

**THE IMPACT OF EMOTIONAL INTELLIGENCE ON  
ORGANIZATIONAL LEARNING: AN EMPIRICAL STUDY  
BASED ON SELECTED PRIVATE SECTOR FIRMS IN SRI  
LANKA**

By

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## Declaration

The work described in this thesis was carried out by me under the supervision of Dr.U.B.Ramanayake, Senior Lecturer, Department of Business Administration, Faculty of Management Studies and Commerce, University of Sri Jayewardenepura, Sri Lanka 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.

  
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## Certification

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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## **Abbreviation**

<b>EI</b>	<b>Emotional Intelligence</b>
<b>OL</b>	<b>Organizational Learning</b>
<b>CSE</b>	<b>Colombo Stock Exchange</b>
<b>SA</b>	<b>Self Awareness</b>
<b>SR</b>	<b>Self Regulation</b>
<b>MV</b>	<b>Motivation</b>
<b>EM</b>	<b>Empathy</b>
<b>SS</b>	<b>Social Skills</b>
<b>KA</b>	<b>Knowledge Acquisition</b>
<b>ID</b>	<b>Information Distribution</b>
<b>II</b>	<b>Information Interpretation</b>
<b>OM</b>	<b>Organizational Memory</b>

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LEARNING: AN EMPIRICAL STUDY BASED ON SELECTED PRIVATE  
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**R.A.I.Chathurani**

**ABSTRACT**

The human mind is able to reason, remember, learn and form concepts or ideas, as well as direct actions, towards specific goals. In other words, human beings are not only motivated by reason and intelligence, but are also subject to passions, desires and a range of other feelings which can motivate them strongly. Human beings operate from two minds ie emotional mind and the rational mind and the harmony between these two minds are important to be a successful individual.

A growing body of research into Emotional Intelligence (EI) suggests that employees demonstrate greater role performance when they experience a higher level of EI than IQ. EI is a method of successfully dealing with Organizational Learning (OL). Many research studies have expressed the importance of EI for effective leadership. But few researchers have made their attention towards impact of EI on OL. Thus, the main objective of this study was to explore the nature and impact of EL on OL. Further this study has reviewed what extend Sri Lankan managers use EI for adaptation to OL and whether there is any deviation of mean score of EI and mean scores of EI components in terms of participants' demographic variables. Dimensions of EI were identified as self awareness, self regulation, motivation, empathy and social awareness (as the model developed by Goleman, 1995) and

dimensions of OL were identified as mentioned Hurber (1991) ie, knowledge acquisition, information interpretation, information distribution and organizational memory. The above stated objectives have been achieved basically using mixed research methodology but more biased towards quantitative approach. Based on the literature, researcher developed several hypotheses. The sample of 150 managers was selected using stratified random sampling method, from 32 listed companies of Colombo Stock Exchange (CSE) and 101 responses were returned and analyzed, which represented a 67.33% respondent rate. The instruments administered to the participants were consist of 80 question items with five point likert scale which embodied 48 for EI, 24 for OL and 8 for gathering demographic information. The reliability of instruments measured using Cronbach's Alpha (EI= .788 & OL=.771). The data analyses included the univariate, bivarait e and multivariate analyses. It was found that participants have a high level of EI and OL. Also it was found that there was a positive relationship between EI and OL and EI of the participants is positively and significantly impact on the processes of OL. Further it revealed that demographic factors (gender, age, educational level, marital status) were moderate the relationship of EI and OL. Lack of literature availability of Sri Lankan context, sample was limited to managerial level employees of privates sector, not addressing the effect of moderating or intervening variables, study was based on a self assessment instrument were some limitations of the study. It was concluded that EI might impact OL and can be a useful criteria for business leaders and managers in developing their organizational performance.