

# **Managers' Emotional Intelligence and its impact on Non - Managerial Employees' Job Satisfaction in the Banking Sector in Sri Lanka**

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**ABSTRACT.** Emotional Intelligence is regarded as a vitally important concept that leaders have to learn for the success of any organization. In reviewing the Sri Lankan research literature to find the ways to enhance the Job Satisfaction, the researcher could identify Emotional Intelligence of the managers as one of the most important but abandoned concept. The purpose of this study was to investigate the impact of *Managers' Emotional Intelligence on Non- Managerial Employees' Job Satisfaction* in the banking sector in Sri Lanka. The sample consisted of 100 managers and 400 non - managerial employees randomly selected from Systemically Important Banks. Two questionnaires were administered among managers and non - managerial employees. Data collected were analyzed using regression analysis and correlation coefficient. The results of the study indicated that Emotional Intelligence had a significant positive relationship with Job Satisfaction. The relationship between four elements of Emotional Intelligence and Job Satisfaction was further investigated. The data indicated that self management, relationship management and social awareness were significantly and positively related to Job Satisfaction. No relationship was reported between self awareness and Job Satisfaction. It was recommended that Emotional Intelligence of the managers should be enhanced to improve the Job Satisfaction of the non - managerial employees.

**Key words:** Emotional Intelligence, Job Satisfaction, Managers, Non Managerial Employees.

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