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The Impact of Emotional Intelligence towards Relationship of Personality and Self-Esteem at Workplace

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Abstract

Leader personality in dimensions of industrial and organizational psychology research has given attention because it was detected can influence the leader behavior, which is also as a manager or supervisor in an organization. In this study, the issue in the workplace is referring to the personality and emotional intelligence of leaders, and self-esteem of employees. The main purpose of this study was to identify the impact of mediators that can influence the relationship between the personalities of the leader with the self-esteem of employees. A total of 285 civil servants in the Local Authority (PBT) have been selected as respondents. Measurement equipment used in data collection involves the Leader Personality Questionnaire, Leader Emotional Intelligence Questionnaire and Employee Self-esteem Questionnaire. The data were analyzed using descriptive and inferential analysis including such as correlation, regression simple and hierarchical regression. The findings indicate that emotional intelligence of leader has the impact on the relationship between leader personalities with self-esteem of employees. It also explained that the elements of emotional intelligence competencies play a significant role as mediators that influence the relationship between the leader personalities and employees self-esteem. The most important findings are when personalities of leaders will be more dynamic and robust when there are emotional intelligence elements.

Keywords: Personality; Emotional Intelligence; Self-esteem; Psychology; Organizational

1. Introduction

Dominance of the leader has a lot of interest last researchers to conduct research on the impact of superior influence on his followers (Katz & Kahn, 1978). Previous researchers have assumed that the behavior of leaders is to model the behavior of his followers. This is consistent with most definitions of leadership that links the leader behavior with the result of actions that can positively affect the follower or

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employees. In fact employees that can increase commitment, job satisfaction, cohesion, and so is the result of the behavior of leader (Yukl, 1994). Circumstances under which the work is structured is the contribution of the impact on workers in terms of emotional and social psychology including the type of workplace organization with whom the employee is employed, the structure factor of less adequate reward and recognition, and appreciation that is not satisfactory from the management will read the frustration of employees and indifference to the objectives of the organization (Ma'rof, 2001). Personality and emotional intelligence of leader and employee self-esteem is an important element of the study material, and emotional intelligence is a mediator factor in the relationship between personalities of leader with self-esteem of employees. Ability in emotion is a marker on an ability to learn and can help improve the performance of either leaders or employees in the workplace (Goleman, 1999). This study focusing the function of leader at work through the personality traits and emotional intelligence are evaluated based on the perception and evaluation of employees.

2. Research Questions

2.1. Is there a significant impact of leader personality on self-esteem of employee in the workplace?
2.2. Is there a significant impact of leader personality on leader emotional intelligence in the workplace?
2.3. Is there a significant impact of leader emotional intelligence on self-esteem of employee?
2.4. Does the impact factor of leader emotional intelligence as a mediator of the relationship between leader personalities with the self-esteem of employee in the workplace?

3. Research Hypothesis

3.1. There is no significant impact of leader personality on self-esteem of employee in the workplace.
3.2. There is no significant impact of leader personality on leader emotional intelligence in the workplace.
3.3. There is no significant impact of leader emotional intelligence on self-esteem of employee.
3.4. There is no impact factor of leader emotional intelligence as a mediator of the relationship between leader personalities with the self-esteem of employee in the workplace.

4. Research Methodology

4.1. Research Design

This research is the study of non-experimental and it is also a form of field studies with the use of descriptive statistics and correlation and regression. Field studies are quite relevant to be used in this study due to high reliability, while consumption is relatively low cost (Maimunah, 1992). Requirements of this study was descriptive and hypothesis testing. Hypothesis testing has approach to the explanation of the independent variables in two or more factors in certain conditions (McIntyre, 2005). In this study, a correlation is selected to describe the relationship between two variables that are relevant and while the regression was selected as explaining the impact of relationship of the variables.

4.2. Location of Study

Study location was chose two body agency Local Authority (PBT) of the city council in peninsular Malaysia. As far as researchers know, this kind of research has yet to be conducted by any party at the above mentioned location. This study focused on the city council in state also means that the city hall, local council and local district councils, are excluded from the local authorities sample in this study.
4.3. Subjects of Study

Samples of these studies focused on categories of workers with a total of 1100 people and selected sample size was 285 people according to Table Sample Size Determination (Krejcie and Morgan, 1970). This study take the respondents from the two city councils in Malaysia where categories of workers from a support group (grade 17 to grade 38). Category selection is drawn from several units and departments in both the city council. Possibility of sampling error is 5% as the sample size formula Krejcie and Morgan (1970) was developed using 95% confidence interval of 0.05. Systematic random sampling method used in the sample selection process.

4.4. Instruments of Study

Leader Personality Questionnaire (LPQ) produced by researcher is based on the Eysenck personality theory with an emphasis on three personality traits and epistemology based on the theory of the personality test Eysenck Personality Questionnaire (EPQ), but is used to measure employee assessment of personality traits of leaders for purpose of this study. LPQ instrument show the reliability for this study is .926. Leader Emotional Intelligence Questionnaire (LEIQ) was developed based on the theory of emotional intelligence Mayer, Salovey and Caruso, and the concept is based on the epistemology of the emotional intelligence test Mayer-Salovey-Caruso Emotional Intelligence Scale (MSCEIT), but it is used in this study to measure employee assessment on the leader in four elements of emotional intelligence at work. LEIQ instrument show the reliability of this study was .950. Employee Self-esteem Questionnaire (ESEQ) was developed based on the self-esteem scale test of the Rosenberg Self-Esteem Scale (RSES) and the test items by Nugent and Thomas (1993), which focused on the subject of self-assessment study of their self-esteem as an employee. ESEQ instrument show the reliability for this study was .762.

5. Results of Analysis

5.1. Hypothesis 1: There is no significant impact of leader personality (extraversion, neuroticism and psychoticism) on self-esteem of employee in the workplace.

Simple regression analysis results with the value of $R^2 = 0.094$, $p < 0.05$ indicates the overall personality of the leader contributed of 9.4% to the self-esteem variance of employees. This is also found that leader personality was able to influence and give impact in improving the self-esteem of employees, and therefore, null hypothesis 1 that was built was rejected.

5.2. Hypothesis 2: There is no significant impact of leader personality (extraversion, neuroticism and psychoticism) on leader emotional intelligence in the workplace.

Simple regression analysis results with the value of $R^2 = 0.461$, $p < 0.05$ show the personality of leaders collectively contributed 46.1% to the emotional intelligence variance of leader. This is also found that leader personality can influence and impact on their emotional intelligence, and therefore null hypothesis 2 that were built was rejected.
5.3. *Hypothesis 3: There is no significant impact of leader emotional intelligence on self-esteem of employee in the workplace.*

Simple regression analysis results with the value of $R^2 = 0.274$, $p < 0.05$ indicates the overall emotional intelligence of leader contributed 27.4% to the self-esteem variance of employees. Thus, it appears that leader emotional intelligence is able to influence and give impact on self-esteem of employees, and therefore null hypothesis 3 which was built was also rejected.

5.4. *Hypothesis 4: There is no impact factor of leader emotional intelligence as a mediator of the relationship between leader personalities with the self-esteem of employee in the workplace.*

Next results of hierarchical regression analysis are on the impact factor of leader emotional intelligence that was mediate on the relationship between leader personalities with employee self-esteem at work. The results showed that the R 2 value of leader emotional intelligence for the self-esteem of employee is $R^2 = 0.274$ and significant at the level of $p < 0.05$, thus rejecting the null hypothesis in this study. $R^2$ values for the leader personality on self-esteem employees are $R^2 = 0.279$, is also significant and reject the null hypothesis. It is also clear that leader emotional intelligence are able to influence their personality itself as well as influence in affect the self-esteem of employees.

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<th>$R$</th>
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Table 1.0: Hierarchical Regression Analysis of Impact Factor Emotional Intelligence of Leader as a Mediator in the Relationship between Leader Personalities with Employee Self Esteem

Table 1.0 shows the findings of the analysis. The findings as a whole, the personality of leader have an impact on employee self-esteem ($\beta = 0.306, p < 0.05$) in analysis of one. Personality of the leader was also found to significantly affect emotional intelligence of leader ($\beta = 0.679, p < 0.05$) in the analysis of two. Later in the analysis of three, mediator variable (emotional intelligence of leader) was also found significantly affect the relationship between personality of leader with employee self-esteem ($\beta = 0.524, p < 0.05$). But for the last step in the analysis of four, the result of the analysis show the impact of leader personality on employee self-esteem was not significant ($\beta = -0.091, p > 0.05$), thus it can be interpreted that there are mediators in with full attendance. This also means that all impacts are mediate by emotional intelligence of leader. Fully mediator occurs is when the decision is not significant between the independent variables with the dependent variable development, with $p$ values $> 0.05$ in the final analysis. So with that, the null hypothesis 4 is to be rejected because the analysis shows that there is a full mediator impact factor in influencing the relationship between the personalities of leader with the self-esteem of employees.
6. Discussions

The study by researchers obtained in this study found that there is a significant impact on the personality of leader to the self-esteem of employees. The results obtained also show the impact of leader emotional intelligence is a significant to the self-esteem of employees. These findings support in what has been asserted by Caruso & Salovey (2004) that leader with a high emotional intelligence significantly influence the emotions of employees when the leader will translate the positive behaviour and positive words, as well as emotion can work in helping people fight to life and provide a rational reaction when faced with a situation. The results obtained in the last analysis to see the existence of mediators showed the impact factor of leader emotional intelligence who has four competencies which identify emotions, using emotions, understanding emotions and managing emotions have no significant impact on the relationship between leader personality (trait extraversion, neuroticism and psychoticism) with the self-esteem of employees. This also shows that the independent variables had no effect on the dependent variable if there was not controlled by the mediators. The findings of this study through hierarchical regression analysis for decision impact factor of mediator as a whole showed that the mediator (emotional intelligence of leader) did not significantly impact of leader personality on employee self-esteem with value $\beta = -0.091$, $p > 0.05$ in the analysis of four, which is the final analysis due because both variables were controlled by the mediator of leader emotional intelligence. The presence of mediators interpreted as the impact of full mediators because the decision is not significant in the final analysis, even to the completion of the first, second and third have shown a significant impact and this would also prove that the elements in personality of leader are in need of emotional intelligence as a mediator to influence the level of employee self-esteem either increased or decreased. These results were supported and meet the full impact of the mediators specified by Baron and Kenny (1986) who argues that the impact is not significant in the final factor analysis indicated the presence of fully mediators between independent and dependent variables. The analysis also shows that the leader trait is exposed to extraversion; neuroticism and psychoticism, but at the same time leaders must have the emotional intelligence in their personality so that they become more stable, positive and effective in helping improve the self-esteem of employees.

Based on the final result obtained is also clearly shown in step one block, self-esteem of employee was regress to mediators (emotional intelligence of leader) in which the mediator is controlled. While the step two, the self-esteem of employee’s regression to leader personalities (path c). A study of factor controlling the effect of mediator on the self-esteem of employees, the effect of personality is no longer significant, because the functions are more focused on the effect of mediators. Therefore, it can be interpreted here that the leader personalities who have emotional intelligence can affect the increase of employees’ self-esteem. Leader with positive values in personality can be an example that influence employee emotions and become the best model to employee follow, as well as encourage employees to feel and think positive. The result obtained in the first was show the correlations between these three traits of personality among leaders with the self-esteem of employees, and has a correlation with their own emotional intelligence. Initial findings also support the study by Ajai & Avinash (2010) who found that there was a significant relationship between leader personality traits which is extraversion with their emotional intelligence. Significant correlation was thus brought about a significant impact through the analysis of routes, route a, b and c, where c indicates the existence of routes a significant impact on the mediator factor between the relationships of leader personality with employee self-esteem. The implications of these results can also increase confidence of the employee in context how important in helping improve the self-esteem of employees as long-term effects is to ensure that human resources into human capital in the workplace is secure in physical and emotional needs, thus producing a better quality of work for the continuing benefit of the organization. Manager or leader who has a dynamic of emotional intelligence will definitely be making a smart decision and not influenced by the negative emotional elements, but use emotions to optimize rational thinking also balanced between thought and feeling (Caruso, 1999). It is quite clear from the analysis of this study, the researchers have obtained results indicate that leader
emotional intelligence as a mediator has a significant impact on the relationship between the personality of leader and self-esteem of employee. Based on the results of this study was also able to suggest to the leader or manager in the workplace nowadays in order to improve interpersonal more better with employees, so that the leader personality which is strengthened with positive emotional intelligence can help improve the self-esteem of employees in the organization.

7. Conclusion

Leader or manager and employee are two inseparable entities in any work organization. Leader that was excellent in the work should also have excellent personality and excellent emotional intelligence as they deal with people who have hearts and feelings as an employee. In addition, the leader that have a good personality will be able to influence harmonious working climate and so employees are able to emulate the positive character of the leader and can work together to achieve success in the organization. The excellent leader is the person who has emotions, thoughts and positive way of life that demands that everything is starts from his own self. In conclusion, it is hoped that this study will be deeper and specifically discovered by researchers in the future. In fact, the contribution of this study is also expected to serve as guide and reference for any organization to consider the importance of organizational behaviors’ needs to be based on humanitarian principles to enhance human capital with human governance more competitive in the present and future.

References


