

1 The Influence of Emotional Intelligence and Self-Esteem among
2 Employee towards Organizational Commitment in Public Sector
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7

8 **Abstract**

9 Emotional intelligence currently growing attention and earn a spot in the form of
10 psychological studies. Emotional intelligence detected can influence employee commitment in
11 an organization. The theoretical solutions are simply not able to unlock the psychological
12 issues in organizations because it is closely linked to affective, cognitive and human behavior
13 in public sector. In this study, the issues in the workplace are referring to emotional
14 intelligence, self-esteem and commitment of employees. The specific purpose of this study was
15 to test the impact of emotional intelligence among employees whether it able or unable to
16 influence a commitment to the organization through employee self-esteem factor. A total of
17 196 civil servants in the Local Authority (LA) have been selected as respondents.

18 Measurement tools that are used in the data lump is Emotion Intelligence Self-Description
19 Inventory (EISDI), Rosenberg Self-Esteem Scale (RSES) and the Employee Commitment
20 Survey Revised Version (ECS). The data was then analyzed using hierarchical regression
21 analysis. The findings show that emotional intelligence and four dimensions of emotional
22 intelligence have a direct impact on organizational commitment. In fact, the emotional
23 intelligence and dimensions also has an indirect effect on organizational commitment when
24 self-esteem as mediator factor is controlled. Employee self-esteem later found to function as a
25 partly mediator that affecting the relationship between overall emotional intelligence and four
26 dimensions of emotional intelligence with organizational commitment. The most important
27 findings are found emotional intelligence dimension among employees are able to become more
28 relevant with the increasing availability of commitment of employee when there was the
29 element of self-esteem as a mediator factor.

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31 **Index terms**— emotional intelligence, self-esteem, organizational commitment, mediator.

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49 availability of commitment of employee when there was the element of self-esteem as a mediator factor.

50 1 Introduction

51 The public sector is one dimension in a very significant factor entity will support the development of a country. It
52 was including the management and administrative machinery which is one of the medium of human capital that
53 allow human to bring the country to the development in the world with full of value and meaningful. The public
54 sector is also as a human capital component that to be the major improvements in economy. It is to remain
55 as the country largest provide the services that include services by Statutory and non-statutory bodies, local
56 authorities (PBT), district offices and state government agencies as well as various categories of posts in each
57 ministry. Accordingly, this study focuses specifically on organizational psychology scenario of civil servants as
58 employees, by testing the effects of emotional intelligence on the commitment of employees in the public sector.
59 However, there are likely mediator factor that also influence the emotional intelligence of employees in an impact
60 on employee commitment in the workplace through the role of self-esteem factor among them.

61 This research focused on civil servants working in local authorities in Malaysia. Employees in local authorities
62 is also a human capital within the organization, even more so because of they have a high frequency communicate
63 with the community which is interact with services provided are directly and indirectly. Despite various policies,
64 systems and transformative introduced and implemented from time to time for all public servants in achieving
65 quality of work, but there is still a vacuum here and there until tarnish the image of the public sector. The public
66 sector is found often face pressure from society to function more proactively improve performance and service
67 delivery systems, including the role of local authorities ??Ibrahim and Abdul Karim, 2004). According to Datuk
68 Seri Abu Bakar Abdullah said in a statement on 21 November 2010 at the Putrajaya International Convention
69 Centre, which states that by 6133 the government employees have reported problems in the discipline and poor
70 performance in 2009, which in turn has increased by 789 cases compared with 2008 (Daily News, 2010). The
71 increase makes people wonder how far public servants can change the bias (Zulnaidi, 2008) and transformed with
72 a strength that could improve the image of the organization.

73 Quite evident in the pursuit of greater excellence in the public sector, is necessarily have transformation for
74 each implementation has been made towards the application of the reforms will be based on the primary focus
75 as a key strategic targets. Behavior of public officials, including the local authorities, which became the front
76 line of human resource administration, is necessary to always close and important role to society, because they
77 become the symbol of the quality of government services. Emphasis should be given to the behavioral, emotional
78 and organizational commitment in responding to the environment because it is a necessity in any organization.
79 Surely that using human resources efficiently and effectively is to improve organizational productivity and vice
80 versa ??Rozman, 2007).

81 However, the efficiency and effectiveness of human resources towards improving the organization's commitment
82 will not be achieved if human resources working with forced, exist the problem of interaction and communication,
83 low motivation, low self-esteem, low emotional intelligence, as well of behavior limping or organizations that can
84 put them in the form of work that is not desirable and not be their expertise. This situation may be causing
85 employees to work with the rebellious feelings, often protesting, not satisfied and often allow themselves to be
86 on high pressure stage while low performance stage ??Brief and Weiss, 2002). This differed with the employees
87 who are interested in working because they perceive themselves as partly rather than the job, and animating in
88 any task with fully implemented with a true heart and sincere ??Groves and Vance, 2009). This situation has
89 indirect linking with elements of emotional intelligence, self-esteem and employee commitment.

90 Emotional intelligence is a main element in this study. Emotions have their own place and value in the
91 areas of leadership and organization (Sharifah Akmam and Ahmad Shukri, 2006). Emotions also are factors
92 in the success of the organization for an employee in the process of decision-making; ensure customer loyalty,
93 transparency and open communication, teamwork, strategic renewal, creativity and more innovative changes
94 (Groves and Vance, 2009). Human emotions can certainly be traced through assumptions based on facial
95 expression, behavior, and physical movement. Negative emotions such as anger and fear can have a negative
96 impact on an individual's focus on work. Ashkanasy et al. (2002) then compare the effects of positive and
97 negative emotions, and they give attention to the positive aspects of mood associated with a strong commitment
98 to work and better work performance. Afzaal and Taha (2013) also stressed the importance of finding new
99 channels in human resource management policies more effectively and therefore requires a close relationship with
100 a new dimension of organizational affective such as emotional intelligence among employees.

101 In summary, the focus on researchers doing in this study is to investigate the effect and influence of four
102 dimension of emotional intelligence on organizational commitment of employees in a local authorities based on
103 public sector context scenario in Malaysia. Researchers are also trying to see whether the effect of emotional

104 intelligence was influenced by employee self-esteem as a mediator impact factor. Thus on the basis of several
105 existing well-established theory, this study was undertaken to observe the phenomenon of the public sector in
106 this country that are appropriate to the current situation, albeit instruments and theories used is from the west,
107 but the results of this study may be able to confirm that it can be adapted in this country consistent with the
108 scenario of local people and local organizations. Therefore, the study was conducted as a test the effects of these
109 three variables in the organization.

110 **2 a) Research Questions**

111 Research question 1: Does the effect of self-esteem mediate the relationship of perception and appraisal of
112 emotions with organizational commitment in public sector?
113 Research question 2: Does the effect of self-esteem mediate the relationship of facilitating thinking of emotions
114 with organizational commitment in public sector?
115 Research question 3: Does the effect of self-esteem mediate the relationship of understanding emotion with
116 organizational commitment in public sector?
117 Research question 4: Does the effect of self-esteem mediate the relationship of regulation and management of
118 emotion with organizational commitment in public sector?

119 **3 b)**

120 Research Hypothesis H 1: There is effect of self-esteem as mediator in the relationship between perception and
121 appraisal of emotions with organizational commitment in public sector.
122 H 2: There is effect of self-esteem as mediator in the relationship facilitating thinking of emotions with
123 organizational commitment in public sector.
124 H 3: There is effect of self-esteem as mediator in the relationship between understanding emotion with
125 organizational commitment in public sector.

126 **4 Methodology a) Research Design**

127 This study is a type of non-experimental study and it is also a form of field studies with the use of descriptive
128 statistics and regression. Field studies are quite relevant for use in this study due to its high reliability, while
129 consumption was relatively low cost (Maimunah, 1992). Requirements of this study is too descriptive and
130 hypothesis testing. Hypothesis testing also had approach to the interpretation of the independent variables in
131 two or more factors in certain conditions (McIntyre, 2005). In this study, regression testing is describing the
132 effect or impact of the relationship between variables.

133 **5 b) Research Location**

134 Site of this research selected as the study location are two body agencies Local Authority (LA) of the city council
135 in the southern peninsular of Malaysia. In researcher knowledge, such a study has yet to be carried out by any
136 party bound at the locations that have mentioned. The study focused on the state of the city council and this
137 also means that the city hall, local municipalities and local district councils are not included as a LA sample in
138 this study.

139 **6 c) Subjects**

140 Sample of this study is focused only on employee category with a total of 403 employees and Shows the proposed
141 sample size was 196 people according to Schedule of Size Sample Determination (Krejcie and Morgan, 1970).
142 This study respondents from two city council in Malaysia where the category of employees are from group grade
143 22 until grade 44. This category selection taken from several units and departments in both the city council.
144 Possibility for sampling error is 5% for the sample size formula by Krejcie and Morgan (1970) was developed
145 using 95% confidence interval is 0.05. Systematic random sampling method used in the process of selecting a
146 sample for this study.

147 **7 d) Research Instruments**

148 Questionnaire of Emotional Intelligence Self-Description Inventory (EISDI; ??roves et al., 2006) is used in this
149 study to measure emotional intelligence of employees in public sector. Instrument reliability is .915. While
150 questionnaire of Rosenberg Self-Esteem Scale (RSES; Rosenberg, 1965) is to measure the selfesteem of employees
151 and reliability of the instrument used in this study was .794. To test the commitment to organization of employees,
152 the survey Employee Commitment Survey Revised Version (ECS; Meyer et al., 1993) was used and the reliability
153 of the instrument in this study was .817. Reliability three surveys have a relatively high value of reliability and
154 can be trusted to use good quality research results.

155 8 e) Research Result Hypothesis 1:

156 There is effect of self-esteem as mediator in the relationship between perception and appraisal of emotions with
157 organizational commitment in public sector. Note: *significant level $p < .05$, PAE: Perception and Appraisal of
158 Emotions

159 The findings (Table 1.0) shows the overall perception and appraisal of emotions have an effect on organizational
160 commitment ($? = .407$, $p < .05$) in the analysis one. Perception and appraisal of emotions is also found to
161 significantly influence on self-esteem of employees ($? = 0.400$, $p < .05$) in the analysis two. Next in the analysis
162 three, mediator variable (self-esteem) were found to significantly influence organizational commitment ($? = .326$,
163 $p < .05$). Lastly, in the last step of the analysis of four, the result of the analysis shows that the effect of perception
164 and appraisal of emotions on organizational commitment was significant ($? = .195$, $p < .05$), having self-esteem
165 as mediator controlled on organizational commitment ($? = .329$, $p < .05$). Partly mediator was happens in this
166 analysis when the results are significant with $p < .05$ in the final analysis. Therefore, the research hypothesis is
167 accepted.

168 Hypothesis 2 : There is effect of self-esteem as mediator in the relationship between facilitating thinking of
169 emotions with organizational commitment in public sector.

170 The findings (Table 2.0) shows the overall facilitating thinking of emotions have an effect on organizational
171 commitment ($? = .490$, $p < .05$) in the analysis one. Facilitating thinking of emotions is also found to significantly
172 influence on self-esteem of employees ($? = 0.379$, $p < .05$) in the analysis two. Next in the analysis three, mediator
173 variable (self-esteem) were found to significantly influence organizational commitment ($? = .326$, $p < .05$). Lastly,
174 in the last step of the analysis of four, the result of the analysis shows that the effect of facilitating thinking
175 of emotions on organizational commitment was significant ($? = .164$, $p < .05$), having self-esteem as mediator
176 controlled on organizational commitment ($? = .427$, $p < .05$). Partly mediator was happens in this analysis when
177 the results are significant with $p < .05$ in the final analysis. Therefore, the research hypothesis is accepted and
178 clearly show there was partly mediator in this study. Note: *significant level $p < .05$, FTE: Facilitating Thinking
179 of Emotions Hypothesis 3: There is effect of self-esteem as mediator in the relationship between understanding
180 emotion with organizational commitment in public sector.

181 The next findings (Table 3.0) shows the overall emotional intelligence have an effect on organizational
182 commitment ($? = .339$, $p < .05$) in the analysis one. Emotional intelligence is also found to significantly influence
183 on self-esteem of employees ($? = .383$, $p < .05$) in the analysis two. Next in the analysis three, mediator variable
184 (self-esteem) were found to .326, $p < .05$. Lastly, in the last step of the analysis of four, the Significantly
185 influence organizational commitment ($? = \text{Result}$ of the analysis shows that the effect of emotional intelligence
186 on organizational commitment was significant ($? = .230$, $p < .05$), having self-esteem as mediator controlled on
187 organizational commitment ($? = .251$, $p < .05$). Partly mediator was happens in this analysis when the results
188 are significant with $p < .05$ in the final analysis. Therefore, the research hypothesis is accepted and clearly show
189 there was partly mediator in this study.

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191 Volume XIV Issue I Version I Year () Note: *significant level $p < .05$, UE: Understanding Emotion Hypothesis
192 4: There is effect of self-esteem as mediator in the relationship between regulation and management of emotion
193 with organizational commitment in public sector. The last findings (Table 4.0) shows the overall regulation and
194 management of emotion have an effect on organizational commitment ($? = .483$, $p < .05$) in the analysis one.
195 Regulation and management of emotion is also found to significantly influence on self-esteem of employees ($? =$
196 $.477$, $p < .05$) in the analysis two. Next in the analysis three, mediator variable (self-esteem) were found to
197 significantly influence organizational commitment ($? = .326$, $p < .05$). Lastly, in the last step of the analysis of
198 four, the result of the analysis shows that the effect of regulation and management of emotion on organizational
199 commitment was significant ($? = .124$, $p < .05$), having self-esteem as mediator controlled on organizational
200 commitment ($? = .424$, $p < .05$). Partly mediator was happens in this analysis when the results are significant
201 with $p < .05$ in the final analysis. Therefore, the research hypothesis is accepted and clearly show there was
202 partly mediator in this study. Effects of partly mediator give meaning it is possible that some effects are
203 from regulation and management of emotion itself, while the other is the effect of self-esteem as a mediator.
204 Regulation and management of emotion can influence the commitment as a direct effect and also can influence
205 the commitment as an indirect effect. So, the hypothesis is accepted because there are traces of self-esteem as
206 a mediator in the relationship between regulation and management of emotion and employee commitment in
207 public sector. Partly mediator of the effect of this demonstrates overall regulation and management of emotion
208 can also directly influence organizational commitment either with or without the influence of self-esteem.

209 10 Discussions

210 This study conducted by researchers as the discovery of knowledge about the emotional intelligence competencies
211 (four dimensions) that can influence the organizational commitment in public sector. Selection of employees as
212 a source of this study is appropriate

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215 because there is interaction between the employee and the scenario at work. Self-esteem is one of the main
216 branches of human affective that possible can have an impact on the relationship between emotional intelligence
217 and employee commitment. The findings of the analysis has confirmed that the four research hypothesis is
218 accepted when clearly show that there was a partly mediator effect on the self-esteem in the relationship between
219 four dimensions of emotional intelligence with organizational commitment of the local authorities studied. Self-
220 esteem is also as a partly mediator in the relationship between four dimensions of emotional intelligence with
221 organizational commitment, such as perception and appraisal of emotions ($? = .329$, $p < .05$); facilitating thinking
222 of emotions ($? = .427$, $p < .05$); understanding emotion ($? = .251$, $p < .05$); regulation and management of emotion
223 ($? = .424$, $p < .05$).

224 These results qualify as a mediator effect proposed by Baron and Kenny (1986) pointed out that a significant
225 effect in final analysis which is showed the presence of partly mediator factor of the independent variable with the
226 dependent variable. In short, clearly found that emotional intelligence dimension which is more dominant had
227 the influence from self-esteem as mediator on organizational commitment among employee is facilitating thinking
228 of emotions dimension ($? = .427$, $p < .05$). It also meaning that with positive self-esteem, employee can use their
229 emotion with mind together when the stable emotion can help their mind to more rational. This situation will
230 give the positive scenario in organization when employees always know how to make the good decision; as well
231 they were very committed to organization.

232 The results clearly show that self-esteem among employees in public sector is able to become a mediator in the
233 relationship between emotional intelligence and organizational commitment. The existence of some mediators
234 also means that the relationship between emotional intelligence and their four dimensions with organizational
235 commitment can also be influenced by the self-esteem in a certain amount of variance, but at the same time can
236 also be influenced by other factors that are not available in the model of this study for the next total variance.
237 As an employee, to maintain the level of commitment in a consistent way was also no denying the need for them
238 to have a high emotional intelligence, as well that employee are able to manage and control their emotions on
239 an even keel, will leading to a more dynamic interpersonal interactions with colleague or boss. However, the
240 strong emotional intelligence also requires positive self-esteem and self-confidence to achieve more accurate of
241 self-efficacy. Positive selfesteem which is more dynamics can be motivated the employees to more positive with
242 their emotion themselves and emotion of others as well.

243 The relationship between emotional intelligence and organizational commitment are influenced by selfesteem
244 in this study were able to strengthen the opinion by Korman (1970Korman (, 1976) that employees who have
245 high self-esteem are more motivated and will show better work compared with the low self-esteem. Based on the
246 consistency of his theory, too, there is a positive correlation with self-esteem with employee commitments that
247 lead to quality work. Therefore, employees who feel good about themselves are more confident of better work
248 than employees who feel that they are worthless and not needed by others. This description leads to positive
249 impact employees who have high self-esteem to the next behavior of employee commitment to the organization
250 and its work. Certainly we know that the need to ensure that employees selfesteem always at the optimum
251 level for self-esteem and will create firmness nature rather than just be tentative, because people will be more
252 determined to focus on his work without any worries and more optimistic with what they want to achieve.

253 Emphasis self-esteem as mediators that give the effect on the relationship between emotional intelligence with
254 the commitment of employees can also be concluded that besides self-esteem can give an effect on the relationship;
255 of course, there are also other factors did not include in this study that can be studied by the researchers of the
256 future researchers. The findings of this research study also support the findings of ??eustadt et al. (2006) and
257 Feng et al. (2012) because in their study also show there was partly mediators' impact on self-esteem influence
258 shaped the relationship between psychological variables. While not equal in the context of independent and
259 dependent variables, the function of self-esteem as partly mediator is irrefutable through the literature study.

260 In fact, studies Lourdes et al. (2011) also found self-esteem to become mediators in the relationship between
261 the independent and dependent variables. Combination of self-esteem and positive emotional intelligence leads to
262 a dynamic work behavior. This is also consistent with what James (1994) say that humans have always been keen
263 to help their self and the people around that together have a high self-esteem when mutual respect among people
264 to create a more harmonious scene. It can be concluded that the function of self-esteem are able to become
265 partly mediator detected in this study, also has put self-esteem in line with other factors that have not been
266 studied as one of the factors that influence the relationship between emotional intelligence impact on employee
267 commitment. Employees who have a high self-esteem or moderate positive always be positive about the ability
268 to do a job when they feel that they was accepted by their colleagues and superiors.

269 Taste acceptance in positive interpersonal interaction makes employees feel more confident and

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271 Volume XIV Issue I Version I Year () feel valued up to positive self-esteem also influence emotional intelligence
272 become more stable and achieve rational mind. This statement can also support the view of Schutte et al.
273 (2002). He was pointed out that positive self-esteem is a character as committed to work together with high
274 emotional intelligence when employees can receive the advantages and disadvantages of themselves more openly.

275 The higher emotional intelligence of employees are more able to consistently achieve the positive mood and as
276 well high self-esteem , when they can more understand with every emotions, can influence and can control the
277 negative emotions (Mayer et al., 1999). This research study is also consistent with the findings Janet and Ronald
278 (2005) who discovered the function of self-esteem as mediators between emotions and organizational commitment
279 at work, meaning that there was a direct effect and an indirect effect. In short, emotional intelligence (regulation
280 and management emotion) among employees through self-esteem was as one of the factors that a catalyst which
281 is has been detected in increasing employee commitment in public sector.

282 **13 IV.**

283 **14 Conclusions**

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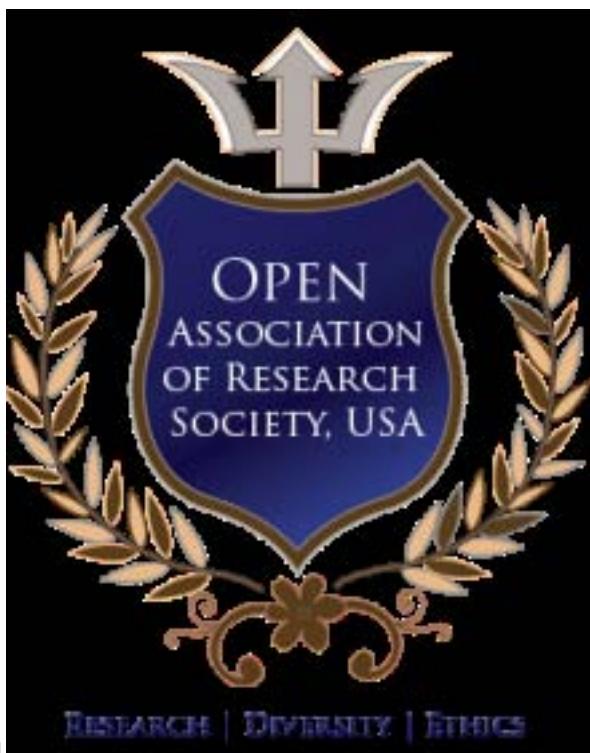


Figure 1: H 4 :Figure 1 :

1

Test Step	R	R 2	?R	?	Sig.
			2		
Analysis one	.407	.165			.000
X= PAE				.407*	.000
Y= Org. Commitment					
Analysis two	.400	.160			.000
X= PAE				.400*	.000
Y= Self-Esteem					

Figure 2: Table 1 :

285

2

Test Step	R	R 2	?R 2	?	Sig.
Analysis one	.490	.240			.000
X= FTE				.490*	.000
Y= Org. Commitment					
Analysis two	.379	.144			.000
X= FTE				.479*	.000
Y= Self-Esteem					
Analysis three	.326	.106			.000
X= Self-Esteem				.326*	.000
Y= Org, Commitment					
Analysis four					
Block 1 : Self-Esteem	.326	.106		.164*	.027
Block 2 : FTE	.512	.263	.156	.427*	.000

Figure 3: Table 2 :

3

Test Step	R	R 2	?R 2	?	Sig.
Analysis one	.339	.115			.000
X= UE				.339*	.000
Y= Org. Commitment					
Analysis two	.383	.147			.000
X= UE				.383*	.000
Y= Self-Esteem					
Analysis three	.326	.106			.000
X= Self-Esteem				.326*	.000
Y= Org, Commitment					
Analysis four					
Block 1 : Self-Esteem	.326	.106		.230*	.004
Block 2 : UE	.400	.160	.054	.251*	.002

Figure 4: Table 3 :

4

Test Step	R	R 2	?R ₂	?	Sig.
Analysis one	.483	.233			.000
X= RME				.483*	.000
Y= Normative Commitment					
Analysis two	.477	.228			.000
X= RME				.477*	.000
Y= Self-Esteem					
Analysis three	.326	.106			.000
X= Self-Esteem				.326*	.000
Y= Normative Commitment					
Analysis four					
Block 1 : Self-Esteem	.326	.106		.124	.116
Block 2 : RME	.495	.245	.139	.424*	.000

[Note: Note: *significant level $p < .05$, RME: Regulation and management of Emotion III.]

Figure 5: Table 4 :

286 This study concludes that in organizational psychology does not rely on the expertise and high intellect alone,
287 but it is more on issues related to affective elements in man that should be established in advance in order
288 to achieve the effectiveness of organizational commitment in work. It should be supported by the strength of
289 the emotional intelligence competencies and involve self-esteem. Emotional intelligence also must be adapted to
290 function as an employee needs to make employees more emotionally positive and stable, thereby making better
291 quality work because it has a high commitment. Impact of self-esteem is a significant issue on emotional intelligence
292 among employees in managing employee commitment at work when positive self-esteem help strengthen emotional
293 intelligence among employees for the positive way. This study is certainly capable of inspiring new ideas that can
294 lead in problem statement of other research in the years to come, as well can help add to the literature review of
295 other researchers.

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