

Elucidation of Leaders' Intrapersonal Competencies in the Workplace

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Abstract : Employees who are satisfied at their place of work rate their leaders' intrapersonal competencies as being high. They also believe that a leader's intrapersonal competencies influence their sense of job satisfaction. Employees who indicate that they are unhappy at their place of work rate their leaders' intrapersonal competencies as being low. They also believe that a leader's intrapersonal intelligence influence their feeling of job satisfaction. The leader's appropriate intrapersonal competencies are crucial to the creation of a motivated and satisfied employee team. In this study, the quantitative research method was used to determine the employees' perceptions of their leaders' intrapersonal competencies and their influence on their job satisfaction; the six competencies being self-awareness, self-confidence, self-expression, self-control, adaptability, and optimism. All the competencies of leaders identified in this quantitative study can therefore be described as intervening variables that influence an employee's sense of job satisfaction. The number of responses that indicate that each of the intrapersonal competencies of a leader that will have an influence on an employee's sense of job satisfaction, ranges from 93% (a leader's sense of self-awareness) to 99% (a leader's ability to be adaptable). As the responses are significantly similar, it can be stated that the respondents indicate that all the intrapersonal competencies of a leader can influence an employee's sense of job satisfaction. The findings of this study strongly suggest that in order to be satisfied at work, employees prefer to be led by leaders who are confident in their leadership roles; who send out clear, unambiguous messages; who maintain self-control; who are adaptable and flexible; who face the future with optimism and who support the establishment of a collegial working environment. Evidently, the findings corroborate the hypothesis that employees believe that the intrapersonal competencies of leaders have a positive influence on the employees' sense of job satisfaction. This study's findings, therefore, confirm that the key to the leaders' self-knowledge is access to their own feelings and the ability to discriminate among them and draw upon them to guide behaviour in their organisations. This exploratory study makes a contribution to the emerging research being accomplished on leaders' intrapersonal intelligence with more research still needing to be attempted to determine to what extent these competencies of leaders can reshape the organizational climate and culture.

Keywords : emotional intelligence, employees' job satisfaction, leaders' intrapersonal competencies, leaders' self-knowledge

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