

**THE IMPACT OF EMOTIONAL
INTELLIGENCE ON WORK- RELATED
ATTITUDES OF BANK MANAGERS IN
SRI LANKA**

by

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The work described in this thesis was carried out by me under the supervision of Dr. (Mrs) S. M. Samarasinghe and a report on this has not been submitted in whole or in part to any university or any other institution for another Degree/Diploma.


.....

S.PRAVEENA

I certify that the above statement made by the candidate is true and that this thesis is suitable for submission to the University for the purpose of evaluation.


.....

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09-07-2014
.....

Date

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ABBREVIATIONS

| | |
|------------|--------------------------------------|
| AVE | Average Variance Extracted |
| EI | Emotional Intelligence |
| IQ | Intelligence Quotient |
| JIQ | Job Involvement Questionnaire |

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ABSTRACT

Nowadays organizations have realized that technical skills and Intelligence Quotient (IQ) alone cannot predict an individual's performance or success. The literature suggested that Emotional Intelligence (EI) plays a vital role in the success of managers in the workplace. Hence, the purpose of this study was to investigate the effect of emotional intelligence on threefold work-related attitudes; job satisfaction, job involvement, and organizational commitment of bank managers in Sri Lanka, in order to narrow the research gap.

Based on the literature a conceptual model was developed. The study adopted already validated research instruments. The model was empirically tested by collecting data from bank managers in Sri Lanka. A total of two hundred commercial bank managers were selected for the study using the convenience sampling technique and one hundred and sixty three usable questionnaires were returned. The model was tested with the measurement model and the structural model analysis by using Partial Least Square technique (PLS). The measurement model analysis was used to establish the item reliability, internal consistency reliability, convergent validity, and discriminant validity and the structural model analysis was used to test the model fit.

The structural model analysis results provided the support for all five hypotheses formulated in this study. Thus, higher levels of emotional intelligence of bank managers lead to higher levels of their work-related attitudes: job satisfaction, job involvement, and organizational commitment. Moreover, organizational commitment of bank managers can be enhanced through higher levels of their job satisfaction and job involvement. Further, this study provided future directions for further research.

Key words: *Emotional intelligence, work-related attitudes, job satisfaction, organizational commitment, job involvement*