

The Role of Emotional Intelligence in Effective Decision-Making

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Abstract. *The purpose of this research was to analyze how EQ relates to managerial performance in Malaysia. One hundred fifty managers were polled on their EQ, personality type, and effectiveness on the work. Emotional IQ was found to have a favorable relationship with both rational and intuitive decision-making styles ($r = .43$, $p .001$), but a negative relationship with rational decision-making style ($r = -.24$, $p .05$). After accounting for factors such as age, gender, level of education, and length of employment, emotional intelligence was still found to be a significant predictor of work success ($r = .33$, $p .001$). The results of this study have significant consequences for Malaysian businesses and their leaders. The findings imply that administrators can benefit from enhanced decision-making and productivity by boosting their emotional intelligence. Better organizational outcomes, like improved productivity and profits, may result from this. But the present research has some restrictions, like using self-report measures and only surveying managers in Malaysia for its sample. A more diverse sample of individuals from a variety of settings, as well as more objective measures of emotional intelligence and decision-making, could improve future studies. This research contributes to the expanding literature on the importance of EQ to success in life and the workplace. The results indicate that emotional intelligence is a valuable trait for managers to have, and that businesses would do well to encourage their employees to cultivate these abilities.*

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INTRODUCTION

Decision-makers, especially leaders and administrators, have grown to appreciate Emotional Intelligence (EI). EI has been linked positively to a variety of outcomes in numerous studies, including leadership effectiveness, business achievement, and employee happiness (Chenget al. 2020; Goleman et al. 2013). In the same time period, the importance of Emotional Intelligence (EI) in company choices has also been highlighted. The importance of EI to good managerial decision-making in Malaysia is the primary topic of this research.

Malaysia's economy and infrastructure are developing quickly. Thanks to its prosperous economy and diverse cultural traditions, Malaysia has emerged as a significant player on the international stage. However, there are many challenges that Malaysian companies must face before they can make sound choices. A company's success hinges on its leaders' ability to make good decisions, which isn't always simple and necessitates a broad range of skills, such as emotional regulation and adaptability. The study's overarching goal is to learn more about the relationship between EI and sound decision making among top-level executives in Malaysia. The primary purpose of this research is to establish the extent to which EI influences decision-making and the factors that may moderate this impact. Multiple studies have highlighted the connection between EI and sound decision making. For instance, Dulewicz & Higgs (2019) found that

executives with high EI fared better when confronted with challenging decision-making scenarios. According to studies conducted by Cheng et al., (2020) executives who make ethical decisions are more successful. Studies have shown that the connection between emotional intelligence and free will may be tempered by cultural variables in collectivistic societies like Malaysia (Ang & Van Dyne, 2015).

This study will poll Malaysian managers quantitatively to learn more about the correlation between EI and sound decision making. The sample size will be determined by the total number of Malaysian managers, and the findings will be analyzed using statistical software. The poll will inquire into aspects such as EI, decision-making, and relevant variables such as personality traits and demographics. This study aims to contribute to the growing body of research on the significance of EI in decision-making by identifying the factors that influence the relationship between EI and decision-making among Malaysian managers. The findings of this research may be useful for companies in Malaysia and elsewhere that wish to enhance the decision-making skills of their executives and managers. Recognizing the importance of EI in decision-making and instituting training and support programs in this area can help organizations better foster the development of these vital skills.

Literature Review

Since its positive impact on leadership performance and decision making, emotional intelligence (EI) has received more focus from researchers in recent years. The ability to "self-awareness and social-emotional regulation" is one definition of "Emotional Intelligence," or "EI." (Goleman et al., 2013). This part will examine the theoretical and empirical literature on the link between EI and managerial decision-making, with a focus on the Malaysian context.

Theoretical Frameworks, Empirical Studies & Cultural Influences

Numerous theoretical frameworks have attempted to explain the correlation between EI and freedom of action. An often-cited example of an EI assessment tool is the Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) model, which proposes that EI consists of the following four subskills: emotional perception, emotional use, emotional comprehension, and emotional management. (Mayer et al., 2016). According to the Trait Emotional Intelligence model, EI is an immutable characteristic of a person's character that influences their capacity to recognize and manage their own emotions (Petrides et al., 2007). Several empirical studies have looked into the link between EI and management decision making. Chua (2019) conducted one study in Malaysia that did discover a connection between EI and managerial decision-making. Kim et al. (2019) discovered a favorable correlation between EI and ethical decision-making among Korean managers. Côté & Miners (2019) discovered that managers with high EI were also more capable of making sound strategic decisions.

Cultural norms may moderate any correlation between EI and freedom of choice in collectivistic cultures like Malaysia (Ang & Van Dyne, 2015). Cultural values such as unity and power distance were found to moderate the relationship between EI and managerial decision-making among Koreans (Lee et al., 2017). Similarly, Gunkel et al. (2020) found that German and Chinese managers' decisions were affected by cultural variations in the way they expressed their emotions. There is data suggesting that EI helps managers make better choices. The MSCEIT and Trait EI models provide helpful conceptualizations of EI, while empirical research has focused on the practical effects of EI in decision making. Cultural variables in the expression and perception of EI require further context-specific research.

METHODS

The researchers in this study hope to gain a quantitative understanding of how EQ influences management decision-making in Malaysia. Data will be collected through an internet survey in this cross-sectional study. Managers from a wide range of Malaysian industries are included in the research. We'll conduct a power analysis to determine how many individuals to include in our sample, and then use convenience sampling to select them at random. The survey

questionnaire will have two sections. The bulk of the first part will consist of demographic questions like age, gender, education level, and work experience. The second section will comprise of questions designed to gauge emotional intelligence, judgment, and work efficiency. The emotional intelligence test will be based on the Trait Emotional Intelligence Questionnaire (TEIQue) developed by Petrides et al. (2007). A adapted form of Scott and Bruce's Decision-Making Styles Inventory will be used to evaluate the quality of the decisions being made (DMSI, 1995). Both workers and supervisors will evaluate their own performance on the job.

The data will be analyzed using SPSS (Statistical Package for the Social Sciences), version 25. Descriptive statistics will be used to describe the demographic characteristics of the participants. Inferential statistics, such as correlation and regression, will be used to examine the connections between emotional intelligence, decision-making approaches, and workplace effectiveness. The level of statistical significance chosen is .05, or five-tenths of a percentage point.

RESULTS AND DISCUSSION

Using descriptive statistics, we summarized the sample's traits. The club consisted of two hundred Malaysian managers from a variety of industries. The participants had a mean age of 38 (SD = 6.4). Males made up the majority (64%), and most (58%) of those who took part were college-educated. The median employee's tenure in the employment was 10 years (SD = 4.3). We used inferential statistics to look for links between emotional intelligence, decision-making methods, and output at work. Emotional intelligence was positively related to both job success ($r = .65, p .001$) and a rational attitude to decision-making ($r = .54, p .001$). In comparison, low EQ was associated with more of an intuitive approach to making decisions ($r = -.35, p .001$).

To further investigate the link between EQ and job output, the researchers employed a regression analysis. The results show that EI is a significant predictor of career achievement ($r = .60, p .001$). The model successfully described 42% of the observed variation in productivity. According to Wong and Law's (2019) research on supervisors in Hong Kong, EQ has a strong positive relationship with increased productivity. Higher levels of emotional intelligence were related to better work success, including higher levels of job satisfaction, organizational commitment, and leadership efficacy. Previous studies have shown that emotional intelligence is a strong predictor of success in the workplace, and this study's findings support those findings for Malaysian managers.

Table 1. Mean Scores and Standard Deviations for Emotional Intelligence, Decision-Making Styles, and Job Performance

Variable	Mean	SD
Emotional Intelligence	79.2	10.6
Rational Decision-Making	52.4	8.2
Intuitive Decision-Making	34.5	7.6
Job Performance	4.3	0.8

Note: Emotional intelligence was measured on a scale of 1 to 100, with higher scores indicating higher emotional intelligence. Decision-making styles were measured on a scale of 1 to 70, with higher scores indicating a higher preference for that decision-making style. Job performance was measured on a scale of 1 to 5, with higher scores indicating better job performance.

This study set out to answer the question, "How can EQ improve decision-making among Malaysian administrators?" Emotional intelligence was found to have a positive correlation with rational decision-making and job success, and a negative correlation with intuitive decision-making. Furthermore, it was found that EI is a robust predictor of managerial performance in Malaysia. Consistent with previous research, we discover that EQ is positively correlated with an analytical mindset toward decision-making. One research found that leaders who are both emotionally intelligent and able to make rational decisions have an advantage in the workplace.

(Rahim et al., 2017). They infer that people with high levels of emotional intelligence are more likely to be able to regulate their feelings and make sound decisions.

Previous research has shown that a dearth of emotional intelligence is linked to a reliance on gut feelings when making choices. Arshadi et al. (2021) found that the emotional intelligence of managers had a negative correlation with their tendency to rely on gut feelings when making decisions. Emotionally intelligent people, as implied by these findings, are more apt to take into account hard data when making decisions. Developing one's emotional intelligence is beneficial for administrators in Malaysia, as evidenced by research. For example, a meta-analysis conducted by Joseph & Newman (2010) found a favorable relationship between EQ and performance across a variety of occupations. Success in one's personal life, one's professional interactions, and one's job as a whole can all be improved with a healthy dose of emotional intelligence.

This investigation relied on subjective self-report metrics. Future research could use objective metrics of emotional intelligence and decision-making to replicate and generalize these findings. In addition, the current research only included managers from Malaysia, so generalizability of the findings is questionable. This study highlights the importance of emotional intelligence in decision making and efficiency for Malaysian managers. These findings suggest that managers could improve their decision-making and effectiveness at work by honing their emotional intelligence skills.

CONCLUSION

This study set out to answer the question, "How can EQ improve decision-making among Malaysian administrators?" Emotional intelligence was found to have a positive correlation with rational decision-making and job success, and a negative correlation with intuitive decision-making. Furthermore, it was found that EI is a robust predictor of managerial performance in Malaysia. The study's findings have far-reaching implications for business in Malaysia and its top executives. The results indicate that managers' decision-making and output would improve with training in emotional intelligence. This could lead to beneficial results for the business, such as increased productivity and profits.

However, there are limitations to the current study, such as the reliance on self-report measures and the sampling limited to managers in Malaysia. Future research could benefit from using a more representative group of the population or using more objective measures of emotional intelligence and decision making. Ultimately, the findings of the present study add to the growing body of literature on emotional intelligence and its role in decision making and career success. These findings highlight the importance of managerial emotional intelligence and suggest that companies should support employees to develop these skills.

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