

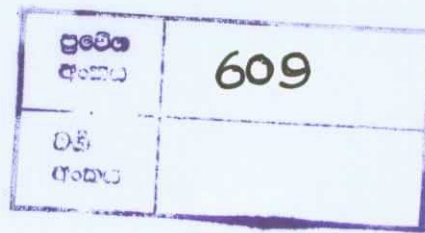
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**THE MANAGERS' EMOTIONAL INTELLIGENCE AND ITS
IMPACT ON NON – MANAGERIAL EMPLOYEES' WORK
RELATED ATTITUDES AND JOB PERFORMANCE IN THE
BANKING SECTOR IN SRI LANKA**

(With special reference to Systemically Important Banks)

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ABSTRACT

The purpose of this study was to investigate the impact of Managers' Emotional Intelligence on Non- Managerial Employees' Work Related Attitudes and Job Performance in the banking sector in Sri Lanka. Emotional Intelligence was considered as the independent variable and Job Satisfaction, Organizational Commitment, Job Involvements and Job Performance were considered as the dependent variables.

The sample was 100 randomly selected managers and 400 randomly selected non - managerial employees in the Systemically Important Banks. Two questionnaires were used to collect the data from the managers and the non - managerial employees. 120 and 480 questionnaires were distributed among the managers and non – managerial employees respectively. The response rate of the managers and non - managerial employees was 83%. Respondents were asked to indicate their agreement or disagreement on Five Point likert Scale as the scaling method. The measurement scale for independent and dependent variables was “interval”. The data was analyzed using Statistical Package for Social Sciences (SPSS) version 15. Mean Score and Standard Deviation were used for all the variables for univariate analysis. Correlation coefficient was used for bivariate analysis. The hypotheses were tested using the Pearson Product Movement Correlation Coefficient (r) for test the relationship between two variables and the associated significant value (p) for test the null hypotheses. A significant level of five percent ($p = 0.05$) was chosen as the maximum probability of rejecting a null hypothesis.

The results indicated that the level of Emotional Intelligence, Job Satisfaction, Organizational Commitment, Job Involvement and Job Performance in the banking sector were in high. The level of Emotional Intelligence has been changed according to the gender, age, educational qualification, working experience of the managers and the ownership of the bank. The positive significant relationships were found between dependent variables.

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The results of correlation analysis illustrated that the managers' Emotional Intelligence was positively and significantly correlated with non – managerial employees' Job Satisfaction, Organizational Commitment, Job Involvement and Job Performance. A strong positive and significant relationship was found between managers' Emotional Intelligence and non - managerial employees' Job Satisfaction ($r = 0.52, p < 0.05$). The managers' Emotional Intelligence was strongly correlated with non - managerial employees' Job Performance ($r = 0.59, p < 0.05$). It was found that managers' Emotional Intelligence was moderately correlated ($r = 0.42, p < 0.05$) with non - managerial employees' Organizational Commitment. The weak positive relationship ($r = 0.21, p < 0.05$) was found between managers' Emotional Intelligence and non - managerial employees' Job Involvement.

The empirical evidence demonstrated that the level of Job Satisfaction, Organizational Commitment, Job Involvement and Job Performance of the non - managerial employees who work under the emotionally intelligent managers were high. Therefore, this study recommended managers to think how they can utilize the Emotional Intelligence Competencies as a new approach to improve positive Work Related Attitudes and Job Performance among their non - managerial employees.