

CHAPTER 4

RESEARCH RESULTS

4.0 Introduction

The previous chapter introduced the research model and hypotheses, instruments design, sampling frame, and data analysis methods. This chapter organizes the findings of the survey and discussion of the research results. The chapter presents the demographic characteristics of the respondents, reliability test, correlation test, and regression analysis. It will also provide results of the hypotheses testing and concludes with a summary of the research results.

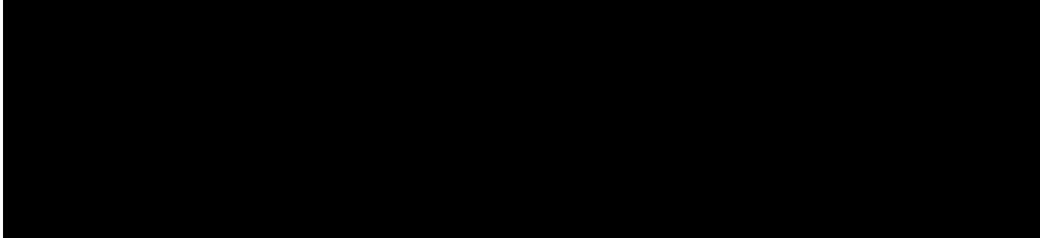
4.1 Description of the Sample

The survey was conducted in Jun 2010 whereby 10 different pharmaceutical marketing companies were identified and selected in Klang Valley. The selection criteria for the survey to be conducted were done randomly and each company were sent 15 sets of questionnaires thru the Human Resource department in respective companies. A total of 150 questionnaires were distributed. Questionnaire were then answered and sent back or collected within 1 month of period. The survey questionnaires collected were 106 valid and usable data which yield to response rate of 70.66 %.

Therefore, a total of 106 questionnaires were accepted for the final data analysis. The results of the descriptive statistics for the respondents are presented as follows:

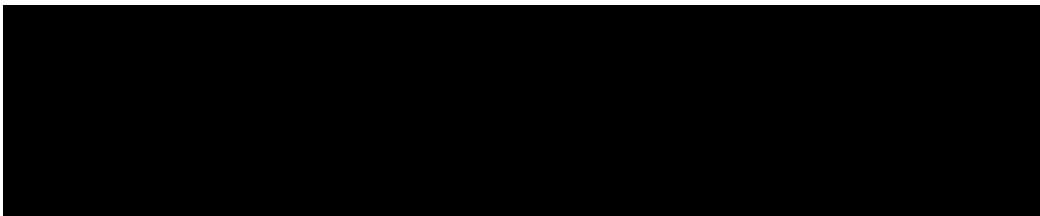
4.2 Descriptive Data

4.2.1 Gender and Age



Among the 106 respondents from the survey, 48 are females and 58 were males which yield to 45 percent and 55 percent respectively. In comparison to the age, majority of the respondents were in age range of 25 to 34, followed by 24 percent were aged 35-44 and 12 percent were in the range of 45-55 years old.

4.2.2 Race



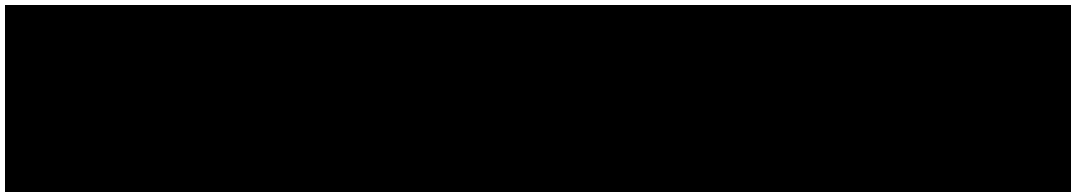
The composition of ethnic race reported in Table 4.1.2 translates to majority of respondents are Chinese which yield to 58 percent , followed by Indian 26 percent , Malay 11 percent and others were 5 percent.

4.2.3 Marital Statues



Another significant results obtained from the survey were the marital statues of the respondents. The results are as follow: 44 are single (42 percent) , 60 are married which represent 57 percent and 2 divorced. The entire participants for data collection are Malaysians.

4.2.4 Education Level



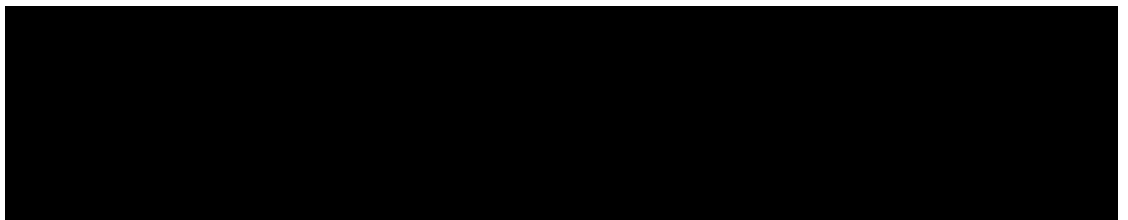
In terms of education level, total of 31 male and 43 female hold a bachelor degree and postgraduate degree. The majority of respondents have a bachelor or postgraduate degree which represent more then 70%.

4.2.5 Occupation



Majority of the collected data shown, indicated that 69% of the respondents are in the executive position followed by 29% in the managerial position. Among these respondents, males deemed to be more dominant the data frequency compared to female in the managerial position. Only 1 respondents were from the clerical level.

4.2.6 Income



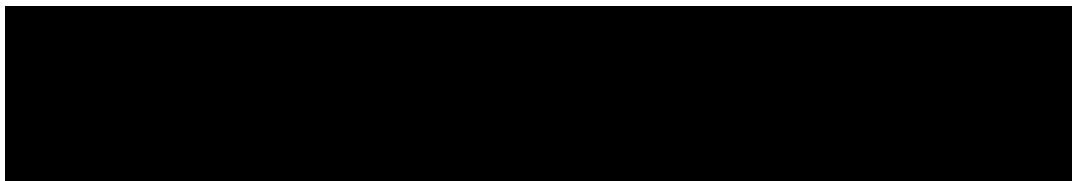
About 43 percent of the respondents withdraw salary range of RM 2501 to RM 4000 in which 26 respondents were female and 20 were males. This is followed by withdrawal of salary range of more than RM5501 to RM 7000 by 21 respondents. In direct comparison seen in clearly shows that the male perceived to have higher monthly household income compared to female who are in the same position.

4.2.7 Duration of Employment



From the Table 4.1.7, 32 respondents have worked in the current position for 1-3 years, followed by 22 for 3-5 years. Around 17 respondents worked in the current position for 6-10 years and 11 have been employed for 11-15 years. The balance of 3 other respondents respectively has been in the current position for 16-20 years.

4.2.8 Job Experience



In reference to Table 4.1.8 , majority of the respondents which are 36 people have 1-5 years of past experience prior to the current position. This is followed by 15 respondents with 6-10 years of working experience. More male respondents possess extensive years of past experience in their working lifetime.

4.3 Descriptive Statistics

Dimension	Std. Error of		Std. Error of		Minimum	Maximum
	Skewness	Skewness	Kurtosis	Kurtosis		
Job Performance	0.215	0.235	0.352	0.465	7	23
Self Awareness	0.121	0.235	0.049	0.465	5	18
Decisiveness	0.872	0.235	0.782	0.465	4	17
Environment	0.722	0.235	0.297	0.465	7	18
Emotional Resilience	0.810	0.235	0.825	0.465	3	13
Motivation	0.653	0.235	0.169	0.465	5	19
Influence	0.644	0.235	-1.263	0.465	3	8

Table shows that the standard deviations, skewness and kurtosis levels are low, thus showing that the data is robust, representative of the samples, and normal. Hence parametric analyses techniques are therefore possible in subsequent sections.

4.4 Reliability Analysis

According to Chatterji (2003), reliability refers to the degree of consistency or reproducibility of an assessment's results under different conditions, assuming that random error always affects scores. To empirically examine the reliability of the survey instruments used in this study, Cronbach's alpha test was calculated for each of the seven dimensions of emotional intelligence

According to Nunnally and Berstein (1994), an internal consistency greater than .70 is reasonably reliable. Cortina (1993) suggested that alpha coefficients for scales with few items (six or less) can be much smaller (0.6 or higher) and still be acceptable. In this regards, a Cronbach's alpha greater than 0.6, is acceptable for this study.

Reliabilities of Each Emotional Variable

Dimension	No of Items	Cronbach's Alpha
Job Performance	6	0.940
Self- Awareness	4	0.746
Decisiveness	4	0.792
Environment	5	0.735
Emotional Resilience	3	0.735
Motivation	4	0.733
Influence	2	0.935

After the final data for this study were collected, the reliability coefficients were calculated using SPSS v 17.0. The reliability coefficients for each of the seven dimensions of the emotional intelligence are as follows: Organizational Performance (0.94), Self-Awareness (0.746), Decisiveness (0.792), Environment (0.735), Emotional Resilience (0.735), Motivation (0.733) and Influence (0.935). Job performance coefficient is found to highlight the highest with $\alpha = 0.94$ and also influence was high. Other elements such as self-awareness, decisiveness, environment, emotional resilience and motivation are also highly reliable.

Since all of Cronbach's alpha coefficients for the scales were greater than 0.6, the scales were deemed acceptable. The reliability coefficients for the scales utilized in this study are reported in Table 4.4.

4.5 Correlation Analyses

To study the correlation between variables, Pearson coefficient was selected. Results from inter-correlation for overall factors in EI questionnaire are as table 4.4. From the data obtained, it is derived that there is relationship

between factors in the analysis. However, the degree of correlation for each factors with another are at different significant level. For example there is highly significant correlation appeared between job performance and influence . Other scales correlations differ in term of significance in different items. Based on Table 4.5 below, correlation between EI measures were determined. The output from correlation analysis was used to test the hypothesis for the current exploratory study. From the results obtained, it is found that significant positive relationship exist between job performance and influence ($r = .506$, $p < 0.01$). This leads to the interpretation of the higher the level of influence possessed by an individual the higher the level of job performance.

Table 4.5 Correlation

Correlations								
	Job Performance	Self Awareness	Decisiveness	Environment	Emotional Resilience	Motivation	Influence	Gender
Job Performance	1							
Self Awareness	-0.175	1						
Decisiveness	-0.133	.374**	1					
Environment	-0.083	.302**	.374**	1				
Emotional Resilience	-0.057	.345**	.256**	.194*	1			
Motivation	0.009	.285**	0.128	.267**	0.126	1		
Influence	0.506**	-0.049	-0.090	-0.032	0.053	0.119	1	
Gender	-0.147	.256**	-0.075	-0.003	0.171	.249**	-0.009	1

** . Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

4.6 Multicollinearity Analysis

Table 4.6 presents Tolerance and VIF values for self awareness, decisiveness ,environment, emotional resilience, motivation and influence (independent variable) and job performance (dependent variable). When variables are highly correlated in a multiple regression analysis it is difficult to identify the unique contribution of each variable in predicting the dependent variable because the highly correlated variables are predicting the same variance in the dependent variable. According to Gujarati (2003), Multicollinearity exists when tolerance is below .1; and VIF is greater than 10. In this case, there is not multicollinearity.

Table 4.6 Multicollinearity Analysis

Collinearity Statistics		
Dimensions	Tolerance	VIF
SelfAwareness	0.734	1.363
Decisiveness	0.767	1.303
Environment	0.793	1.261
EmotionalResilience	0.852	1.173
Motivation	0.864	1.158
Influence	0.964	1.037

4.7 Results

The ancillary purpose of this study was undertaken is to examine the relationship of emotional intelligence factors towards job performance in an organization. It is not only to understand the significance relationship between the factors but also to further enhance methods for application in business industry. This is done through multiple regression equation. First and foremost overall sample was examined and analyzed.

Table 4.7 Multiple Regression Analysis of Emotional Intelligence factors towards Job Performance

Model Summary			ANOVA	
R	R Square	Adjusted R Square	F	Sig.
.530 ^a	0.281	0.238	6.459	.000 ^a

a. Predictors: (Constant), Influence, Environment,

Emotional Resilience, Motivation, Decisiveness, SelfAwareness

b. Dependent Variable: Job Performance

Coefficients ^a					
	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	9.658	2.969		3.253	0.002
SelfAwareness	-0.272	0.217	-0.125	-1.256	0.212
Decisiveness	-0.062	0.205	-0.029	-0.301	0.764
Environment	-0.026	0.216	-0.011	-0.118	0.906
EmotionalResilience	-0.080	0.249	-0.029	-0.319	0.750
Motivation	-0.010	0.188	-0.005	-0.053	0.958
Influence	1.372	0.238	0.500	5.757	0.000

a. Dependent Variable: Job Performance

This section will include the multiple regression analysis for the six hypotheses developed for this study. In order to test hypotheses H1, H2, H3, H4 , H5 and H6 correlation and multiple regression analysis .

By using job performance as dependent variable and other 5 as independent variables, Interesting results were derived from the regression analysis. It was found that, Factor 6 (influence) emerged as significant in relationship to output of job performance ($b = 0.500$, $F = 6.459$, $p < 0.00$, $R^2 = 0.281$, $t = 5.757$).

All other factors were not significant .

Form the results obtained, assumptions on hypothesis testing can be derived and confirmed thoroughly. First and foremost, factor 6 (influence) found to have very strong significant contribution in predicting the level of job performance within an organization. Situation surrounding and workplace condition can be directly related into this variable which presumed to have greater impact on performance by an individual. Hypothesis 6 which is there is a positive relationship between influence and job performance .

Influence includes peer, employer and other external factors in workplace that can be presumes to have this effect. It is found that the higher level of influence, the stronger the enhancement of emotional intelligence and job performance by individual in the respective organization. Thus hypothesis 6 that is influence has correlation towards emotional intelligence and job performance is supported and accepted.

Factor such as self-awareness, decisiveness and motivation also showed no significant relationship or correlation towards the studied variables. Thus it can be concluded that hypothesis 2,3, 4 and 5 have no significant relationship in determining effects of emotional intelligence and job performance. Therefore, the hypothesis for this factors are rejected.

CHAPTER 5

RECOMMENDATIONS AND CONCLUSION

5.0 Introduction

This chapter is divided into four sections. First, this study will be summarized in terms of the study procedures presented in the previous chapters. The limitation of this study will be summarized in the second section. The third section discusses the findings from theoretical and practical perspectives and suggestions for future research based on the findings identified in this study.

5.1 Summary and Conclusion

The results presented in this study indicates that the measures of emotional intelligence derived was with both reasonably and reliable in order to measure its contribution towards job performance and overall organization performance and well- being. Most of the literature reviewed shows the role of emotional intelligence in workplace behaviors and its impacts in an organization. As per discussion previously, the fundamental behavior of emotional intelligence is ones ability to understand and manage emotions in order to control and to make decision within organization. However, many literatures that have been included in the reviewed argued that there are many contributing factors towards this relationship of emotional intelligence and workplace behavior. In reference to that, purpose of this study was undertaken was in order to understand and evaluate the role of emotional intelligence and its contributing factor or elements towards job performance. It is hoped that the results of this evaluation can provide foundation for the usage of emotional intelligence in