

EXECUTIVE SUMMARY

Emotional intelligence is one of the hot topics in management that attracts much attention nowadays. Emotional intelligence is found to be important for individuals, groups and organizations. On the other hand, decision-making is one of the important elements in organizations. Employees make a variety of decisions that have significant impact on the effectiveness of organizations. Although many studies have been done in the areas of emotional intelligence and decision-making, yet no study have linked the concept of emotional intelligence and decision-making styles together. This study aims at filling the niche to examine the interacting effects of managers' emotional intelligence and decision-making styles on subordinates' job stress, job satisfaction and organizational commitment.

The objective of this study includes three parts. Firstly, to examine the relationship between emotional intelligence and decision-making styles, as well as their effects on subordinates' job stress, job satisfaction and organizational commitment. Secondly, to examine how managers' four dimensions of emotional intelligence affect subordinates' job stress, job satisfaction and organizational commitment. In addition, to further explore the mediating effect of managers' decision-making styles on the relationship between managers' emotional intelligence dimensions and subordinates' job stress, job satisfaction and organizational commitment. Lastly, to explore the situation of emotional intelligence and decision-making styles of Chinese people.

This study was based on the emotional intelligence model developed by Goleman (2001) and the decision-making styles model developed by Rowe and Mason (1987). A survey questionnaire was applied to study on the data of 20 managers and 159 subordinates

from Zhong Shan city of Southeastern China, result shows that: 1) Emotional intelligence is positively related to people-oriented decision-making style and negatively related to task-oriented decision-making style. 2) Among the four dimensions of emotional intelligence in manager, self-awareness is the most important dimension for predicting subordinates' job stress, job satisfaction and organizational commitment. 3) Managers' people-oriented decision-making style is negatively related to subordinates' job stress, positively related to subordinates' job satisfaction and organizational commitment. 4) Managers' task-oriented decision-making style is positively related to subordinates' job stress but negatively related to subordinates' job satisfaction and organizational commitment. 5) Managers' people-oriented decision-making style fully mediates the relationship between managers' self-awareness and subordinates' job stress, and partially mediates the relationship between managers' self-awareness and subordinates' job satisfaction. But no mediating effect of managers' people-oriented decision-making style is found on the relationship between managers' self-awareness and subordinates' organizational commitment. 6) Among the four dimensions of emotional intelligence, Chinese people have the highest score at self-awareness. 7) Chinese score higher on task-oriented decision-making style than people-oriented decision-making style. 8) Work experience is positively related to one dimension of emotional intelligence - relationship management. 9) Age and work experience both are positively related to people-oriented decision-making style and negatively related to task-oriented decision-making style.