

**THE RELATIONSHIP BETWEEN EMOTIONAL
INTELLIGENCE, ISLAMIC WORK ETHIC AND
LEADERSHIP PRACTICES AMONG MIDDLE LEVEL
ADMINISTRATORS IN MALAYSIAN
PUBLIC UNIVERSITIES**

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**DOCTOR OF BUSINESS ADMINISTRATION
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WORK ETHIC AND LEADERSHIP PRACTICES AMONG MIDDLE LEVEL
ADMINISTRATORS IN MALAYSIAN PUBLIC UNIVERSITIES**

By

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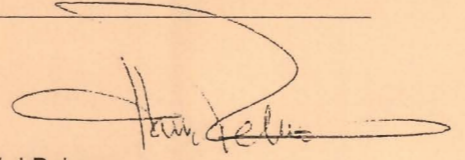
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ABSTRACT

The main challenges for the higher education institutions are to ensure academic programs provided are market driven and sensitively able to respond to the changing need of various economic sectors. Thus, higher education needs to function as an effective institution. No doubt, the recent challenges require the key personnel to equip themselves with leadership quality in order to achieve organizational goals. Previous studies have shown that effective leadership was influenced by several factors such as emotional intelligence. Another significant issue in leadership is ethical behaviors. Therefore, the purpose of this study was to examine the relationship between emotional intelligence and leadership practices when Islamic work ethic is practiced in Malaysian public universities. The respondents consisted of middle level administrators in Malaysian public universities throughout the country. Using a structured questionnaire, a total of 500 surveys were distributed to the randomly selected respondents. A total of 237 (47.7% response rate) usable questionnaires were obtained. Several hypotheses were developed and investigated with multiple regression and hierarchical regression analyses. The results demonstrated that only the dimension of managing own and other emotion was significantly related to leadership practices. While, Islamic work ethic found to negatively significant moderate the relationship between the appraisal of emotion and leadership practices. The results revealed that the explanatory power of the model increased from 28.6% to 46.4% when Islamic work ethic moderates the relationship. Appraisal of emotion influence on leadership practices will be weaker when Islamic work ethic is high. Several plausible reasons were discussed. The findings have some contributions both to the practical and theoretical implications. Understanding of these factors can lead to better planning and implementation of leadership development in public higher education sector. Several recommendations were made for future research.

Keywords: Emotional intelligence, Islamic work ethic, and Leadership practices

ABSTRAK

Cabaran utama kepada institusi pengajian tinggi ialah memastikan program akademik yang ditawarkan memenuhi kehendak pasaran serta peka kepada perubahan yang sentiasa berlaku dalam pelbagai sektor ekonomi masakini. Oleh itu, sektor pendidikan tinggi mestilah berfungsi sebagai sebuah institusi yang cekap. Tidak diragui lagi bahawa cabaran serta perkembangan semasa memerlukan staf yang memiliki kualiti kepimpinan bagi mencapai hasrat organisasi. Kajian terdahulu menunjukkan bahawa kecekapan kepimpinan dipengaruhi oleh pelbagai faktor misalnya kecerdasan emosi. Selain dari itu, tingkah laku beretika juga merupakan salah satu isu utama dalam persoalan kepimpinan. Oleh yang demikian, kajian ini bertujuan untuk menilai hubungan antara kecerdasan emosi dan amalan kepimpinan apabila etika kerja Islam diamalkan di universiti-universiti awam di Malaysia. Responden kajian terdiri dari pegawai-pegawai pentadbiran peringkat pertengahan di universiti awam di seluruh Malaysia. Sebanyak 500 soal selidik telah diedarkan kepada responden yang dipilih secara rawak. Sejumlah 237 (47.7%) maklum balas telah diterima. Beberapa hipotesis telah dibina serta diuji menggunakan analisa regresi berganda dan regresi hirarki. Dapatan kajian menunjukkan hanya dimensi menangani emosi sendiri dan orang lain mempunyai hubungan yang signifikan dengan amalan kepimpinan. Manakala etika kerja Islam didapati mempunyai kesan penyederhana signifikan yang negatif dalam hubungan antara menghargai emosi dan amalan kepimpinan. Dapatan kajian menjelaskan bahawa keupayaan model ini meningkat dari 28.6% kepada 46.4% dengan kehadiran etika kerja Islam sebagai penyederhana dalam hubungan antara kedua-dua pemboleh ubah. Pengaruh penghargaan emosi ke atas amalan kepimpinan akan merosot apabila etika kerja Islam adalah tinggi. Dapatan kajian bermanfaat kepada implikasi praktikal dan aspek teoretikal. Kefahaman kepada dapatan kajian membolehkan sektor pengajian tinggi merangka serta melaksanakan program pembangunan kepimpinan yang lebih berkesan. Beberapa cadangan untuk kajian seterusnya turut dikemukakan.

Katakunci: Kecerdasan emosi, Etika kerja Islam, dan Amalan kepimpinan

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LIST OF ABBREVIATIONS

ACRULeT	Asian Centre for Research on University Learning and Teaching
AKEPT	<i>AkademikKepimpinanPengajianTinggi</i>
ECI	Emotional Competency Inventory
EQ	Emotional Quotient
EQ-I	Bar-On Emotional Quotient Inventory
HEIs	Higher Education Institutions
IQ	Intelligence Quotient
KMO	Kaiser-Meyer-Olkin
LPI	Leadership Practices Inventory
MEIS	Multifactor Emotional Intelligence Scale
MLQ	Multifactors Leadership Questionnaire
MoHE	Ministry of Higher Education
MSCEIT	Mayor-Salovey-Caruso Emotional Intelligence Test
SPSS	Statistical Package for Social Science
SSEIT	Schutte Self Report Emotional Intelligence Test
UNESCO	United Nations Educational, Scientific and Cultural Organization

CHAPTER ONE

INTRODUCTION

1.0 BACKGROUND OF THE STUDY

Since the early 1990s, the Malaysian international education sector has grown notably. The country offers a relatively excellent international education at an affordable cost (Lim, 2009). In 1997, parallel with the development in higher education, the Ministry of Higher Education has announced the Malaysian Government decision to make the country as a centre of higher education excellence (Malaysia, 2006). Since then, the Ministry introduced several reforms on higher education to encourage the entry of international students in Malaysia. Presently, the number of international student represented not even 5% of the total higher education enrolment in this country. Subsequently, it is a significant characteristic in the internationalization process of the Malaysian higher education segment (Morshidi, 2008).

Under the Ninth Malaysia Plan, crafted for the year 2006 to 2010, the Government has continued to place enormous emphasize on the national education agenda. Basically, the five-year development plan focused on five major thrusts, one of which is to increase the capacity for knowledge and innovation and to nurture a first class mentality (Malaysia, 2006). Besides that, the Government is planning to turn the country as an educational hub in this region (Morshidi, 2008) since the move has a significant impact on economic growth (Simrit Kaur, 2005). Consequently, the Malaysia needs to remain competitive in

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