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**Neuroticism Personality and Emotional Intelligence of Leader, and
Impact Towards Self-esteem of Employee in Organization**

Siti Sarawati Hj. Johar ^{a*}, Ishak Mad Shah^b, Zainudin Abu Bakar^b^aUniversity Tun Hussein Onn Malaysia, Batu Pahat 86400, Malaysia^bUniversity Technology Malaysia, Skudai 81310, Malaysia**Abstract**

This paper is focused on the analytical discussion of the personality dimensions of neuroticism among leaders and their impact on self-esteem of employees through the perspective of emotional intelligence of leaders in organization. It is also in the relationship between the leader personality elements with the human governance in the workplace today. This discussion encompasses background; the conceptual of neuroticism personality, self-esteem and emotional intelligence; the impact; challenges and outlook. Each employee in any organization is a human entity that should be the ideal capacity of human capital in order to produce the high quality of work and high of emotional stabilization. Inadequacies in the context of the leader personalities in the workplace which is more on neuroticism trait based of personality theory by Hans J. Eysenck, would affect the existence of emotional instability which is not only for the leader but also on behalf of employees. To that end, leaders in the workplace should have a dynamic personality and excellent in governing people and better able to influence the emotional stability and self-esteem among workers to more motivate them in realizing the aspirations of the organization. It also would allow employees better able to create a framework of a major platform on which characterized the management of emotional stability and become more efficient in their work and also in their life.

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Developed nation should be in line with the development of human capital at each of its citizens. The determination of the human capital factor is the main emphasis on knowledge and expertise among the people for creating a developed country. The main backdrop of human capital was in terms of people having a diversity of attitudes and behavior-centered elements of cognitive, affective and psychomotor. Knowledge values and expertise was entities the highly relevant factor in the variation, determination of human attitudes also actions in the implementation of the commission of responsibility for self, family, organization, religion, race and nation. Human capital management should be implemented with emotional and spiritual dimensions of the noble values that must be translated by positive behavior. Thus, in this paper, the authors will highlight discussions on the impact of

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neuroticism personality among leaders towards self-esteem of employees from some of the elements through the perspective of emotional intelligence of leader at the workplace.

2. Conceptual

2.1. Conceptual of Personality

Personality also known as attitude could be defined in general as a symbol of the personality characteristics of an individual who brings different characteristics to other individuals. According to Mahmood (1992), personality traits are there in an individual such as how to think, play, emotional, perceives and others that allow them to differ with others. The discovery of psychological researchers on the characteristics found in the human personality is too much, for example, Allport (1937) who discovered the human personality trait of 17,953. Some of them such as locus of control, achievement motivation, authoritarianism, Machiavellianism and self-esteem are personality characteristics that influence work behavior (Ishak, 2004). Allport view of human personality is a combination of biology and environment, and inherited characteristics are shaped by the experience of the individual. According to Eysenck (1990), organization's personality is the character, temperament, intellect, body shape is quite stable and that determines a unique adaptation to its environment. From the Islamic perspective, personality is defined as a character in general is moral. This character is divided into two types: the noble or moral character that should be condemned (Shahabudin & Rohizani, 2002). Both types include a two-dimensional character of either outward or inward. The outward morality can be seen and measured from the outer and inner character is implicit in the liver, but it will eventually strike through behavioral change.

2.1.1. Dimension of Neuroticism Personality According the Theory of Eysenck

Hans Jurgen Eysenck or known as an individual who leads a modern typology of personality psychology in the 20th century and suggests that the human personality would be likely to understand if it consists of a hierarchy that contains the behavior and sets the overall behavior and important personality. Eysenck strongly believes that the whole basis of personality traits derived from the seed, in the form of types and traits. Eysenck found three dimensions named extraversion (E), neuroticism (N), and psychoticism (P), better known as PEN. This neuroticism trait refers to those who usually a negative view. Those with a high level of this trait will initially feel a bit negative attributes such as the specific nature of anger, gloom (depression), fear or concern in an issue, but the possibility of these people will feel more than one negative emotion at a particular time or at the same time. This is because they act more emotionally attached to things or events that the response of views or other person is normal. Their reaction to these things is somewhat depressed and more likely to take a normal situation as life threatening and minor frustrations in their lives and felt to be a very burdensome feelings. Because negative emotions are prolonged, usually these people are depressed most of the time. Due to these factors as well, this group is difficult to think logically.

2.2. Conceptual of Self-Esteem

Self-esteem or self-appreciation is a part of the elements in the concept of self and also as the part when esteem evaluates itself. In simple language, self-esteem is the extent of an individual to receive, to love and appreciate them. Thus, self-esteem connected closely with the extent of the individual puts himself in a situation feel that they appreciated by others or not. Self-esteem has three main models of affective models, cognitive models and sociological models, also an element of self in relation to the self-concept that exists in every human person when the person sees himself through the subconscious self-concept is developed from childhood to become a very significant element in the formation of self-esteem adulthood. The existence of some facts which show the problems arising between leaders and employees in the workplace has been resulting in lower self-esteem workers and not

motivated (Kenneth, 2010). In terms of affective, this paper will be discussing the impact of leader personality towards employee self-esteem.

2.3. Conceptual of Emotional Intelligence

Emotional intelligence (EI or EQ) is seen as a set of emotional and mental skills that help each individual to identify and understand their own feelings and the feelings of others, also will be able to help improve the ability of each individual to control his. According to Goleman (1995), emotional quotient (EQ) is the ability to monitor personal emotions and other emotions, to distinguish the good, and to use the information to help the mind and the actions of a person. Thorndike (1920) said, human emotional intelligence is related to the concept of social intelligence and he was categorize two main parts, namely interpersonal (emotional contact with others) and intrapersonal (emotional connection with the relationship with yourself). Emotional intelligence can also be interpreted as a kind of social intelligence is responsible for controlling one, and a range of emotions, to discriminate against these emotions and use the information to control thought and an action (Mayer et al., 1993:433). The discussion here takes elements of emotional intelligence as the base that serves as a perspective on the influence of leader personality on self-esteem of employees.

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3. Dimensions of Neuroticism Personality Among Leader Towards Employee Self-Esteem

3.1 The Impact of Emotional Personality

Emotional personality is one of the personality traits that exist in neuroticism personalities. Studies by Baron and Newman (1996), was describing behavior of bias in the conduct of employer's workplace. Among the non-verbal behavior as aggressive eye contact (e.g., stared hard, in view, opinion, cynicism, conditioned response), body language signal (angry, finger pointing, throwing objects) aggressive eye contact (staring, dirty look, snubbing, the silent treatment), physical gestures violation of physical space, and slamming objects). Instead, some examples of verbal behavior is as waste words angry, screaming, looked down, cheated, angry, angry manner, yelling and screaming, mocking, lie, humiliate people in public, physically injure, injuring, prohibits, set aside their feelings and thoughts of a person, not friendly behavior. Abd. Ghani et al. (2008) was reported, the availability of indirect forms of bias as the head of principal leadership behaviors as a description of teacher behaviors either through verbal or nonverbal behavior among these is gross. The findings show that the bias of their leadership behavior's displayed by principals through face to face interaction is often in the form of gross and offensive as the example source:

"... He said in a meeting with the show / lifts a finger" (Source: T4).

'... Sometimes I accidentally passed the student to avoid meeting with principals. If we are meeting, surely have to be scolded' (Source: T5).

The characteristics of a leader on the nature of the emotional personality is when the leader is too easy to be angry to workers regardless of the place until are often put-down in front of other employees. Associated with the scenario in the workplace, a boss who often acts emotionally as often rough with employees, tempered and does not respect the employees will cause employees to feel frustrated and thus easy to feel inferior to affect their self-esteem. Bruce & Adam (2007) in their book entitled "30 Reasons Employees Hate Their Managers" have written the view-based statistical resources more than 50,000 employees from 65 organizations through The Discovery Surveys, Inc.'s Normative Database (since 1993). The study found that about 46% of employees believe that the management always treats them with disrespect. Abd. Ghani et.al (2008) was found between the results of their qualitative research is the leader often show body language and nonverbal behavior is rude and offensive. This makes the respondent experienced feelings of shock, disorientation and very confused at the outset. Many effects are encircling the emotional impact among workers who have contributed to workers in a constantly fear and feel anxiety.

3.2 The Impact of Irrational Personality

The irrational personality of the leader is also one reason the level of employee self-esteem is affected so as to give effect to a significant loss of self-respect and lose confidence in them. There are some of the leaders or supervisor at work who fails to think and act rationally as to be prejudicial to the emotions of the employees. In an environment in the workplace, it is possible that there are often problems of being the leader character of the irrational as love energy and ability to exploit workers and all they want and often take advantage of the naiveté and the conformity of its employees. Abd. Ghani et al. (2008) show that the bias inherent in the behavior among school principals, for example when the head as a leader is often given the task demands and workload is quite extreme and absurd. Also show no respect for employees and free to do what they like without thinking about workers' conditions physically and emotionally. This is reflected in the statement of the respondent as the interview below:

"... There when he asked for the work until 4.00 pm. Then need to come back in the night, just to the expiration of all work. There were times when he asked to come on Saturday to finish the work. We feel depressed ..." (Source: T3).

"... I am always afraid when he is here and has been in the corridors of the class that I teach. I was so stiff, new kinds of teaching out of fear for one. Sometimes the idea stuck. Voice is stuck. Feel tension when he was around here. My relationship with students is also affected. Many of the punishment rather than praise ..." (Source: T3).

Even the irrational personality traits as well as their own employees like peeping through the findings Abd. Ghani et al. (2008) which shows the attitude of principals as school leaders who voluntarily settle, or spy on what teachers do in class. They also dare to even open the letters personally reaching teachers in schools and at times be eavesdropped conversation in the teachers' room or on the phone.

4. The Influence of Emotional Intelligence towards Self-Esteem of Employee through the Personality of Leader in Organization

The question of the interpretation of emotional intelligence has clearly shown that the existence of elements of cleansing the soul that led to the positive characteristics and values are translated to the personality and should be applied in everyday life that underlies the patterns of life. Together, the efforts to strengthen the emotional intelligence of individuals should not be considered silent because it is the main frame in order to strengthen other aspects of nature and transformed by the behavior and establish a more dominant personality. In this discussion is accounted for dimensions that can help enhance employee self-esteem through the dynamic personality of the leader in the workplace that should be more consistent, compare than neuroticism personality which is more to unstable. Emotional intelligence also includes the ability to manage and control the tremendous emotional when threatened to hurt feelings, whether physical, mental or emotional. Positive emotions as a catalyst for positive thoughts and

emotions can be controlled from a more emotional when the mind to think in a more rational. The leader should be able to apply the personality and the best model for its employees living, admire and emulate. The success of the leader's emotions that enable employees to handle these problems with more wisdom and parenting dimensions would produce a very dynamic effect but also help enhance employee self-esteem.

5. Current Challenges and Outlooks

Searching the question of personality among the leaders neuroticism up the emotional impact on employees has brought us to the reality of the existence of various phenomena that is affecting the employee, and the evolution of emotions and character development at the head of his own self. The phenomenon exists from time to time until, without us realizing, problems at work that involves the interaction and relationship between master and workers is not an issue that we can ignore it and is not an isolated issue. In fact it is a string of evidence and scope of the world organization and industry, have preferred to do further research efforts in the on-going cover aspects of emotional, mental and physical leaders and workers. It should also not be arise a situation such as the herons' that often keep one-blame and perceptions are skewed when the results are different heads of the workers with the results of the employee's perception of the head to a conflict that is contra. Instead, it is necessary to look at the question of transparency and fairness of the multi-dimensional frame of mind by comparison to the comparison may be to strengthen data and the actual argument of which is through assessment questionnaires is 360 degrees. Survival of this discussion shows the various challenges and expectations infused through positive and negative dimensions through some of the findings of phenomena. Kenneth (2010) explains that after 20 years of research and results from a total of 60,000 interviews conducted, the Saratoga Institute later reported that 80% acknowledged the existence of direct relevance of dissatisfaction in the relationship between the leaders or employers with employees. Referring also study the Gallup Organization about the recent reality of a million workers, one of the reasons most people leave work was from the head or the employer at the workplace. That is the challenges that must be addressed and the opportunity for each organization will always detect problems such as from further suffering and not just solely depend on the labor resources of the highest quality but also need to ensure that emotional labor should also be in a stable is very closely related to the ability of a total focus on producing higher quality work. Workers are also human like a leader, which also has limitations and emotional energy that cannot be utilized without limitation. If leaders have failed to change the personality and character to an acceptable, then most likely the leader himself will continue to face a variety of disorders associated with extreme emotions such as anger, stress, frustration, suspicion until the paranoid, anxiety disorders and next would be detrimental to themselves with physical illnesses such as heart disease, stroke and hypertension.

6. Conclusion

The stability dimensional from the perspective of neuroticism personality among the leaders is to be the main catalysts that can help boost self-esteem of employee thereby increasing motivation and quality of their work. Leaders also plays an important role to implement positive character elements in the leadership style that is fashionable and can be appreciated by both the workers as a medium to give them a high level of motivation in self-esteem by independent dimensional ownership. Emotional stability will enable employees to join hands with the leaders to produce a better quality of work output as well as providing an ideal joy in interaction with the environment, including family. The strength of the affective in practice values will allow there is a society that not only first class mentality, but also has a first class personality and competent superior in terms of behavior, knowledge, soul and mind so that it is possible to re-emerge as a nation people who admired and strong in terms of economics, expertise and knowledge as the survival of human civilization glorious past, present and future.

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