



# The relationship between emotional intelligence and leadership among the educational final year students

Ahmad Bin Esa, Haslina Binti Ahmad, Ali Suradin and Jaslina Jamaludin  
Universiti Tun Hussein Onn Malaysia.  
Sekolah Menengah Datuk Menteri, Ayer Hitam, Johor, Malaysia.

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### ABSTRACT

Emotional intelligence is very important to everyone especially to educators. It can help them to controlling their emotional from stress, burnout, angry and others. It also educates the teacher the ways to become an outstanding and humanity teacher in their management. So the aims of, this study is to determine the level of the educational final year students and the relationship between the emotional intelligence with leadership style. The total of respondents are 26 students from Faculty of Technical and Vocational Education at Universiti Tun Hussein Onn Malaysia (UTHM). The researchers were using questionnaires as an instrument to collect the data from respondents. After that, it was analyzed using *Statistical Package for Social Science*. The data gathered the level of students emotional intelligence in a moderate level based on self-awareness, self-management, social awareness and relationship management elements. There is also a relationship between an emotional intelligence with leadership styles of students.

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### Introduction

The teaching profession is one of the most important jobs in the process of human development. This profession is the most important profession to increase the knowledge of individuals and society. In this millennium, the role of the teachers has become more complex and challenging. Teacher should ensure that the dignity of teaching being improved at the high level and getting the respectful from others to achieved the national mission as planned by the Malaysia Prime Minister RMK-9 (Omar, 2007).

Teachers not only focus to educate but they are also the person that will motivate the students to achieve their ambition to be success in their life. Teachers will become students' mentor before, during and after the teaching session. They also will help the students to make a preparation before their class's. However, during the class session the teacher will guide the students to solve their work or task that given by them. Lastly, after that the class teachers will become mentors to help the students to make reflection about their learning process. The positive effects should be given to the students in the ways to motivate and encourage them in the teaching and learning session (Mok, 2009).

### Problems Statement

It is not easy to become a teacher because they have a biggest task to make sure the students will be success in their study and at the same time they can use their knowledge in their daily life. Furthermore, they also must confront with a lot of workload such as clerical works, communities services, handling the school program and others. For the married teachers, they also need to focus for their family. Here, we can conclude that teachers have a lot of works to handle and finished by them.

This is supporting by Shaari<sup>1</sup> et al. (2006), in their research where teachers were burden with a lot of works beside class teaching but they also need to handle the management works

including the co-curriculum activities. Based on that research they also mention, the teachers will hold at least two positions in club and association at their school. Other than that, from Kamaruddin (2007) said, teachers also need to give more attention for students that make problems either at the school or not. They need to focus about their disciplinary to changes the student's attitudes. In his research, the student's problem is the highest cause for teachers stress.

Else, Kasiman (2012) said that teacher's workload become more complex day by day. They need to perform their primary task of teaching and combine it with other tasks such as preparing examination questions from time to time, filling attendance book, discipline book, a summary of teaching, medical forms and records for student progress, clubs and associations reports, as well as handling sports day preparations.

Additionally, nowadays we always hear a lot of issues make by the teachers such as hitting the students, taking the corruption and so on. According to the research that compiled by Shapuan (2008), there had been a report that involving a teacher had been kissing the form 1 student. 15 December 2005, a tutor, Patricia Barbara Shanta, 54 was arrested for torturing and causing physical injury to the years 3 students. Meanwhile, on 2nd April 2007, a teacher had been charged kicking year 6 student twice in Sik, Kedah. There are several other incidents of violence committed by the teachers including when the face of a twelve-year-old student slanting after had been slapped by a teacher on June 11. The student was slapped because she would like to take a book in her bag so she late attending the assembly.

All the problems that made by the teachers had shown that they had problem to control their emotion which this is one of the important part that teacher should capable to do it before they become a teacher. According to Goleman (1995), emotional intelligence is a key factor for determining individual success. In his book, he argues that the excellences for an

individual is dependent on 20% of the intellectual intelligence and 80% is dependent on the emotional intelligent so they must know to manage their emotion.

So, into this study, the researcher want to know if the final year students in the education field have already prepared themselves with emotional intelligent, leadership style and knowledge to become teachers.

**The important of Emotional Intelligence for Teachers**

Based on the findings from other researchers had proved that emotional intelligence (EQ) is a main foundation that should be considered seriously before becoming a teacher. This is because EQ can help teachers to maintain their emotion towards facing challenges as a teacher especially about the new changes made by Ministry Education. From Fletcher (2007), says that the EQ has a relationship with teacher’s stress.

While, McBride and Maitland (2002) in their book said that emotional intelligence is very important to all individuals because it can provide some benefits to those who practice it well. Several benefits that written in their book as follow:

- a)The individual will able to make good relations with other people and society. This is because who has a good EQ will be able to control their emotions and relationships in any situation either with a colleague, friend or special friend.
- b)EQ also will help individual on ways to increasing their confidence level especially in communicating because it will teach them how to use the language correctly and appropriate intonation.
- c) Else they also get respected by others where they will be more respected and trusted by other people because they believe that the individual has a better EQ is someone that can be trust, honest, empathetic, flexible and so on.
- d)So, it can conclude that emotion and teacher have a close relationship that should be learned by all the teachers especially for someone still new in this field. It also will help you to become a good leader if they can make a good decision about some issues especially when there have a connection with the students. However, to become a good leader, teacher also must take seriously their EQ because based on the research by Higgs (2005), they conclude that EQ can help an individual in order to mediating their performance which is in their solution, decision and the way they will perform in their works.

**The Importance of Leadership for Teacher**

Leadership is a part of the teacher life. This is because teacher will always lead their student’s, making a decision, leading the co-curricular program and so on. Based on the research made by Loh (2008), it tells that teacher and leadership have a strong relationship where he focuses for the principle leadership. This is only several ideas about the importance of leadership for teacher which are:

**The School Management**

Principal will faced the problem to manage the students and the staffs so the good leadership will help them to make a better decision without offending any people.

**Improving the School**

The good leader can leading the student’s with different background and level to become successful students where they will improve the school quality and standard.

**Increasing Teacher Professionalism**

Teaching is a professional job because teachers always help each other and need to complete any job that given to them even though not related with their subject or knowledge. For principal, they cannot lead all the staff in the minor guide so

they need to trust all the staff that the will do the work given to them.

**Objectives**

This study was conducted to achieve the following objectives:

- a)To identify the level of emotional intelligence among the final year students.
- b)To identify the dominant leadership style that used by final year students.
- c)To identify the relationship between emotional intelligence and leadership styles among the final year students.

**Research Questions**

The major questions for this research are:

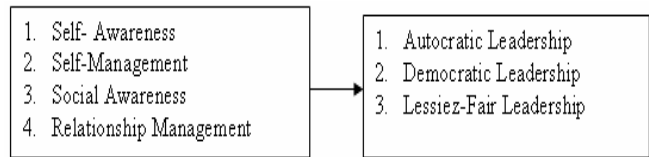
- a)What is the level of emotional intelligence among the final year students?
- b)What is the dominant leadership style that used by final year students?
- c)Is there any relationship between emotional intelligence and leadership style among the final year students?

**Hypothesis Research**

H<sub>0</sub>: There is no significant relationship between emotional intelligence and leadership style among the final year students.

**Conceptual Framework**

Figure 1.1 showed the framework that built by researchers based on the objectives of the study. The researcher tried to study about the connection between emotional intelligence and leadership style that the students had.



**Figure 1.1: Connection between emotional intelligence and leadership style**

**Methodology**

A survey was implemented and administered for 26 final year students at the Faculty of Technical and Vocational Education. All the students read the same script prior to passing out the surveys. The survey instrument consisted of 70 questions, which are divided by three parts. Part A questions about the student’s background, Part B study about their emotional intelligence and the last part, Part C a study about their leadership style. The survey instrument is displayed in Appendix A.

To measure an emotional intelligence the researcher had using Likert Scale that divided by five scale which are 1- Strongly Disagree, 2- Disagree, 3-Not Sure, 4-Agree and 5- Strongly Agree based on Najib (2003). It’s analyze using level score mean based on Wiersma (1995) and it can be refered at Table 1.1. For leadership style the researcher just looking for the dominant level. However, the correlation was measured using statistic parametric to study about the relationship and hypothesis research based on Chua (2006). It’s can be refered at Table 1.2

**Table 1.1 Score Mean of Emotional Intelligence**

Mean Score	Level
1.00-2.40	Lower
2.41-3.80	Moderate
3.81-5.00	Higher

Wiersma (1995)

**Results**

This part presents the results of the statistical analysis of the data in this study, beginning with a description of the participant

demographics and a brief explanation of the analyses applied to assess each research question.

**Table 1.2: Correlation Measure**

Level	Range
Very Low Correlation	< 0.20
Low Correlation	0.21-0.40
Moderate Correlation	0.41-0.60
High Correlation	0.61-0.80
Very High Correlation	0.81-1.00

Chua (2006)

### Demographic Respondent

Based on table 1.3 it showed that only 7 male students answered the questions in this study compared to the female students where the total is 19 students. However, researchers had only Malay race in this study where it shows there is no different races that responded to the questionnaires given. Else, for the marital status shown that single students are more than the married students with the different number are 20, 6.

**Table 1.3: Frequency Analysis for Demographic Respondent**

Item	Type	Frequency	Percent
Gender	Male	7	26.9
	Female	19	73.1
Race	Malay	26	100.0
Marital Status	Single	20	76.9
	Married	6	23.1

### Analysis Data for Research Question 1

The results show that the means for every element that study in this research are in the moderate level. Where else for the highest element is Self- Management that show mean 3.346, follow by relationship management element which is 3.326. Next is self-awareness element that shows 3.184. Lastly is social awareness where getting 3.154. It is shown in the Table 1.4.

**Table 1.4: Means Score of Emotional Intelligence**

Elements	Mean	Level
Self-Awareness	3.184	Moderate
Self-Management	3.346	Moderate
Social Awareness	3.154	Moderate
Relationship Management	3.326	Moderate

### Analysis Data for Research Question 2

For the leadership style it showed that the dominant leadership style that owned by the respondent is democratic leadership style. This is based on the evident in the data which are the democratic style gained 3.49, followed by lassies-fair style is 3.39. Lastly, an autocratic style only gets 3:23. This data can be referring in Table 1.5.

**Table 1.5: Means Score of Leadership Style**

Style	Mean	Level
Autocratic	3.23	3
Democratic	3.49	1
Lassies-Fair	3.39	2

### Analysis for Research Question 3

#### Correlation of Autocratic Style

Table 1.6 is showing the relationship data between emotional intelligence and autocratic style. The results show that based on the self-awareness, self-management and social awareness elements there is no significant relationship between emotional intelligence and autocratic style where the total of P is bigger than 0:05. It's also show that the ranges of these elements are lower.

However, for the relationship management element show there is a significant relationship between emotional intelligence and autocratic style. The total of P is less than 0.05 and the level of the correlation is in the high range.

**Table 1.6: Relationship between Emotional Intelligence and Autocratic Style**

Correlation Pearson	Element of Emotional Intelligence			
	Self-Awareness	Self-Management	Social Awareness	Relationship Management
r	.285	.340	.366	.661 <sup>***</sup>
p	.159	.089	.066	.000
N	26	26	26	26

#### Correlations of Democratic Style

Self-Management element was showing there has a significant relationship between the emotion intelligence and democratic style. This is because the P value is less than 0.05 which is 0.049 and it shows that the level of the correlation is lower range. It is also same with Social Awareness element that has a significant relationship where the P value is 0.037 less than 0.05 but for this element it shows that this element is in the high range.

For Self-Awareness and Relationship Management elements show that there is no significant relationship between emotional intelligence and democratic style. This is because the P value is more than 0.05. Else the range for Self-Awareness is in the lower level but different with Relationship Management element is show inverted value which is -0.0179. This data can refer in Table 1.7.

**Table 1.7: Relationship between Emotional Intelligence and Democratic Style**

Correlation Pearson	Element of Emotional Intelligence			
	Self-Awareness	Self-Management	Social Awareness	Relationship Management
r	.229	.390 <sup>*</sup>	.411 <sup>**</sup>	-.179
p	.260	.049	.037	.382
N	26	26	26	26

#### Correlations of Lassies-Fair Style

For the lassies-fair style it only show the relationship management element have a significant between emotional intelligence and lassies-fair style. The P value is 0.00 which is less than 0.05 and it has the high range for correlation. Self-Management element also have a significant relationship which is the P value is 0.05 and the correlation is in the moderate level.

The element of self-awareness and social awareness show that there is no significant relationship where the values raised are more than 0.05. However, for self-awareness shows a very low correlation and for social awareness is low correlation.

**Table 1.8: Relationship between Emotional Intelligence and Lassies-Fair Style**

Correlation Pearson	Element of Emotional Intelligence			
	Self-Awareness	Self-Management	Social Awareness	Relationship Management
r	.135	.537 <sup>***</sup>	.340	.716 <sup>***</sup>
p	.510	.005	.089	.000
N	26	26	26	26

### Discussion

The result from the analysis shows that the level of emotional intelligence for final year students at the Faculty of Technical and Vocational Education is on the moderate level. This is not a good situation because these students will become a teacher one day and based on Higg's *et.al.* (2011) in order to become successful leaders individual must ensure that their emotional intelligence must have in the high level.

This statement also supported by Katiman and Othman (2003) that to become an excellent teacher, they must have a balance in terms of physical, emotional, intellectual and spiritual. The Nazir Cabinet (2006) also noted that the excellent teachers must have a noble personality, charming personality

and have a good ethics as well as sensitive and attentive to the student needs including can be a "role models" to the students.

### **Discussion Research Question 1**

This part is discussing about the research question based on the data. This is because for overall the data shows that the final year students have a moderate level in their emotional. So, it discussed from four studied elements which are self-awareness, self-management, social awareness and relationship management.

#### **Self-Awareness**

Self-awareness is the ability to recognize and understand our feeling, strengths and weaknesses of an individual itself (Goleman, 1995). According to Shaari (2008), an effective and a good teacher can provide the impact of the student's in term of their personality and make changes to student's behavior. He also said that the reason can change the student academic achievements are understanding and friendly attitudes of the teachers.

It is also supported by Kingsoka (2010), where he stated that the dimensions personality and personal qualities of the teachers includes teacher sensitivity, seriousness and sense of responsibility. In addition, according to Abdullah (2003) in his writings, he mentions that one of the teacher's personalities is kind-hearted teachers. It can help a teacher in the way to make a good relationship between teachers and students.

Nassbaum and William (2001) shows effective teachers are teachers who are always moving in the classroom, using their hands and arms many time, a lot of body language as well as a good eye contact with students. While Mok (2006), was agree that communication skills are very important in the aspects to convince the students that the teacher can deliver an information accurately, describes their opinion clearly, persuade the student's, use a good voice tones and can answer all the questions from the students.

#### **Self- Management**

Self-management is the ability of the individual in control their feelings and desires before try to do something which is they must have a patience and always try to avoid from getting a confrontation (Goleman, 2001). Else, he agree that individual can be successful in their life is depend on their abilities to manage themselves. Teachers must know how to handle their feeling wisely especially when they feel stress, depressed, sad and need to face with various problems in one time. Zakaria and Yahya (2006), also believe where the person who able to control their emotion can avoid the negative emotions to exist in their life. In other words, an excellent teacher would be able to solve any problems that arise in their life so that they will able to finished their duties and work properly.

According to Palmer and Dryden (1995), individual who have a positive thinking can avoid the feeling stress in their life. He added, those who have high self-management will have strong personal life, making the goal as a guidance, always committed to her career, always try to get an opportunities and always easy in adapting to the new situation. So, if the individual has a stable emotion, this will not give pressure where as if they have an unstable emotion, it can make us worries, an anxiety and fears.

#### **Social Awareness**

Social awareness is one of the important elements for an individual if they want to become a teacher. Unfortunately, from the data it already proved that the final year students are still not ready to become a teacher. Based on Cherniss and Goleman

(2001), social awareness is the combination of empathy, service orientation and organizational awareness.

Mohd and Hassan (2002) said that individuals with interpersonal skills can easily to understand and evaluate what is in others minds. More over clever people have a skill to reading a mood, behavior, goals and intentions of others through speaking or activity that been done by them. Additionally, they also know how to present themselves to other people to make everyone fascinated and easy to make a relationship with others.

Zainal and Shuib (2004), also think that the individual who has a highest empathy in their emotional can see one problem from other perspective and also can accept any suggestion and opinion that has been suggested by others.

#### **Relationship Management**

This element is strongly educates the people about the communication with colleagues, students and institutions. Actually, if the students have good communication skill they can always try to make something different from others and always maintaining the good relationship between co-worker, staff, students and communities.

They will feel accepted when they are able to communicate well on their own. This will increase their positive level of emotional (Noordin *et. al.* 2007). While according Solevey and Mayer (1990), teachers who have good interpersonal skill will be easy for their friends or students to ask for help. Else, they also easy to recognize the ability of other people and encourage them to gain what they dream.

Hassan and Mohd (2002) had mentioned that communication skills, listening skills, asking skill and good appearance are the important part in social awareness element. According to these studies, these skills will help the student to develop their mind and attitude to be more creative and competitive. Teachers need to have this credibility to make sure the students are not afraid to them. This can make the class more fun and easy to handle.

### **Discussion Research Question 2**

The results show that Democratic leadership is the dominant style that had been chosen by the students. This shows that the students always rely and helping each other in the way to settle the problem or tasks. Democratic person always believed that everyone is capable to making an action. They also believed as a leader, they can make a decision based on the meeting with others to get a good ideas or suggestion and they also divided their job to several people who can be trusted to finish or handle that job.

The democratic leader always give their staff opportunities to use their knowledge in the way to handling the situation using their own solution. They also can be a good place as guidance for the organization as a leader but the democratic leader must make sure they realized that they are role model as the coordinator of its members by emphasizing the feeling about their obligation and responsible of their duties.

Next, this person knows the differentiation between job and personal problems. They also depend on their group in the way to settle the problem and need all the members take their part as a worker or staff. To become a leader they must know the way to support their group member or staff. These will make everyone felt confident and happy to perform their duties. They also can gain the confident of their workers that they are the best leader that has been chosen. With this feeling everyone can continue to run their work very smooth and progressive (Mohd, 2003).

Democratic style is the most appropriate way to become a leader because they always make sure the work will be done on time without any pressure because they think that all the successful job that had been done is considered as a team cooperation and they always aware that they do not an incredible person who can finished their job on their own.

### Discussion Research Question 3

This part discuss about the relationship between emotional intelligence with leadership style which are autocratic, democratic and lassies- fair style.

### Relationship between Emotional Intelligence with Autocratic Style

There is a significant relationship between the Relationship Management elements with Autocratic Style. This shows the high relationship between two of them. Based on the MTD training the autocratic leader chooses to make the majority of the decisions on their own. This means they always keep control the job given. Actually, to become an autocratic person sometime give an advantage for individual itself and others.

Based on the research made by Yasin and Sarjuni (2011), they found that the leadership style that using by the principal in two schools that study shows they used an autocratic style in their management. This is because they need to handle the entire schools which are the management, staff, teacher and students including parents. So, they need to use an autocratic style to help them to survive but some of the place or thing they also give some space to make a discussion. Usually, they use an autocratic style when they saw teachers are starting to become lazy and no longer try to enhance the creativity in their work.

MTD training also mention that the suitable time to use this style when there is a short term, complex, technical or urgent project. Else, the leader try to increase the motivation for staff that has problems to settle the project or where there is a high turnover in the employees so keeping organizational knowledge in a leader is important.

### Relationship between Emotional Intelligence with Democratic Style

There is a significant relationship between social awareness and self-management elements. It can be concluded that, an emotional intelligence help the students using a democratic style. This is because from the level of emotional intelligence the students in the moderate level. So, it shows that the students did not have a high confident level to make decisions.

But that is not only the conclusion that can be concluded because based on MTD training the person who are using the democratic style are someone that really care about the other opinion. They are making the decision as a group. They also will make a great deal with their members to make sure the work will be finish according the schedule.

This also supported by Sipon and Gubud (2010), where from the research they get the connection between the democratic styles with job satisfaction. This is because the principal decided to use a democratic style because they did not want the teachers felt under pressure because a lot of work and problem. So, the principal decided to use a teamwork style to complete the job.

### Relationship between Emotional Intelligence with Lassie-Fair Style

In this style, there also have a significant relationship between self-management and relationship management. This leadership style is more relax and supportive. Usually, these people are very comfortable to work in the group and just follow what they asked for. They did not concern about to improve

their attitude and knowledge or skills. They are very happy about no changes.

This leader always minimizes themselves from involve in decision making. The members make all the decisions for them. The leader may remain responsible for the decision outcome. This style is very effective when people are capable, motivated and have no need for direction.

### Recommendation

Considering the findings of the study following recommendations can be given for the improvements. Leaders must identify about the situation and must try to adapt their leadership style accordingly. The level of emotional intelligence provides a new path for the leaders to be more effective and identify the subordinate's reactions. Each and every leader has to identify about their leadership style and place his/ her attention towards an achievement of the common goal with an effective leadership style. Thus it will help them to create a positive outcome with highly satisfied employees. Leaders must have a clear idea about leadership styles and how they must change their leadership style to go with the situation.

### Conclusion

Teachers nowadays must learn the way to cooperate with everyone in their work place especially when it comes about students and parents. Delegating authority and task to others is the key word in corporations now, because teachers could not be doing all the jobs by themselves. Usually they need the right person to make the work can be finished. So, the right person can be chosen is someone that has a highest emotional intelligence because usually they have a various advantages and skill that can help us in order to finalized the solutions.

Teacher's duties include managing conflict, collaboration ability, and synergy, setting the guide lines for organization, and supervising subordinates, with high level of emotional intelligence capability. Emotional intelligence is one of the most frontier concepts in business environment today. When it comes to important role of teachers, it would be more critical to say that, the key point in leading organization in positive way, to growth, to more success, is the manager's ability in governing his emotionally intelligence.

Finally, the respondent that studied must try to improve their emotional intelligence before they confront with other people. This is because from the result it show that they do not ready yet

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