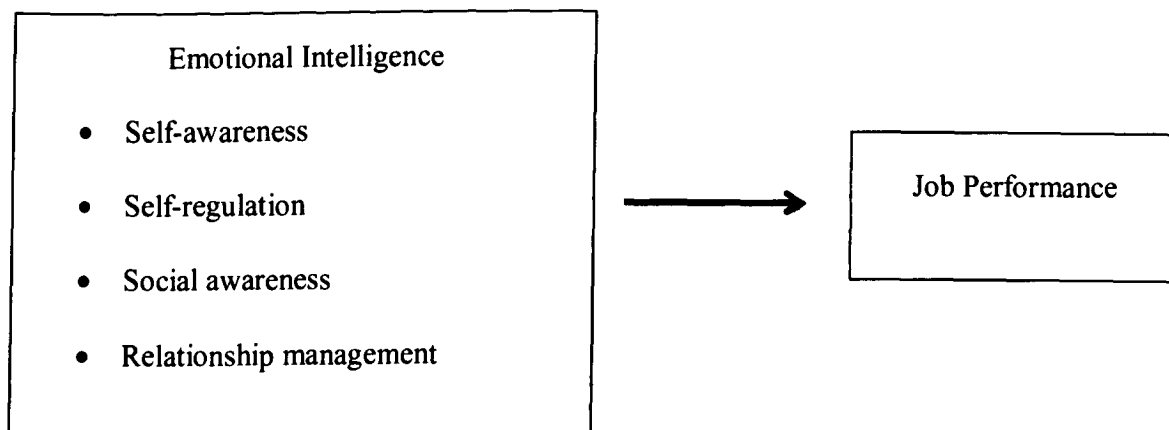
Figure 1 Conceptual Framework. Source: Goleman (1998). Working with emotional intelligence. New York: Bantam Books

1.7 Significant of Study

This finding of the study will be able to find out the factors that contribute to job performance among the employees in the retail sector in Johor area. This study also discusses the constructive information for the selected organization in order to increase employees'

performance especially in sales performance. In addition, this study can be a guide for the employers to plan to change and comprehend the factor of enthusiastic insight that effects to the employees' job performance. Through this study, it can assist the organization in improving their benefit and take care of the issues that may happen with the controlling emotion. This study may be used in future extended research on the same topic with added values.

1.8 Definition of Terms

In the research, there are some significant terms that need to be defined:

Job performance:

Operational definition: Job performance is the employees' ability to complete the job in a given time and have a good network with the customer in order to achieve organizational profit and effectiveness.

Conceptual definition: "Performance is the ability of the employees to accomplish work related goals and expectations in accordance to certain predetermined work standards" (Hassan, Saeid, & Sirous, 2010).

Emotional intelligence (EQ)

Operational definition: Emotional intelligence is the ability of the salesperson to know and manage our own feelings, customers' emotions and then creates a positive environment.

Conceptual definition: The definition of Emotional Intelligence (EI) is the ability to perceive emotions in oneself as well as other people, see how they begin, create, and change during passionate experiences, and use it to improve thinking and behavior (Fiori et al., 2014).

Self-awareness

Operational definition: Self-awareness is the salesperson's capacity to recognize and understand their own feeling and emotions, understand themselves better and proactively managing our thought style.

Conceptual definition: Self-awareness effecting the impression they created with the client (Kholoud et al., 2016).

Self-regulation

Operational definition: Self-regulation is the salesperson's capacity to control, redirect mood and think before approaching the customers; ability to manage disruptive things if the customer not in stable emotion.

Conceptual definition: "Self-regulation includes controlling or diverting one's troublesome emotions and driving force and adjusting to evolving circumstances" (Dhani, Sharma, & Sehrawat, 2017).

Social awareness

Operational definition: Social awareness is the salesperson's capacity to understand customers' needs and help or treat them properly, identify the problem faced in the workplace and seek a solution.

Conceptual definition: "Social Awareness is the ability to take the perspective of and empathize with others from diverse backgrounds and cultures, to understand social and ethical norms for

behavior, and to recognize family, school, and community resources and supports" (CORE, 2014).

Relationship management

Operational definition: Relationship management can be defined as the salesperson's ability to manage the relationship with their customers and maintain the network or connections in the department or division with their colleagues.

Conceptual definition: Payne, Storbacka, & Frow (2008) define customer relationship management as a strategic method to create a distinctive value for contributors by improving good customer relationships.

Salesperson

Operational definition: Salesperson who responsible to sell the goods and services for the purposes to make the organizational profit and still have the relationship with customers even though after the purchasing being done.

Conceptual definition: "Salespersons are the person who has the ability to sell a range of manufactured goods and services, their previous performance, and in consideration of their specific markets" (Bachrach, Mullins, & Rapp, 2016).

1.9 Summary

In short, this chapter concludes about background of study. Meanwhile, this chapter also discusses in details regarding problem statement, the significance of the study, objectives, hypotheses and research questions.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

In this chapter discussed further on the concept of variables and past studies that related to the topic in order to understand more in this present study. Plus, this chapter will discuss the theoretical approaches related to this topic. Besides that, this chapter also will help the researcher to link between the independent variable and dependent variable and identify the relationship between its variables.

2.1 Conceptual of Emotional Intelligence

Goalies Chris (2009) defined emotional intelligence as "EQ is achieving Self- and Social Mastery by being smart with core emotions". According to Nelson and Low (2003), the important variable for personal achievement, career success, leadership and life satisfaction is emotional intelligence. They feel that an emotionally fit person is capable of healthy and productive identification, understanding, experience and expressing human emotions. According to Sharma (2016), EI in straightforward words refers the ability to recognize and regulate emotions within ourselves and others in order to make an effective decision. Emotion is the mental state of an individual that have bigger influences on our self and others. Romero (2008) stated that the emotions of others might affect our hormone rate, cardiovascular functions, sleep cycle and even the immune system while our emotions depend on others too. He also mentioned that for those especially who are working together in a group or team, they are unavoidable to share feeling and emotions with their colleagues. In the retailing context, it is inevitable to

capture and share thought and feeling with their stakeholders. Plus, he also said that if we are losing control of this mental state, we end up with keep asking to our self on how we are willing to say or do such a rude action to others. According to Ediger, for the well-being and achievement of a person in life, emotions, feelings and values are very important.

Self-awareness is a complex multidimensional phenomenon consisting of different self-domains and corollages (Morin, 2011). People can perceive and process environmental stimuli (e.g. Color, food) without knowing explicitly that you do this (consciously). People also become aware of yourself when you think about the experience of perceiving and processing stimuli (e.g., I see a blue object; I eat food and taste good). Self-awareness also entails a sense of continuity as a person over time and includes a sense of self that is different from the rest of the environment (Kircher & David, 2003). Furthermore, spontaneously occurring fluctuations in self-awareness can be measured with the Situational Self-Awareness Scale (Govern & Marsch, 2001). Besides that, Morosanova (2013) stated that the key self- regulating mechanisms have been revealed and it has been proven that success in different types of activities is enabled by the formed integrated self- regulation system.. A lack of development of any structural, functional component can seriously limit the effectiveness of actions in all kinds of activity. People with great certainty about their feelings manage their lives well and are able to direct their positive feelings towards accomplishing tasks. (Okpara & Edwin, 2015)

On the other hand, the social context includes social positions, customs, social roles, standards, values, relationships, fashion and culture. A social action is very contextual because it takes place in relation to other people (Rakotonirainy, Loke, & Obst, n.d.). While the CRM concept originated in developing economies, mainly in organizations whose priority is to

maintain the existing customer base as an important business segment, particularly in a competitive environment (Laketa, Sanader, Laketa, & Misic 2015).

2.2 Conceptual of Job Performance

Job performance is defined as the total expected value for the organization of the individual discrete behavioral episodes over a standard time period. Performance is an employee's ability to achieve work objectives and expectations in order to achieve work standards (Sirius 2010). Performance can be measured by satisfaction, self-efficacy and mastery (Bandura, 1997). Spychala (n, d) said that high - performing individuals are awarded and honored for the award. In addition, performance could be differentiated from productivity and efficiency (Campbell et al. 1993). He stated that efficiency refers to the evaluation of performance results (i.e. The financial value of sales), while productivity is the efficiency ratio to the cost of achieving the result. For instance, the contribution of work related to profit describes productivity.

Furthermore, according to Stephan & Harrison (n, d), there are two conceptual and practical advantages, construct the behavior of an individual rather than the results of that behavior. First, states or conditions of things or people that are changed by the behavior of an individual are often also affected by other factors not under the control of the performer. Secondly, if psychology is a behavioral science and if psychologists want to understand and manage work performance, we are probably best placed to construe work as a behavioral phenomenon.

2.3 A Mixed Model of Emotional Intelligence

According to Reuven Baron (1996) 15 emotional intelligence is: "An array of non-cognitive (emotional and social) capabilities, competencies and skills that influence one's ability to succeed in coping with environmental demands and pressures". Goleman (1998) presents the competences of the EI framework with four dimensions of the general EI skills. A popular EI model is the one introduced by him, who argues that people are born with a general emotional intelligence that determines their emotional learning competencies. Goleman (1995) represents this idea of distinguishing emotional intelligence from emotional skills. The model focuses on the EI as a wide range of skills and competences which drive management performance. It outlines four dimensions: self - awareness, self - management, social awareness and relationship management. These dimensions are divided into two parts, which are our personal competence, e.g., self - awareness, self - management and social competence that include managing other emotions, for example, social awareness and management of relationships. These two situations come out with twenty competencies.