

1 The Intelligence, Emotional, Spiritual Quotients and Quality of 2 Managers

3 Dr. Juhary Haji Ali

4 Received: 16 December 2012 Accepted: 1 January 2013 Published: 15 January 2013

6 **Abstract**

7 Intelligence, emotional, and spiritual quotients (IESQ) has been predicted to escalate with the
8 increase of personal quality of corporate managers. In line with the enhancement of personal
9 quality, it has been estimated that internal locus of control would also amplify. This study
10 examined the drivers of personal quality of corporate managers based on the examination of
11 intelligence, emotional, and spiritual quotients (IESQ) and mediated by internal locus of
12 control. Data were collected from 237 stated owner enterprises managers via questionnaires.
13 The analysis produced structural models of personal quality predicted by IESQ and mediated
14 by internal LOC. It shows that hypothesized model created three significant positive direct
15 (IESQ) and indirect (internal LOC) impacts of predictors to personal quality of managers. For
16 mediating effect of internal LOC on each hypothesized path, this study found partial
17 mediating effects of internal LOC. The structural model achieved the highest SMC (R²),
18 explaining 65.6

20 **Index terms**— personal quality of managers, intelligence quotient, emotional quotient, spiritual quotient,
21 locus of control.

22 **1 Introduction**

23 Intelligence quotient or IQ as an ability to solve an objective problem alone, can be used to make a person to be
24 competent enough ??Brody and Brody, 1976). Besides, there are other tools in assessing people competencies,
25 emotional quotient and spiritual quotient. Still, emotional quotient refers to an ability understand our emotions
26 and other people ??Goleman, Author ? : E-mail : juhary@uum.edu.my 1995). Spiritual quotient refers to an
27 ability to access our deepest meanings, values, purposes and motivations (Zohar and Marshall, 2004). Both
28 of these quotients are the important elements to create a person to be a competent employer ??Boyatzis,
29 1982;Spencer and Spencer, 1993;Goleman, 1995;Zohar and Marshall, 2004).

30 It means that, managers are the backbone of the companies; and as the powerful people in the organizations,
31 and people who have power to do everything in order to make profit for their workplaces ??Mealiea and Latham,
32 1996; ??illiams, 2002; ??riffin, 2006;Montana and Charnov, 2008). It is difficult to be a good manager who could
33 take over every task burdened on. Most managers feel that they are boss in their workplaces (Caruso and Salovey,
34 2004). They manage the process of getting things done through others to perform activities necessarily to achieve
35 personal and organizational goals only sometimes ??Mealiea and Latham, 1996). It means that good management
36 that performed by managers bring a successful business at the top, to fulfill satisfaction for stockholders, but not
37 pay much attention to the whole levels of the organization (Mealiea and Latham, 1996; Montana and Charnov,
38 2008). Employers in this case, managers of public companies in South Sumatera insisted to make profit for their
39 organization through products and services. Managers have to apply and practice an integral and combination
40 of intelligence even intellectual, emotional and spiritual quotients together, in thinking, decision making and
41 motivating, then behaving. If it is success, they become emotionally intelligent managers. It is mentioned by
42 Malhi (2004) that emotional quotient as EQ or emotional intelligence as EI, in term of being able to monitor and
43 regulate selfowned feeling and others, and used that feelings to a guidance in thinking and acting. This opinion
44 supported Goleman's idea (1995) that emotional intelligence is the capability for recognizing our feelings and
45 others, to motivate and manage emotions of ourselves and others.

4 A) INTELLIGENCE QUOTIENT (IQ)

46 There is no detail research on the influence of competencies as intelligence quotient or IQ, emotional quotient
47 or EQ, and spiritual quotient or SQ to personal quality or PQ, especially on managers' level in public companies,
48 even in Indonesia or other countries. Only some research conducted related to IQ or EQ or SQ separately to
49 performance or success, combined with self -efficacy or other mediator variables. This research conducted to
50 share the influence of IQ, EQ and SQ to the personal quality of managers. This assessment fulfill the space of
51 knowledge of personal quality of managers and support knowledge related to the function of IQ, EQ and SQ in
52 achieving personal quality of high level of managers. There is a theoretical gap within theories that exploring
53 working competencies and personal quality.

54 Literature reviews pointed out that conceptual models of competencies as IQ, EQ and SQ applied separately,
55 especially to working performance (Salmiah, 2004;Catano, 2001; ??ohar, 2000), but not to personal quality of
56 managers. As we known that there is a strong and tied relation between IQ, EQ and SQ (Agustian, 2002; Zohar,
57 2004;Wilding, 2007 andMalhi, 2004), that means working competencies must be also consisted of IQ, EQ and
58 SQ. The achievement of high personal quality of managers has a strong relation with the stage of competency
59 their (managers) intelligence, emotional and spiritual quotients. By recognizing and understanding the relation
60 of competency of IQ, EQ and SQ and personal quality managers, we could create an adjustable competency
61 framework model for exploring personal quality. Literature review even not pointed out an assessment or research
62 that using those three integrated competencies together.

63 2 II.

64 3 Underpinning Theory

65 According to UNIDO (2002) competencies theory content of two item as essential competencies and core values.
66 Essential competencies are managerial, generic, technical and functional. Core values are integrity, professionalism
67 and cultural sensitivity. Further, the core values become important because the way employees behave in the
68 workplace is a reflection our personal and organizational values. Core values are essentials because they need to be
69 permanently lived in the heart of everyone and must integrate in our daily interaction with colleagues, clients and
70 society at last. The integrated competencies are the combination of essential and core as the working competencies
71 which famous as intelligence, emotional and spiritual intelligence (Goleman, 1995, Zohar and Marshall, 2004, and
72 Wilding, 2007).

73 4 a) Intelligence Quotient (IQ)

74 Intelligence quotient refers to an ability of thinking in solving problems. Intelligence quotient is the label that
75 supposed to predict whether a person will be able to do a certain work; whether that work is reading, writing
76 or creating such business plan. Intelligence is about the skills that enable a person to read, write or create a
77 perfect technical business plan. The whole concept relating intelligence quotient to life achievement is misguided,
78 because IQ is pretty miserable predictor of life achievement. According to ??ternberg (1996) that Binet (in
79 1904) introduced the theory of intelligence consists three distinct elements as direction, adaptation and criticism.
80 Direction concerns to knowing what has to be done and how to do it. Adaptation includes customizing a strategy
81 for performing task, and criticism refers to the ability to critique thoughts and action. According to Sternberg
82 (1994), the entire concept associating IQ as human life achievement in misguided, because IQ can be used as
83 predictor of life achievement. This idea supported by Wildings (2007) that IQ is only connected to logical and
84 analytical reasoning ability; linguistic skills and spatial orientation. b) Emotional Quotient (EQ)

85 The terms of emotional quotient used for the first time by Salovey and Mayer (1990), which referred to
86 intelligence in what people recognize feelings, motivate and manage emotions in life. Relating to management,
87 Goleman (1995) mentioned that a person with high IQ makes a brilliant teacher of financial analyst, but high
88 IQ combined with high EQ creates us to be the leader of it. It seemed that IQ consisting verbal, numerical, and
89 thinking skills important for effective leadership.

90 However, EQ has more specific function to control negative things. According to Wilding (2007) that emotional
91 quotient or EQ is very important to human being as one solution for them to be success with other people. It is
92 because emotional quotient or EQ contents of "high quality of soft skills". Further, Goleman (1998) noted that,
93 more emotionally intelligent persons are categorized as succeed at communicating whether interesting and affirm
94 ways, that could others feel better in the job circumstances. Then, Bar-On (1997) pointed out that, EI is also
95 useful for group development since that large group of smooth and effective workers, knowing each other's strength
96 and weaknesses and always strong influence whenever possible. c) Spiritual Quotient (SQ) At the end of the
97 1990s, research on neurology found that brain has another "Q" or other kind of intelligence (Zohar and Marshall,
98 2004). This new intelligence with which we have access to deep meaning, fundamental values, and a sense of
99 abiding purpose in our lives, and the role that this meaning, values and purpose plays in our lives, strategies,
100 and thinking process. Then, this newest intelligence is famous named by "spiritual quotient." Spiritual quotient
101 comes from the Latin word "spiritus," and the meaning is "the vitalizing principle of an organism" ??Zohar
102 and Marshall, 2004: 97). Besides, the alphabet "S" in SQ also derived from Latin "Sapientia" means "wisdom
103 intelligence," embracing all that we traditionally mean by wisdom as opposed to mere knowledge acquisition
104 or to a rather mechanistic talent for solving problem (Zohar and Marshall, 2004) (Zohar and Marshall, 2004).
105 However, spiritual quotient is hereditary capacity of the human brain, based on structures in the brain that gives

106 us basic ability to form meanings, values, and beliefs in the first place; it means that, spiritual intelligence is "the
107 soul's intelligence." d) Personal Quality (PQ) Malhi (2004) mentioned that personal quality is "the bedrock of
108 organizational quality". It means that people as an important source, who run, carry out, manage and develop
109 the organization entirely. So, the good performance of the organization is really mirrored of the good performance
110 of its personal quality as a whole. In simply word, we say that people because every quality happened. Further,
111 personal quality itself, refers to the grade to which individuals are expressed positive personal attributes, practices
112 good human relations and displayed superior work presentation. However, people manage and create process and
113 do the systems; and is that why we can say that "quality is the expression of human excellent".

114 **5 III.**

115 **6 Methodology**

116 Figure 1 proposed the final hypothesized structural model for the study. It consists of three exogenous variables
117 (intelligence, emotional and spiritual quotients) and two endogenous variables (internal locus of control and
118 personal quality). Internal locus of control is hypothesized to act as a mediator between all relationships of
119 exogenous and behavior.

120 Intelligence Quotient ??Stenberg, 1985) Emotional Quotient ??Goleman, 2001) Spiritual Quotient ??Zohar &
121 Marshal, 2000) Internal Locus of Control ??Rotter, 1954) Personal Quality (Malhi, 2004) Intelligence quotient is
122 an ability of thinking in problem solving, which is not adequate to make a worker to be competent.

123 **7 Stenberg (1985)**

124 Emotional Quotient

125 EQ is an ability of a person in knowing and understanding him or herself and other people. People' emotional
126 quotient and spiritual quotient might be a greater predictor of success rather than intelligence quotient.

127 **8 Goleman (1995)**

128 Spiritual Quotient

129 Spiritual quotient as SQ refers to the ability of a person to understand life more, and as an important element
130 of labor competency

131 **9 Zohar and Marshal (2004)**

132 The Intelligence, Emotional, Spiritual Quotients and Quality of Managers

133 **10 Internal**

134 **11 Locus of Control**

135 Locus of control is an individual's generalized expectations concerning where control over subsequent that events
136 reside. Internal locus of control figured by habit of hard -working, high initiatives, always try to solve problems,
137 always thinking effectively and having high perception. Rotter (1966) Personal Quality Personal quality refers to
138 the positive personal attributes showed and manager exhibited superior work performance and presented good
139 human relations.

140 **12 Malhi (2004)**

141 Table ?? : Hypothesis Formulation a) Sampling and Instrument A total of 265 managers from various levels
142 of department and units were requested to complete a questionnaire that contained measures of the constructs
143 of concern. The questionnaires were distributed to the respondents by using proportionate stratified random
144 sampling method. Out of the desired sample size of 265, 255 were returned. This gives a response rate of 96.22%.
145 However, according to Mintzberg (1996), for managerial survey, a response rate of over 50% is reliable. As such,
146 the response rate for this study is favorable and 255 questionnaires received, 237 questionnaires were subsequently
147 used for analysis.

148 Measurement tools used in this study must valid and reliable where to test each variable will provide some
149 statements that have to choose by the respondents. After that, result taken from the list of questionnaires will
150 be scaled by Likert's scale to find the answer of the respondents through the score from 1 as strongly disagree to
151 5 as strongly agree. A summary on the profile of respondents is tabulated in Table 3.

152 **13 b) Data Screening and Analysis**

153 The 255 dataset were coded and saved into SPSS version 16 and analyzed using AMOS version 7.0. In this study,
154 a test for multivariate outliers is conducted using the techniques described by ??abachnick and fidell (2007).
155 Using the 255 data from a set of 7 items of IQ, 12 items of EQ, 8 items of SQ, 6 items of ILOC and 10 items
156 of PQ, the Mahalanobis distance was calculated based on a total of 43 items. The criterion of $p < 0.001$ and
157 critical value of $?2 = 73.402$ is used. The tests conducted identified 18 cases with Mahalanobis values above

158 73.402. The Mahalanobis distance succeeded in identifying the multivariate outliers . Several statistical validity
159 tests and analysis were then conducted such as reliability test and composite reliability tests, validity tests using
160 confirmatory factor analysis (CFA) for construct validity, discriminate validity for multicollinearity treatment,
161 descriptive analysis, correlation and structural equation modeling analysis. The step in SEM analysis were CFA
162 analysis, measurement exogenous and endogenous analysis, discriminate analysis, composite reliability analysis
163 and direct indirect impact analysis (mediating effect), testing the fit for the hypothesized and re-specified model.

164 14 IV.

165 15 Results

166 16 a) Demographic Profile of Respondents

167 Based on gender category there were 91.1% or 216 respondents were male while 8.9% or 21 respondents were
168 female. In terms of religion background, 94.1% or 223 are Moslem, 3.4% or 8 are Christian, 1.7% or 4 are Catholic,
169 0.8% or 2 are Hindu. In terms of education, 5.1% or 12 have high school education, 11.8% or 28 possessed their
170 diploma education, 67.9% or 161 possessed bachelor degree education, 14.8% or 35 possessed their master degree
171 and 0.4% or only 1 possessed their PhD degree. Most

172 17 b) Descriptive Analysis of Variables

173 The research framework consists of three exogenous and two endogenous variables (Table 4). Each construct shows
174 Cronbach's alpha readings of acceptable values of above 0.60 (Nunnally, 1970). However, the composite reliability
175 also confirmed the reliability of the variables. Confirmatory factor analysis was conducted on every construct
176 and measurement models. All CFAs of constructs produced a relatively good fit as indicated by the goodness of
177 fit indices such as CMIN/df ratio (<2); p-value (>0.05); Crimential Fit Index (CFI) of > .95; Tucker-Lewis Index
178 (TLI) of >.95; and root mean square error of approximation (RMSEA) of values less than .08 (<.08) ??Bollen,
179 2002; ??entler, 1989). The measurement model has a good fit with the data based on assessment criteria such as
180 GFI, CFI, TLI, RMSEA (Bagozzi & Yi, 1988). Table 5 shows that the goodness of fit of generated or re-specified
181 model. The respecified model confirmed the interaction among variables in the structural model. The result
182 of path analysis indicated a significant positive relationship between intelligence quotient and personal quality
183 (?=0.171, P=0.023) and hypothesis 1 was asserted. The result also indicated a significant positive relationship
184 between emotional quotient and personal quality (?=0.194, P = 0.016) and hypothesis 2 was asserted. The
185 hypothesized path, from spiritual quotient to personal quality of corporate managers was supported (?=0.185, P
186 = 0.011) There is a direct positive significance relationship between spiritual quotient and personal quality and
187 hypothesis 3 was asserted. Similarly, internal locus of control also has a direct significant impact on personal
188 quality of corporate managers (?=0.413, P = 0.000) hence, H4 was asserted. Hypothesis 4 predicted a positive
189 relationship between internal locus of control and personal quality. Therefore, H1 to H4 were asserted. The
190 re-specified model displayed in Figure 4 shows the model explained a substantial portion of the variance in all
191 the endogenous variables (square multiple correlations). Table 10 indicates the three exogenous variables (IESQ)
192 jointly explained 65.6% variance in internal locus of control. Subsequently, IESQ and internal locus of control
193 collectively explained 76.2% variance in personal quality of managers. Based on the results of the indirect effect,
194 the interaction between intelligence quotient and internal locus of control was significant (? = 0.211 and P =
195 0.025). Furthermore the interaction between internal locus of control and personal quality significance also found
196 significantly (? = 0.413 and p = 0.000). The results found there was a indirect positive significant (? = 0.258
197 and p = 0.000) partial mediating effect of internal locus of control in the relationship between

198 18 Discussions

199 Direct positive relationship intelligence quotient and personal quality were supported by the data. All findings are
200 generally consistent with previous study done by Wilding (2007) and Malhi (2004) wherein intelligence quotient
201 was found to be positively related to personal quality. Consistent with Mintzberg (1983), this study confirmed
202 emotional quotient in predicted personal quality. When corporate managers identify their emotional quotient had
203 more positive towards personal quality. Previously, numerous studies have found emotional quotient of managers
204 to be a significant predictor to their personal quality (Goleman, 1998; ??tein, 2001); Malhi, 2004;Wilding, 2007).
205 The present study also found there is a direct positive significance relationship between spiritual quotient and
206 personal quality and hypothesis 3 was asserted. This finding is generally consistent with previous studies done
207 by Zohar and Marshall (2004) and Malhi (2004) wherein a spiritual quotient of managers was found to be
208 positively related to personal quality. Similarly, internal locus of control also has a direct significant impact on
209 personal quality of corporate manager. The result was consistent with this prediction as evidenced by positive
210 and significant path estimates towards personal quality the positive associations between internal locus of control
211 are consistent with previous studies done by Goleman (1998), Stein (2001), Zohar and Marshall (2004), Sentosa
212 (2007) and Wilding (2007).

213 The hypothesis 5 was found the partial mediating effects of internal locus of control on the relationship between
214 intelligence quotient and personal quality (?=0.258, P=0.000). This finding is generally consistent with previous

215 studies done by Gabbard, et. al, (1986), Mascaro (2004), and Wiley (2006). This study confirmed the internal
216 locus of control has an impact as process to improve the influence of intelligence quotient as predictor of personal
217 quality. The hypothesis 6 was found the partial mediating effect of internal locus of control on the relationship
218 between emotional quotient and personal quality ($\beta=0.313$, $P=0.000$). This finding is generally consistent with
219 previous studies done by Klein, Wasserstein and Warnet (2000), Roberts et al. (1997) and Spector and O'Connell
220 (1994), .This study confirmed internal locus of control has an influence as process to improve the emotional of
221 intelligence quotient to the personal quality. Hypothesis 7 also found a partial mediating effects substantiated
222 in hypothesized of spiritual quotient ($\beta=0.341$, $P=0.000$), the indirect effect as method to investigate mediating
223 effect of internal locus of control has a higher influence to personal quality of corporate managers.

224 **19 9**

225 Y 2013 ear intelligence quotient and personal development, thus hypothesis 5 asserted The direct and indirect
226 calculation was calculated for the total effect loading. The interaction between emotional quotient and internal
227 locus of control was found significantly ($\beta = 0.194$ and $P = 0.016$). Furthermore the interaction between internal
228 locus of control and personal quality significance also found significantly ($\beta = 0.413$ and $p = 0.000$). The results
229 found there was an indirect positive significant ($\beta = 0.313$ and $p = 0.000$) partial mediating effect of internal
230 locus of control in the relationship between emotional quotient and personal development. Thus, hypothesis 6
231 asserted. The indirect effect results also found that the interaction between spiritual quotient and internal locus
232 of control was significant ($\beta = 0.185$ and $P = 0.011$). The direct relationship between internal locus of control
233 and personal quality significance also found significantly ($\beta = 0.413$ and $p = 0.000$). The results found there was
234 an indirect positive significant ($\beta = 0.341$ and $p = 0.000$) partial mediating effect of internal locus of control in
235 the relationship between spiritual quotient and personal quality, thus hypothesis 7 asserted. Table 7 shows the
236 total effect estimates to test the mediating effect of internal locus of control in the relationship between IESQ and
237 personal quality as hypothesized in H5, H6 and H7. The internal locus of control has a significant standardized
238 regression weight ($P < 0.05$) which is confirmed the partial mediating effect in the relationship (Hair, et., al,
239 2006). The indirect effect estimates for all indirect were higher than direct relationship. In other words, the
240 total effects of internal locus of control in the relationship between IESQ and personal quality were higher or
241 significant compared to direct effects. Thus, H5, H6 and H7 were accepted.

242 **20 Global Journal of Management and Business Research**

243 Volume XIII Issue III Version I () A Richards, 1990; Welton et al., 1996). This study also confirmed the internal
244 locus of control has an impact as process to improve the influence of spiritual quotient as predictor of personal
245 quality.

246 **21 VI.**

247 **22 Conclusions**

248 This study found that IESQ must become potential intelligence within human being, although the degree or the
249 level of it in each person is different. As mentioned by Stein (2001) that IQ is a measurement of an individual
250 is intellectual, analytical, logical and rational abilities. Thus, IQ is concerned with verbal, spatial, visual and
251 mathematical skills. Further, IQ also figures of the ability of someone in learning new things, focusing on task
252 and exercising, retaining and recalling objective information. Still, IQ is also engage in a reasoning process,
253 manipulate numbers, even think theoretically as well as analytically, then, and solve problems by the dedication
254 of prior knowledge. People could have an IQ standard through how seriously attended educational institutions,
255 formally and graduated as engineers, economist and many more. Emotional quotient as EQ can be enhanced
256 everyday.

257 However, it is quite different when compared with IQ, because EQ uses more 'feeling' rather than IQ. That
258 is why, not all people can apply good emotion when gathered with others. For, someone who categorized a
259 temperamental person will have a difficulty applying his or her temper even in workplace.

260 **23 VII. Suggestion for Further Research**

261 Based on the limitations of the present study, it is proposed that further research should consider following areas
262 or aspects: The present study was conducted in SOE organization in South Sumatera Province of Indonesia. The
263 findings may not reflect the overall situations in the state owner enterprises sector. As such, further research
264 should be conducted in other organizational culture and environment to examine the generalizability of the
265 findings of this study. The study employed in the present study was the survey method that used a set of
266 questionnaire as measurement scale. Future studies should consider the use of other tools such as through
267 observation to collect the required data for measuring IESQ, internal locus of control and personal quality. ¹



Figure 1: Figure 1 :

1

Figure 2: Table 1

1

Intelligence
Quotient

Figure 3: Table 1 :

The Intelligence, Emotional, Spiritual Quotients and Quality of Managers

			N	%
2013	Gender			
ear	Male	Female	216 21	91.1 8.9
Y	Islam	Christian	223 8	94.1 3.4
	Catholic		4	1.7
	Hindu		2	0.8
	Budha		-	-
	Education Level			
	High School		12	5.1
Volume	Diploma	Degree	28	11.8
XIII	Present Position	Chief of Department	35	14.8
Issue	Chief of Unit	Others	31	17.7
III	Years in Current Structure	Less than 1 year	34	54.4
Ver-	Less than 2 years	1 -2 years	35	14.8
sion I	2 -5 years	2 -5 years	85	14.8
()	More than 5 years	More than 5 years	32	35.9
	Length of Service	Less than 5 years	20	13.5
	years 16 -20 years	6 -10 years	26	8.4
		11 -15	43	11.0
			53	18.1 22.4
Global	More than 21 year	Training in the past 2 years	95	40.1
Journal of	Never	1 -5 Times	169	71.3
Man-	6 -10 Times	More Than 10 Times	39	16.5
age-	No of Sub	Ordinary in Organization	16	6.8
ment	Employees	Less than 10	102	43.0
	11 -50 Employees	51 -100 Employees	78	32.9
	More than 100 Employees	More	30	11.4
	Education	Background	8	3.4
	Administration/Politic/International	Public	44	
	and	Relation	47	12.7
	nomic/Management	Eco-	5	3.4
Busi-	Finance/Banking/Accountancy	83	18.6	
ness	Law	2	2.1	
	Mechanical/Engineering	2	35.0	
	Medical	5	0.8	
Re-	Linguistic	12	2.1	
search	Information Technology	29	5.1	
	Agriculture			12.2
	Others			

[Note: A position less than 1 year.]

Figure 4:

3

Volume XIII Issue III Version I
 ()
 Global Journal of Management and Business Research

[Note: A]

Figure 5: Table 3 :

Variables	Mean
-----------	------

Intelligence Quotient	3.894
Emotional Quotient	3.791
Spiritual Quotient	3.912
Internal Locus of Control	3.860
Personal Quality	3.793

c) Confirmatory Factor Analysis

2013 Goodness of fit indices for the 43 observed variables of IQ, EQ, SQ, ILOC and PQ shows the reading

Y

ear

Volumee18 e16

XIII

Is-

sue

III

Ver-

sion

I

() A e20 e19

Figure 2 : Confirmatory Factor Analysis of Measurement of Exogenous Variables

,61 ,59 ,62 ,61 IQ8 ,78 ,60 IQ7 e07 ,78 IQ6 e06

EQ9 EQ7 e08

,61 ,62 EQ11 EQ10 ,78

,77

,78

Global e36 e35 e34 e33 EQ ,61 SQ6 e43 ,78 ,77 ,79 ,78 ,78 ,59 ,78 ,67 EQ27 ,82 ,56 EQ26 ,75 ,51 EQ25 ,72

Jour- e32 e31 e30 e21

nal

of

Man-

age-

ment

and

Busi-

ness

Re-

search

5

Model	Fit	In- dicator	IQ	EQ	SQ	ILOC	PQ	Exogenous	Endogenous	Re-specified Model	
(? 2)	14.808	14	76.577	65	20.612	9	16.371	36.981	346.651	94.579	885.566
DF	CMIN/DF	1.058	1.178	1.031	1.031	1.819	1.057	1.080	1.080	0.918	1.042
P	GFI	0.391	0.983	0.154	0.953	0.420	0.060	0.378	0.156	0.711	0.193
TLI	CFI	0.999	0.999	0.953	0.994	0.999	0.981	0.999	0.994	1.003	0.995
RMSEA	e) Results of Hypotheses Testing	0.016	0.016	0.027	0.011	0.059	0.015	0.015	0.018	0.000	0.013

Figure 7: Table 5 :

6

2013
ear
Y

[Note: A]

Figure 8: Table 6 :

7

Volume XIII Issue III Version I
()
Global Journal of Management and Business Research

[Note: A]

Figure 9: Table 7 :

[Note: © 2013 Global Journals Inc. (US)]

Figure 10:

268 [Human Resource Management Centre] , *Human Resource Management Centre*

269 [Richards ()] 'A "Universal Forces" dimension of locus of control in a population of spiritual seekers'. D G
270 Richards . *Psychological Reports* 1990. 67 p. .

271 [Gabbard et al. ()] 'Assessing locus of control with religious populations'. C E Gabbard , G S Howard , C W
272 Tageson . *Journal of Research in Personality* 1986. 20 p. .

273 [Spencer and Spencer ()] *Competence at Work: Models for Superior Performance*, I M Spencer , S M Spencer .
274 1993. New York: John Wiley and Sons.

275 [Klein ()] 'Competence, Professional Self-Regulation and the Public Interest'. R Klein . *British Medical Journal*
276 1998. (316) p. .

277 [Bjork et al. ()] 'Control beliefs and faith as stress moderators for Korean American versus Caucasian American
278 Protestants'. J P Bjork , Y S Lee , L H Cohen . *American Journal of Community Psychology* 1997. 25 p. .

279 [Boyatzis et al. ()] 'Coupe Tencies can be Developed, but not the way we thought'. R E Boyatzis , D Leonard ,
280 K Rhee , J V Wheeler . *Capability* 1996. 2 (2) p. .

281 [Jackson and Lopez ()] *Cultural Competency in Managed Behaviour Healthcare*, V Jackson , L Lopez . 1999.
282 Donver, England: Odyssey Press.

283 [Goleman ()] *Destructive emotions*, D Goleman . 2007. Bantam Books; New York.

284 [Goleman ()] *Emotional Intelligence*, D Goleman . 1995. Bantam Books; New York.

285 [Wilding ()] *Emotional intelligence*, C Wilding . 2007. McGraw-Hill: London.

286 [Salovey and Mayer ()] 'Emotional intelligence. Imagination'. Salovey , J Mayer . *Cognition and Personality* 1990.
287 9 (3) .

288 [Mayer et al. ()] 'Emotional intelligence: Theory, findings, and implications'. J D Mayer , P Salovey , D R Caruso
289 . *Psychological Inquiry* 2004. 15 p. .

290 [Malhi ()] *Enhancing Personal Quality: Empowering Yourself to Attain Peak Performance at Work*, Singh R
291 Malhi . 2004. Sage Publisher: India.

292 [Fornell and Larcker ()] 'Evaluating structural equation models with unobservable variables and measurement
293 error'. & Fornell , Larcker . *Journal of Marketing Research* 1981. 48 p. .

294 [Mascaro and Rosen (2005)] 'Existential meaning's role in the enhancement of hope and prevention of depressive
295 symptoms'. N Mascaro , D H Rosen . *Journal of Personality* 2005. August. 74 (4) .

296 [Catano et al. ()] 'Exploring commitment and leadership in volunteer organizations'. V Catano , M Morgan , P
297 , E Kelloway , K . *Leadership and Organization Development Journal* 2001. (6) p. .

298 [Rotter ()] 'Generalized expectancies for internal versus external control of reinforcement'. J B Rotter .
299 *Psychological Monographs* 1966. 80 p. .

300 [Welton et al. ()] 'God control: The fourth dimension'. G L Welton , A G Adkins , S L Ingle , W A Dixon .
301 *Journal of Psychology and Theology* 1996. 24 p. .

302 [Hair et al. ()] J Hair , B Black , B Babin , R Anderson , R Tatham . *Multivariate Data Analysis*, (Upper Saddle
303 River, NJ) 2006. Prentice-Hall. (th edition)

304 [Salmiah ()] *Hubungan antara Kompetensi kerja dan Prestasi kerja di kalangan Kakitangan Agensi Kerajaan
305 Elektronik*, M A Salmiah . 2004.

306 [Sandberg ()] 'Human Competence at Work: An Intepretable Approach'. J Sandberg . *Gathenburg: BAS* 1994.

307 [Nunnally ()] *Introduction to Psychological Measurement*, J C Nunnally . 1970. New York: McGraw-Hill.

308 [Wiley ()] *Locus of Control and Spiritual Meaning as Mediators of Relations Among Religious Orientation and
309 Anxious Symptomatology and Depressive Symptomatology*, E Wiley , S . 2006. University of South Alabama
310 (Unpublished Thesis)

311 [Montana and Charnov ()] *Management. Barron's Educational Series*, P Montana , J Charnov , B , H . 2008.

312 [Mintzberg ()] 'Managing Government'. H Mintzberg . *Governing Management: Harvard Business Review* 1996.

313 [Mayer et al. ()] 'Measuring emotional intelligence with the MSCEIT V2.0'. J D Mayer , P Salovey , D R Caruso
314 , G Sita Renios . *Emotion* 2003. 3 p. .

315 [Bagozzi and Yi ()] 'On the evaluation of structural equation models'. R P Bagozzi , Y Yi . *Journal of the
316 Academy of Marketing Science* 1988. 16 p. .

317 [Alvesson ()] 'Organization as rhetorne: Knowledge-Intensive Firms and the Stenggle with Ambiguity'. M
318 Alvesson . *Journal of Management Studies* 1993. 30 (6) p. .

319 [Mintzberg ()] *Power In and Out Organization*, H Mintzberg . 1983. Singapore: Prentice-Hall.

320 [Klein and Wasserstein-Warnet ()] 'Predictive validity of the locus of control test in selection of school adminis-
321 trators'. J Klein , M Wasserstein-Warnet . *Journal of Educational Administration* 2000. 38 p. .

23 VII. SUGGESTION FOR FURTHER RESEARCH

322 [Goleman et al. ()] *Primal leadership: Realizing the power of emotional intelligence*, D Goleman , R Boyatzis ,
323 A McKee . 2002. Bantam Books; New York.

324 [Harrison ()] 'Relation between Home background, School Success and Adolescent Attitudes'. F I Harrison .
325 *Merril-Palmer Quarterly of Behavior and Development* 1968. 14 p. .

326 [Mcintosh and Spilka ()] 'Religion and physical health: The role of personal faith and control beliefs'. D McIntosh
327 , B Spilka . *Research in the Social Scientific Study of Religion* 1990. 2 p. .

328 [Sekaran ()] *Research Methods for Business: A skill Building Approach*, U Sekaran . 2003. Singapore: John
329 Wiley & Sons.

330 [Roberts et al. ()] 'Salespeople and stress: The moderating role of locus of control on work stressors and felt
331 stress'. J A Roberts , R S Lapidus , L B Chonko . *Journal of Marketing Theory and Practice* 1997. 5 p. .

332 [Goleman ()] *Social intelligence*, D Goleman . 2006. Bantam Books; New York.

333 [Zohar and Marshall ()] *Spiritual Capital: Wealth we can live by*, Zohar , I Marshall . 2004. San Francisco: BK
334 Publisher.

335 [FerdinandA ()] 'Structural Equation Modeling in Management Research'. FerdinandA . *Fakultas Ekonomi
336 UNDIP: Semarang* 2002.

337 [Bar-On ()] *The Bar-On Emotional Quotient Inventory (EQ-i): A Test of Emotional Intelligence*, R Bar-On .
338 1997. Toronto, Canada: Multi-Health Systems.

339 [Berrenberg ()] 'The Belief in Personal Control Scale: A measure of God mediated and exaggerated control'. J
340 L Berrenberg . *Journal of Personality Assessment* 1987. 51 p. .

341 [Boyatzis ()] *The Competent Manager: A Model for Effective Performance*, R E Boyatzis . 1992. New York:
342 John Wiley & Sons.

343 [Bar-On and Orme ()] 'The contribution of emotional intelligence to individual and organizational effectiveness'.
344 R Bar-On , G Orme . *Competency & Emotional Intelligence* 2002. 9 (4) p. .

345 [Spector and Connell ()] 'The contribution of personality traits, negative affectivity, locus of control and type A
346 to the subsequent reports of job stressors and job strains'. P E Spector , B J Connell . *Journal of Occupational
347 and Organizational Psychology* 1994. 67 p. .

348 [Mascaro et al. ()] 'The development, construct validity, and clinical utility of the Spiritual Meaning Scale'. N
349 Mascaro , D H Rosen , L C Morey . *Personality and Individual Differences* 2004. 37 p. .

350 [Jackson and Coursey ()] 'The relationship of God control and internal locus of control to intrinsic religious
351 motivation, coping and purpose in life'. L E Jackson , R D Coursey . *Journal for the Scientific Study of
352 Religion* 1988. 27 p. .

353 [Mascaro and Rosen ()] 'The role of existential meaning as a buffer against stress'. Mascaro , D H Rosen . *Journal
354 of Humanistic Psychology* 2006. 46 p. .

355 [Tabachnick and Fidel ()] *Using Multivariate statistics*, B Tabachnick , G Fidel , L , S . 2007. (Person
356 International Edition, 5 th Edition)

357 [Goleman ()] *Working with Emotional Intelligence*, D Goleman . 1998. New York: Bantam Books.