UNIVERSITI TEKNOLOGI MARA

THE RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND OCCUPATIONAL PERFORMANCE AMONG LIBRARIANS IN PUBLIC LIBRARIES, MALAYSIA

MAD KHIR JOHARI BIN ABDULLAH SANI

Thesis submitted in fulfillment of the requirements for the degree of Doctor of Philosophy

Faculty of Information Management

August 2013
AUTHOR'S DECLARATION

I declare that the work in this thesis was carried out in accordance with the regulations of Universiti Teknologi MARA. It is original and is the result of my own work, unless otherwise indicated or acknowledged as referenced work. This thesis has not been submitted to any other academic institution for any degree or qualification.

I, hereby acknowledge that I have been supplied with the Academic Rules and Regulations for Post Graduate, Universiti Teknologi MARA, regulating the conduct of my study and research.

Name of Student : Mad Khir Johari Abdullah San
Student I.D. No. : 2009295964
Programme : Doctor of Philosophy
Faculty : Faculty of Information Management
Title : The Relationship Between Emotional Intelligence And Occupational Performance Among Librarians In Public Libraries, Malaysia
Signature of Student :
Date : August 2013
ABSTRACT

This thesis reports the relationship between Emotional Intelligence (EI) and Occupational Performance (OP) of Malaysian Public Librarians (MPLibs). Public librarians are important assets since they are social agents that advocate a knowledge society development in Malaysia. As employees in service organizations, they are expected to be highly dynamic and provide quality services. These jobs involve understanding, communicating, empathizing with and learning from other members working in the organizations. These skills require not only a high degree of intellectual ability but a high level of EI. EI, therefore, seems to be considered essential for library employees understand other people’s feelings and for them to be involved in a relationship that will facilitate successful management and performance. This research employs a sequential exploratory mixed-method through semi structured interviews followed by a survey. Phase one of the preliminary study explored the librarians’ experiences and perceptions pertaining to EI through face-to-face interviews. Fourteen senior public librarians informed this phase of the study. The qualitative data were transcribed and coded based on Predetermined Concept Choice Mapping data analysis to refine and ascertain research model, variables, hypotheses and EI dimensions. 20 EI dimensions including 2 new dimensions were found and applied by MPLibs and help develop Public Librarian Emotional Intelligence Questionnaire (PubLIBEIQ). The PubLIBEIQ was then used as an instrument in a quantitative cross sectional survey (phase two) to identify the level of EI, and to test the relationship between EI and job satisfaction (JS) and job commitment (JC) of OP of 180 respondents. Descriptive findings showed a high level of EI among MPLibs, where the mean value was in the range of 5.026 to 6.546 on a 7-point Likert. The results of the correlation and regression analyses suggest that all formulated hypotheses were supported. On the other hand, the conceptualized determinants and impacts of OP specifically JS and JC were validated and substantiated. Further analysis involving multiple regression revealed that the strongest predictors of JS are self management and relationship management while self awareness, self management and social awareness are the strongest predictors of JC. Consequently, it is recommended that public libraries develop training programs in order to enhance the EI of librarians and employees in libraries. Theoretical contribution of the research includes development of a theoretical model of self awareness, self management, social awareness and relationship management of EI and an OP framework of MPLibs. Practically, the research reveals the EI competencies which are imperative to contribute the performance of MPLibs. Methodologically, the research illustrates the effective use of the mixed-method approach within the pragmatic research paradigm. The incorporation of face-to-face interview combines subjectivity and objectivity of the problem situation [phenomenon] thus gives a rich understanding of EI within the context of a public service agency in Malaysia.
# TABLE OF CONTENT

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>AUTHOR'S DECLARATION</td>
<td>ii</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>iii</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENT</td>
<td>iv</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>v</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>xii</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>xvi</td>
</tr>
<tr>
<td>LIST OF ABBREVIATIONS</td>
<td>xvii</td>
</tr>
</tbody>
</table>

## CHAPTER ONE: INTRODUCTION

1.1 Overview                                | 1    |
1.2 Background Of The Research              | 3    |
1.3 Problem Statement                       | 5    |
   1.3.1 Dimensions for Measuring EI Among Librarians |
   1.3.2 EI and Job Satisfaction (JS)         | 7    |
   1.3.3 EI and Job Commitment (JC)          | 9    |
1.4 Research Questions                      | 11   |
1.5 Research Objectives                     | 11   |
1.6 Scope Of The Study                      | 12   |
1.7 Significance Of The Research            | 12   |
   1.7.1 Development of a Framework Measuring EI for Librarian | 13   |
   1.7.2 To Provide Empirical Evidence       | 13   |
   1.7.3 Practical Contribution              | 13   |
1.8 Definition of Terms                     | 14   |
   1.8.1 Emotional Intelligence              | 14   |
   1.8.2 Occupational Performance            | 14   |
   1.8.3 Job Satisfaction                    | 14   |
   1.8.4 Job Commitment                      | 14   |
   1.8.5 Public Library                      | 15   |
CHAPTER TWO: LITERATURE REVIEW

2.1 Overview 16
2.2 Malaysian Public Libraries
   2.2.1 Historical Background 16
   2.2.2 The Roles of Public Library
      2.2.2.1 Informational Role of Public Library 17
      2.2.2.2 Educational Role of Public Library 18
      2.2.2.3 Political Role of Public Library 18
      2.2.2.4 Economic Role of Public Library 19
      2.2.2.5 Research Role of Public Library 19
      2.2.2.6 Community Roles of Public Library 19
2.3 Malaysian Public Librarians
   2.3.1 Public Librarians 20
   2.3.2 Skills And Competencies 22
2.4 Emotional Intelligence
   2.4.1 Overview Of Emotional Intelligence 26
   2.4.2 Scales For Measuring Emotional Intelligence
      2.4.2.1 Emotional Quotient Inventory (EQi) 27
      2.4.2.2 Trait EI Questionnaire (TEIQue) 28
      2.4.2.3 Mayer-Salovey-Caruso Emotional Intelligence 30
      2.4.2.4 The Emotional Competency Inventory (ECI) 30
      2.4.2.5 The USM Emotional Quotient Inventory 31
   2.4.3 Emotional Intelligence Required By Librarians 37
   2.4.4 Emotional Intelligence Required By Malaysian Public Librarians 37
2.5 Job Satisfaction
   2.5.1 Overview of Job Satisfaction 42
   2.5.2 Determinants of Job Satisfaction 43
   2.5.3 Job Satisfaction Among Librarians 45
   2.5.4 Emotional Intelligence and Job Satisfaction 47