

# Impact of Emotional Intelligence of Leadership Effectiveness on Job Satisfaction of Sri Lanka Army

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**Abstract**— *This study is aimed to find out how emotional intelligence can be applied to enhance the leadership effectiveness and job satisfaction of military personnel in Sri Lanka Army. Within the course of this study, it has been discovered that emotional intelligence has an effect on empathy, communication skills and influential ability of the leaders resulted by building stronger and better relationships, which enhances their leadership effectiveness ultimately resulting a higher level of job satisfaction among the subordinates. The instrument used for testing is a questionnaire designed to reflect all the characteristics and behaviour patterns of the variables and mode of research is the survey research method. The sample consists of 320 military personnel who have completed the questionnaire, producing a response rate of 100 per cent. Data analysis revealed that the factors of emotional intelligence are significantly associated with leadership effectiveness which ultimately results to improve the level of job satisfaction. Hence a positive relationship exists between the emotional intelligence and the leadership effectiveness as well as between the leadership effectiveness and the job satisfaction. These results largely support the hypothesized associations between variables found in research studies derived mainly from samples of Western theoretical scenario. However, contrary to previous studies, the findings suggest that aspirations to work in a military post are associated with high job satisfaction. The main implications for military training, education and practice are that military administrators should work collaboratively to reduce the gap between theory and practice, specifically to improve the quality of military personnel experience. Positive military placement experience is related to high job satisfaction, and so, potentially, to an improved retention rate. Further these results have implications for top management and policy makers in demonstrating that they should use emotional intelligence to select, train and develop effective leaders*

**Keywords**— Emotional intelligence, Leadership effectiveness, Job satisfaction

## I. INTRODUCTION

Everyone in the Military is a part of chain of command and functions in the role of leader and subordinate. As

such Military leaders have a great responsibility to ensure the success of a mission. Hence, effectiveness of the leadership is critical for the performance and satisfaction of military personnel. According to the Department of the Army (1999), "Leadership" is a skill that can be studied, learned, and perfected by practice and leader attributes can be characterized as mental, physical and emotional. Thus, the effective leader should be a master on leader attributes and the emotional component of the leadership which play a vital role for the success or the effectiveness of his leadership. In the Military, a leader ought to understand the emotions of his superiors, peers and subordinates. Barbutto and Burbach (2006) stated that the concept of emotional intelligence is an important element of the leadership. Hence, emotional intelligence can manage leaders and subordinates emotions to keep an appropriate level of performance and to enhance the capability to deal with physiological and psychological stresses in the job. As a result it may lead to a higher job performance and satisfaction. Therefore, it is crucial to understand how the emotional intelligence affects leadership effectiveness and job satisfaction of military personnel in a particular military force.

In relation to the job satisfaction, one cannot ignore the job dissatisfaction which has been linked to the numerous negative factors. Montgomery (2007) has pointed out that the job dissatisfaction may lead to frustration, aggression, psychological withdrawal, poor physical health and shortened life span. Further, Montgomery was of the opinion that job dissatisfaction will lead to higher turnover, increased absenteeism, lots of grievances and decreased level of performance. Military members report lower levels of job satisfaction than civilians (Montgomery, 2007). It is believed that the job satisfaction is unique within the military due to inherent stress and compression associated with military work. Therefore, effective leaders of the military should have the ability of analysing and understanding the emotions of members of the organisation.

Military system maintains high discipline levels and runs on command and control system. Decision making process of the military has direct impacts on job satisfaction and leadership effectiveness. As per the

Gorge (2000) persons with a high level of emotional intelligence are effective as leaders and managers and they can encourage positive attitudes among employees. Satisfied employees take pride to continue as members of the organisation and believe in goals and values of the organisation and therefore, exhibit higher levels of performance and productivity while being a proud member of the organisation. This scenario is an asset to the organisation as tardiness, absenteeism and low productivity are always costly. Hence, it is important to study how Sri Lanka Army can use this concept for the professional development of its members.

## II. BACKGROUND OF THE STUDY

Since emotional intelligence is highly influential to the decision making process and overall performances of the organization, it is important to understand how it relates to leadership effectiveness and the job satisfaction of Sri Lanka Army. An emotionally intelligent leader can change the attitudes of employees through strong decisions. As per the Revers *et al* (2007), emotional intelligence helps in processing thoughts and lets individuals to think intelligently on emotions. Hence, an emotionally intelligent military leader can identify and apply emotional intelligence in a practical manner to improve the overall quality of decisions and decision making process. In a military setup, the Commander is the final decision maker and most of the time no one can challenge to the decision even though it has direct impacts on subordinates. Northouse (2007) described that only an emotionally intelligent leader accepts individuals to generate a common vision which the followers agree to pursue. With that background other than the leadership traits it is important to inculcate emotional intelligence concepts to the leaders of Sri Lanka Army. Therefore, the real background for this study as it is intended to find out how the impacts of emotional intelligence can be used for the leadership effectiveness and the job satisfaction of Sri Lanka Army.

## III. RESEARCH PROBLEM

Previous studies have found that obtaining skills in emotional intelligence is essential to leadership effectiveness and job satisfaction in an organization. An emotionally intelligent leader who skilfully allows emotions to help determine actions in a controlled manner is able to effectively guide the directions of the organization. Organization setup of the military is much formal and hierarchical where the leaders have sole authority in decision making process. Military as an organisation expects military personnel to be strongly attached to their military service and to units or regiment and to acquire professionalism as a soldier. This attachment normally is an end result of the job

satisfaction and organisational commitment. This is highly important according to the prevailing situations like high turnover, lots of grievances, decreased performances and desertion problem in Sri Lanka Army. This is because of the lack of sensitivity and inability to work in a group and inability to clearly express themselves within the members of the Sri Lanka Army. On the other hand emotional intelligence is not highly and strictly evaluated of those who have absorbed into the system who may have joined the Army just because of the salary and other benefits. In this context, problem for this study is to identify what are the factors of emotional intelligence and how they affect the leadership effectiveness and job satisfaction of the Sri Lanka Army.

## IV. OBJECTIVES OF THE STUDY

The objectives of this research are to:

- To study in depth on job satisfaction and effectiveness of military leadership.
- To evaluate the success of introducing emotional intelligence to improve leadership effectiveness and job satisfaction.
- To critically investigate the effects of emotional intelligence to improve job satisfaction and effectiveness of employees.
- To Study the amount of emotional intelligence factors included in the current leadership training programme.
- To introduce a module on emotional intelligence to the current leadership training programme.

## V. HYPOTHESIS

Emotional Intelligence has a positive and a significant influence on military workforce member's job satisfaction through effective leadership.

## VI. METHODOLOGY

Survey research method was used to conduct this study as the data has to be collected by a survey. A Questionnaire was used for this purpose. The questionnaire that was prepared to collect data required for this research was based on Likert style which has five scales to measure participant's responses. The five measures are strongly agreed, agree, strongly disagree, disagree and no idea and score of five to one was allocated on responses as follows:

Table - 1: Allocations of Scores

Strongly Agree	Agree	No Idea	Strongly Disagree	Disagree
5 points	4 points	3 points	2 points	1 point

**Data Collection**

**Part I**, for identifying the levels of emotional intelligence, Leadership effectiveness and job satisfaction of the sample group.

**Part II**, for understanding the correlation among the variables

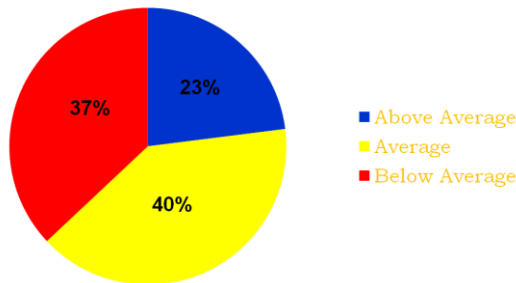
VII. DATA ANALYSIS

During the **Part I** following dimensions were used to analyse variables.

**Emotional Intelligence**

Bar-On Emotional Quotient inventory instrument was used to measure and analyse the emotional intelligence variable under Intrapersonal, Interpersonal, Adaptability, Stress Management and General Mood dimensions.

**Levels of Emotional Intelligence Competencies**



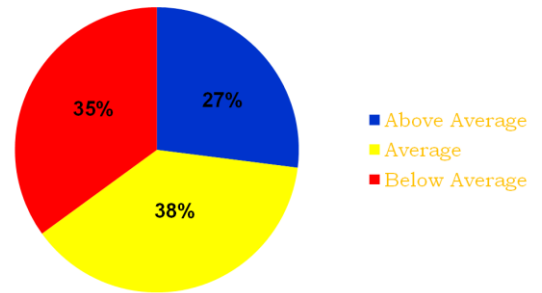
According to the study it was found that 23% of the sample group were above averaged, 40% of the sample group were averaged and 37% of the sample group were below averaged in terms of their level of emotional intelligence.

**Leadership effectiveness**

To measure the leadership effectiveness; Communication, Performance, Supervision, Empathy and Decisiveness were used as dimensions.

Accordingly, 27% of the sample group were above averaged, 38% of the sample group was averaged and 35% of the sample group were below averaged in terms of their level of leadership effectiveness.

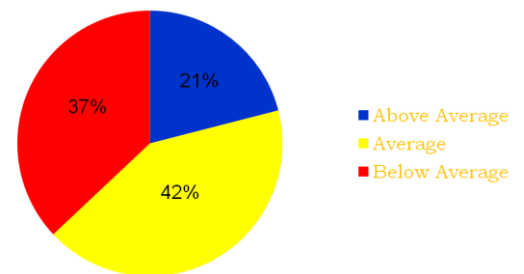
**Levels of Leadership Effectiveness Competencies**



**Job satisfaction**

Finally, to measure the level of Job Satisfaction, only personal factors of job satisfaction were used.

**Levels of Job Satisfaction Competencies**



According to the findings, 21% of the sample group has an above average level of job satisfaction, 42% of the sample group has an average level and 37% of the sample group has a below average level of job satisfaction.

**Part II** of the analysis was designed to measure the correlation among the three variables.

Based on the analysis it was clearly identified that the members who were placed under a highly emotional intelligent leader have been experiencing a higher level of job satisfaction due to the effectiveness of the leadership of the leader.

On the other hand, the subordinates working under a poorly emotional intelligent leader were experiencing a lower level of job satisfaction due to the inefficiency of the leadership of their leader.

However, further analysis showed that leadership effectiveness resulted by emotional intelligence is significantly related to the level of job satisfaction.

#### VII. FINDINGS AND DISCUSSIONS

According to data collected and analysed related to the level of job satisfaction, it was found that the military personnel are highly satisfied on certain areas such as job recognition, promotion, and capability of leadership, interactions, loyalty and relationships while they have disagreed to satisfy on rules and procedures, leadership towards subordinates, isolation and losing interest, remuneration, job appreciation, and level of other benefits.

Participants were disagreed with the role conflict statements. All seven statements in this questionnaire were based on role conflicts. In generally, majority (65 per cent) of participants disagreed with the statements and accordingly it has been proved that military personnel do not experience a high level of role conflicts. This does not mean that there are no roles conflicts in military forces as thirty four percent of participants have disagreed with the statements. This gives an indication of possible existence of role conflicts in the SLA. When there is a role conflict soldiers will get frustrated and they will be losing their job satisfaction as well as their commitment towards the organisation.

Part D of the questionnaire contains positive statements relevant to role ambiguity. According to responses received ninety two percent of the valid responses (without no idea) indicating that military personnel do not experience a high level of role ambiguity.

According to the analysis of the responses on skill variety (Part-E), it was found that 53 percent of participants have disagreed with the eight statements while 47 of them have agreed with the statements. This indicates that the requirement of skill variety at the SLA is prevailing at a reasonable level of 47 per cent. There are four statements which has been mostly disagreed (more than 50 per cent of respondents). This indicates that with the development of new technology, military personnel too require variation of skills. This position was very well proved due to the agreement by the majority of participants to the first two questions of the questionnaire which read as "The job requires a variety of skills" and "The job requires me to utilize a variety of different skills in order to complete the work" This is again proved that there are skill varieties are there in the SLA.

According to task identity issues, it was revealed that statements one and two indicated that the SLA has clearly identified job tasks (89 per cent and 77 per cent of participant have agreed). According to the nature of the duties involved in military, in most occasions the soldiers who have started will not be able to complete the entire job. This situation has clearly proved by respondents by responding 61 per cent disagreement level and 39 per cent agreement level and the equal levels of agreement and disagreement to the 4<sup>th</sup> statement.

Statements in part G of the questionnaire is based on task significance. Task significance is the impact of one's work on others. People may desire to feel that they are making a significant contribution to the organization. Making a significant contribution to an organization may foster a sense of purpose and meaning. Greater perceived meaningfulness of work has been found to be associated with greater task significance. For task significance statements, eighty six percent of participants have indicated that they are fully agreeing with the statements that there is an impact on others as well as generally to the county by their work.

According to the organisational commitment analysis it is very clear that military personnel who responded (n = 320) were highly committed to the Sri Lanka Army. This study revealed a positive relationship existing between job satisfaction and organizational commitment and job characteristics, organisational characteristics and worker characteristics. Therefore, the hypothesis of job characteristics, organisational characteristics, and worker characteristics are the factors that have created job satisfaction and/or organisational commitment among the military personnel of the Sri Lanka Army.

According to the above analysis it is very clear that military personnel who responded (n = 320) were highly committed to the Sri Lanka Army.

#### VIII. FINDINGS

Key findings of the research

1. When comparing emotional intelligence with leadership effectiveness and Job satisfaction levels: It has been observed that, there is a positive relationship between emotional intelligence, leadership effectiveness and job satisfaction.
2. Secondly, When the gender and age were taken in to consideration in relation to the emotional intelligence, leadership effectiveness and Job satisfaction levels: There was no significant difference occurred

3. Within the course of this study, it was discovered that, emotional intelligence has an effect on empathy, communication skills and influential ability to make stronger and better relationships between the leaders and subordinates which can enhance leadership effectiveness to achieve a high level of job satisfaction.

4. Finally, the current study found that application of some emotional intelligence competencies to the Leadership Training Programme can create effective leaders in the Army.

#### IX. RECOMMENDATIONS

1. It is required to make sure that the leaders of various levels of the Army are well read and possess the understanding regarding the competencies of emotional intelligence.

2. It is suggested to introduce instruments to measure the level of emotional intelligence to identify the requirements of further development of the leaders in Sri Lanka Army.

3. Demonstrate how emotional intelligence competencies correlated with job satisfaction through leadership skills for the better understanding of the concept and to help conceptual development.

4. It is suggested to introduce a training programme to develop the emotional intelligence competencies through workshops, staff development opportunities and performance reviews after the initial training process.

#### X. CONCLUSION

In this study it is revealed that the factors of emotional intelligence were significantly associated with leadership effectiveness which ultimately results a high level of job satisfaction for the subordinates. By considering these factors it is expected to set up an emotional intelligence module for army leadership training programme to improve the leadership effectiveness and job satisfaction within Sri Lanka Army.

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