

**EMOTIONAL INTELLIGENCE**  
**AND**  
**ORGANISATIONAL PERFORMANCE**

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## ABSTRACT

The examination of Emotional Intelligence (EQ) in Sri Lankan organizations is a relatively new area of study. This research examines the relationship between the level of EQ of managers who manage their organizations and organizational performance. It is argued here that the level of EQ of managers will influence organizational performance. The data for this research study was collected from eighty respondents representing eight different organizations. Four organizations in the sample were identified as high performing companies and the rest were identified as low performing companies. The performance of the companies was determined on the basis of turnover. The survey technique was used to collect the data and a questionnaire developed by Prof. N. K. Chadha and Dr. Dalip Singh was used for this study. Prior written approval was obtained from Dr. Dalip Singh to their questionnaire. The results of the study show that the level of EQ alone has only a limited influence on organizational performance in respect of the companies that were examined. Further, it was observed that the Sri Lankan managers have inherited a high level of Emotional Intelligence. The companies that were selected for this purpose are mainly manufacturing companies, some of which are in the apparel business. The results of this research would be different if the different business sectors were included in the sample. Suggestions for future research and practice are offered.