LEADER'S EMOTIONAL AND SOCIAL INTELLIGENCE IMPACT ON INDIVIDUAL WORK PERFORMANCE: PRIVATE UNIVERSITIES IN COLOMBO, SRI LANKA

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ABSTRACT

This paper examined some of the key antecedents that drives individual work performance of leaders in Colombo. Private universities in Sri Lanka is currently growing twice as fast as any other industry, forcing many of Sri Lankan universities to innovate and compete in global markets. Therefore, high performance of these universities is important. However, past literature in Sri Lanka on individual work performance of leaders who are driving the high performance have not discussed with regard to the importance of emotional and social intelligence. The present study attempts to fill the research gap by focusing on emotional and social factors that impact leader's individual work performance for Private universities in Colombo, Sri Lanka. This is a quantitative research study which is using a survey method; data was collected from 219 leaders from private universities in Colombo, Sri Lanka. The findings revealed that self-management and self-awareness which are emotional intelligence factors have a significant impact on individual work performance of leaders. Further, findings also reveals that social awareness and relationship management which are social intelligence factors have a significant impact on individual work performance as well. Results of this study provides valuable insights for creating effective individual work performance environment and organisational strategies in human resources in order to influence the overall organisational performance which will lead into better organizational behaviour and culture with the growth in human resources within the private universities in Colombo, Sri Lanka.
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1.0 Introduction

Numerous different researchers have attended many different studies linked to Emotional Intelligence and Project Leadership (Vierimaa, 2013), Emotional and Intelligence and Organizational Performance (Suan, Anantharaman, & Kin, 2015), The Relationship of Emotional Intelligence, Organizational Culture and Performance Ratings (Gardner, 2012). The role of emotional intelligence and the relationship between leadership styles, decision making styles and Organizational Performance (Ferreira, 2009). Universities can develop a "social intelligence" based on the information, ideas disseminated through social-networking by their employees, customers and perhaps others external players. A positive corporate culture, which encourages creativity and innovation, promotes virtual communities like "discussion areas" and stimulates organization's members to act constructively within. The established "discussion areas" cover the entire company's domain of activity and interest and are sustained by a wide range of social tools, systems and technologies (Muntean, Cabău & Rînciog, 2014).

Williams (2008) studies about Emotional and Social Intelligence and environmental adaptation. Significant differences were found for five of the emotional intelligence competencies (self-confidence, self-control, conscientiousness, achievement orientation and initiative) and for four of the social intelligence competencies (organizational awareness, leadership, conflict management, and teamwork/collaboration) (Williams, 2008). Emmerling and Boyatzis (2012) researched on Emotional and Social intelligence

competencies impact on cross cultural implications. They continued research on the assessment and development of emotional and social intelligence competencies represents an opportunity to further both theoretical and applied applications of behavioural science to the management of human capital. The research was linked to performance in various occupations and cultures, as well as issues related to their development (Emmerling & Boyatzis, 2012). Social and emotional intelligence moderate the relationship between psychopathy traits and social perception was studied by Sacco et al. (2016). Social intelligence is composed of social information processing abilities, social skills, and social awareness (Sacco et al., 2016).

Rahim, Civelek and Liang (2018) researched on a model of department chairs' social intelligence and faculty members' turnover intention. They prove Social Intelligence is different from emotional and cultural intelligence, but there are some overlaps among these constructs. Weis and Conzelmann's (2015) study on Social Intelligence and Competencies where they discuss the differences in the definitions of abilities, skills, intelligence, competence, individuals' potentials, and behaviour. Petrides (2011) researched that Social relationships are crucial during the adolescent years, and a number of constructs that are relevant to Social Intelligence have been the subject of concerted research attention. Much work has focused on social competence, which is of pivotal importance in adolescence, when youngsters begin to form intimate relationships with their peers. In turn, relationships with peers, and also with adults, can facilitate or inhibit emotional development and social participation (Petrides, 2011). However ever all these researches associated to emotional and social intelligence have been conducted in Western countries which are mainly linked to developed countries and given very less attention in Asian countries. Emotional and Social Intelligence is extremely prompting feature in decisions made by the leaders in Western countries.

Therefore, it is vital to address whether there is a positive or a negative relationship between leaders Emotional and Social Intelligence and organisational performance in South Asian countries such as Sri Lanka, specifically in private universities. It is important to understand that there is a huge knowledge gap because there is limited evidence within leaders emotional and social intelligence and organizational performance in Sri Lanka which is acknowledged as a developing country, hence need to be address in a larger scale with sounded proof in order to illustrate the relationship between leaders emotional and social intelligence and individual work performance. The conception of emotional and social intelligence among leaders will be addressed within the Sri Lankan culture in order to understand the rationale behind the research topic of "Leader's Emotional and Social Intelligence Impact on individual work Performance: private universities in Colombo, Sri Lanka".

2.0 Research Objectives
The research objectives of this study are to investigate impact of self-management to individual work performance; to investigate impact of self-awareness to individual work performance; to investigate impact of social awareness to individual work performance; and to investigate impact of relationship management to individual work performance.

3.0 Significance of the Study
This study will be significant for leader's and top executives of organisations in order to pay more attention in their managerial employee's emotional and social intelligence to influence the organisational culture. Further, this will be a contribution of the literature and academic perspective for any other region or industry. It can help to identify and increase the performance more effectively and efficiently of leaders.

4.0 Literature Review

Relationship between Emotional Intelligence and Individual Work Performance

Cherniss (2000) believes emotional intelligence makes it possible for us to think more creatively and use our feelings and emotions to solve problems. It includes self-awareness, self-regulation, motivation, empathy, and social skills. Leaders capable of being balanced, self-motivated, optimistic and highly-spirited play a positive role in motivating others. The ability to empathize with others as well as manage interpersonal relations is an effective tool to motivate subordinates (Behbahani, 2011). Today, the complexities of work environment have required organizations to employ skilled and competent leaders with a high emotional intelligence. Emotions are the essence of the leaders' work. Thus, emotional intelligence is seen as a variable that affects the leaders' decision, improves workplace performance, and helps to develop the individuals within organisations. HR manager's perception about the utility of adopting high-performance HR practices could be influenced not only by rational criteria. e.g., the balance between the additional labour costs and productivity enhancing benefits associated with using such practices but also by his/her emotional intelligence (Cuéllar-Molina, García-Cabrera, & Déniz-Déniz, 2019).

Relationship between Social Intelligence and Individual Work Performance

Several studies conclude that there is a positive relationship between emotional and social intelligence and job performance. For example, overall emotional and social intelligence predicted sales performance, individual call centre agents' performance, supervisor ratings of job performance and general leadership appraisal. Lack of self-awareness, the foundation of emotional intelligence, resulted in negative performance consequences for leaders (Hopkins & Bilimoria, 2008; Selvanthan, 2015). People can make significant improvements in their emotional, social, and cognitive intelligence competencies given the right interventions and learning environment. Results from the studies also show individuals continue to demonstrate enhanced performance on the complex competencies developed during the MBA program for long periods of time (Leonard, 2008). 16 Social intelligence competency is the ability to recognize, understand and use emotional information about others that leads to or causes effective or superior performance (Boyatzis & Ratti, 2009).

5.0 Research Framework

After going through different literature regarding the well-known underpinning emotional intelligence and social intelligence theories and the factors that affect organizational performance along with taking into consideration the objectives of this study in hand, the study framework was designed. Thus, the research framework is developed based on the knowledge gaps identified by the above literature. The independent variables of brand consciousness, convenience, and website quality are incentives under the category of the need of esteem and self-actualization which makes this theory the basis for the research's framework to be built upon. The Figure 1 below illustrates the proposed framework for this study.
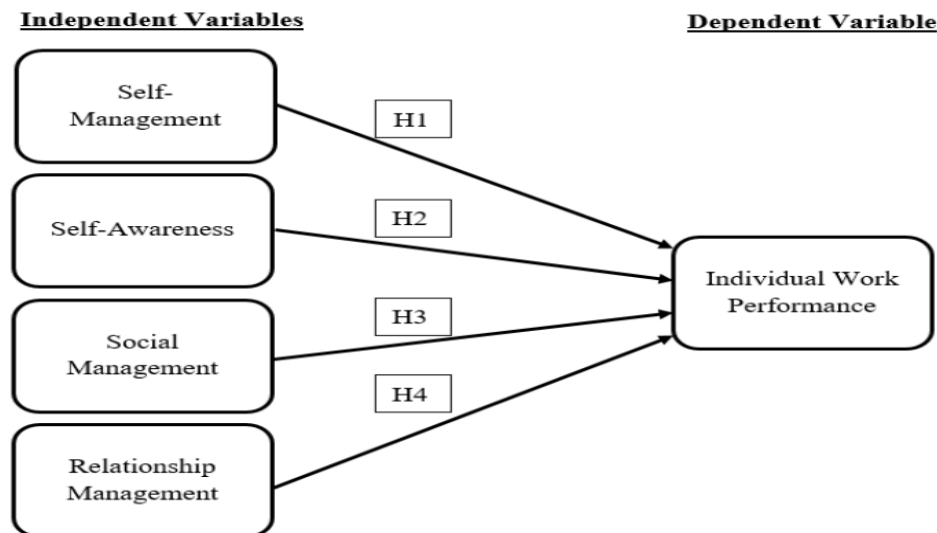
Figure 1: Conceptual Framework

Research Hypotheses

H_1: Leader's self-management impacts individual work performance

H_2: Leader's self-awareness impacts individual work performance

H_3: Leader's social awareness impacts individual work performance

H_4: Leader's relationship management impacts individual work performance

6.0 Research Methodology

Hair et al., (2014) said in their study that research approach is divided into two types which are inductive and deductive. Knowing that and because of the main objective of this study, this research or study used the deductive research approach. The reason is because the deductive approach is in line with the positivism philosophy which was adopted for this study (Sekaran and Bougie, 2016). According to Creswell (2014), the deductive approach to analysis needs the scientist to check a theory by analyzing hypotheses and queries that are literally derived from it. These hypotheses and queries successively embrace variables ought to be outlined by the researcher.

Survey analysis was used in this study. A survey analysis as delineated Hak and Dull (2008) is kind of research where the researchers choose one singe population and then analyze that data

from that population in quantitative. The main strategy is by conducting a survey which then researcher got the primary data (Zikmund, et al., 2013) Based on the analysis above , researcher choose the survey research strategy to analyse the data which was researcher get from leader's respondent from private universities in Colombo, Sri Lanka.

In term of research choice, there are quantitative and qualitative research, and the difference is in terms of characteristics, features, and measurability criteria (Murthy & Bhojanna, 2008). Creswell (2014) indicated that qualitative and quantitative have differences. Qualitative research uses focused on the words data and quantitative one focused on numbers, qualitative is by interviews or open-ended question and is an inductive approach, whereby quantitative is about closed-ended questions is considered as deductive approach or deduction. The Quantitative used to take a look at theories by work the associations or relations amongst research's variables that successively may be measured so as for numerical knowledge to be analyzed by the means that of any applied math tools or procedures. Based on the analysis above, the research choice that used in this study was quantitative because this study aims to investigations the relationship of independent variables (self-management, self-

awareness, social awareness, relationship management) and one dependent variable (job performance).

7.0 Research Analysis

In term to explore the association among the variable, multiple regression analysis is more extended extension compare to correlation analysis. Because this study wants to study and analyse the impact of four independent variables (self-management, self-awareness, social awareness, and relationship management) on one dependent variable (individual work performance), multiple regression analysis is the best tool that researcher use. Multiple regression analysis indicated whether independent variables could influence the dependent variable or not.

After going through this analysis, the researcher will be able to provide answers to the developed hypotheses and research questions as well as achieving the study objectives provided earlier in chapter one. In this multiple regression analysis, the results are presented in three tables which are model summary, ANOVA and coefficient table;

Model Summary Table

The model summary is the first table in the multiple regression analysis tests. The most valuable values in this model are R & R Square, which determine if the model fit or not. Not just that, R & R Square is used to identify the predictors of the dependent variable and the quality of this prediction as well. Below Table 1 indicated a model summary value;

Table 1 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.817[a]	.667	.661	.24579
a. Predictors: (Constant), Self-management, Self-awareness, Social awareness, Relationship management				
b. Dependent variable: Individual work performance				

Based on the Table 1, the R-value was 0.817. That result indicated a good level of fit for the model as well as a good level of prediction. For the R Square results, it was 0.667, which showed the value of the relationship between both types of the variable (independent variables and dependent variable). Therefore, since the results of R Square was 0.67, it means the relationship between a dependent variable and independent variables is considered to be quite strong. In simple words, this results indicated that around 67% of the total variance to determine the individual work performance could be defined by selected independent variables (self-management, self-

awareness, social awareness, and relationship management). The predictor variables of self-management, self-awareness, social awareness, and relationship management contributed about 67% of individual work performance, which means that there are still 33% which contributed by other variables that this study did not cover.

ANOVA Table

As stated by (Field, 2009), the ANOVA table is used to show whether the regression model is significant or not. Not just that, it is also used to indicate the analysis of variance as through the values of F ratio and sig or p-value

Table 2 ANOVA Table

ANOVAª						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.891	4	6.473	107.145	.000ᵇ
	Residual	12.928	214	.060		
	Total	38.819	218			
a. Dependent Variable: Individual work performance						
b. Predictors: (Constant), Self-management, Self-awareness, Social awareness, Relationship management						

Based on the Table 2, the data indicated the analysis of variance where it shows that F statistic results are (F=107.145), which is found to be significant (p=0.000) at the level 0.05. Based on that result, it concluded that there was a significant interaction between all of the four independent variables (self-management, self-awareness, social awareness, and relationship management) with the dependent variable (individual work performance) because the p-value is less than 0.05. This result shows that the independent variables which are in this model (self-management, self-awareness, social awareness, and relationship management) statistically are significant predictors of the individual work performance. In other words, this shows that these chosen variables in this research have an impact on the dependent variable, which is individual work performance. However, the results gain with the ANOVA table are not enough to indicate how much the variables make an impact. Therefore, researchers look at the Coefficients table which is shown below;

Coefficient table

The coefficient table is used to specify the expected increase in the dependent variable (individual work performance) when the independent variable increases by one unit, in regards to all the other independent variables constant. This analysis can be done through a regression equation that is produced and define based on the coefficients results below.

$Y = a + b1X1, b2X2,……bnXn$

Y = the dependent variable

a = Constant value

$b1, b2, b3, bn$ = B values for in independent variables (predictors)

$X1, X2, X3, Xn$ = the independent variables

Therefore, the Coefficient table results for this research are provided below.

Table 3 Coefficient Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.213	0.232		0.918	0.359
	Self-management	3.856	0.297	2.87	12.968	0.000
	Self-awareness	-1.602	0.167	-1.18	-9.572	0.000
	Social Awareness	1.767	0.131	1.404	13.48	0.000
	Relationship Management	-3.286	0.275	-2.494	-11.958	0.000
a Dependent Variable: Individual work performance						

Based on Table 3 above, there are four independent variables (predictors) namely, self-management, self-awareness, social awareness, and relationship management as factors that influence individual work performance (dependent variable). For this study, the generated

equation is applied to know how much the individual work performance is expected to increase when the independent variable increases by one unit;

Y = a + b1X1, b2X2,…...bnXn

Individual work performance = 0.213 + 3.856 (self-management) + (1.602) (self-awareness) + 1.767 (social awareness) + (3.286) (relationship management)

Based on the equation, the results can be analyse as follow;

- Individual work performance will increase by 0.213 units and vice versa (positive impact) when self-management increased by one unit holding all the other independent variables constant.
- Individual work performance will increase by 3.586 units and vice versa (positive impact) when self-awareness increased by one unit holding all the other independent variables constant
- Individual work performance will decrease by -1.602 units and vice versa (negative impact) when social awareness increased by one unit holding all the other independent variables constant.
- Individual work performance will increase by 1.767 units and vice versa (positive impact) when relationship management increased by one unit holding all the other independent variables constant

Overall, based on the analysis above, all the factors in this research which have a positive impact on the dependent variable which is

individual work performance which is considered the target of the investigation. And self-management act as the most contributed factor followed by social awareness, self-awareness, and relationship management.

The argument above is supported with the values of Beta that indicated under the standardized coefficients table. In term of self-management variable, the Beta value is 2.87 which show that self-management has the strongest impact on the individual work performance, followed by social awareness which got the Beta value of 1.404 while self-awareness and relationship management factors have a negative impact with individual work performance because the Beta values are -1.18 and -2.494 respectively.

According to the analysis above 2 out of 4 independent variables, which is self-management and social awareness have positive B and Beta values on individual work performance at the target population. While self-awareness and relationship management have a negative impact on individual work performance. Not just that, p-value/sig is also indicated the significant impact or relationship have between self-management, self-awareness, social awareness, and relationship management variables and the dependent variable as it all recorded 0.000 and 0.000 for selected variables respectively, which is less than 0.05. In conclusion, it can be said that all four hypotheses developed in chapter one are accepted and supported

Table 4 Summary of Developed Hypotheses

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.213	0.232		0.918	0.359
	Self-management	3.856	0.297	2.87	12.968	0.000
	Self-awareness	-1.602	0.167	-1.18	-9.572	0.000
	Social Awareness	1.767	0.131	1.404	13.48	0.000
	Relationship Management	-3.286	0.275	-2.494	-11.958	0.000
a Dependent Variable: Individual work performance						

8.0 Discussion of Findings

This chapter started with the discussion of the findings which set out in the previous chapter, chapter four based on the research question and developed hypotheses in chapter one. The discussion was continued with several sub-topics based on the proposed research questions as follows:

Question One: Does self-management impact individual work performance?

The first question was about self-management variable. The question asked about whether self-management made an impact on individual work performance. To answer the question, two ways of analysis were used which is correlation analysis and multiple regression because it is the best statistical technique that gives a clear answer to the proposed research question.

Based on the correlation analysis, it shows the moderate positive and significant relationship between self-management and the dependent variable (individual work performance) with a Pearson correlation value of (r=0.546, sig= 0.000 < p of 0.01). A similar finding was obtained by multiple regression analysis, where a beta value was recorded (β= 2.87; sig=0.000 at p < 0.05). That result shows that there is a significant and moderate positive influence of self-management on individual work performance. Therefore, the developed hypothesis of self-management has an impact or relationship on individual work performance for leaders from private universities in Colombo, Sri Lanka are supported. The findings of results indicated that the majority of leaders from private universities in Colombo, Sri Lanka will have individual work performance via self-management among themselves. In simple words, leaders from private universities in Colombo, Sri Lanka gives priority to manage themselves more effectively in order to increase individual work performance. In conclusion, it can be said that the findings which get from analyses mentioned above have given a clear answer to the research question and answer the developed hypotheses, besides that, it also supported the

previous study or previous literature that has been done on the similar topic.

Question Two: Does self-awareness impact individual work performance?

For the second research question questioning if self-awareness has a relationship or made an impact on the individual work performance of Private universities leaders in Colombo, Sri Lanka. From the findings offered in chapter four, the relationship between self-awareness appeared to be a moderate significant and have a negative relationship with the individual work performance for Private universities leaders in Colombo, Sri Lanka. Reason is because based on the correlation analysis (r=0.489, sig=0.000 < p of 0.01). Not just that, another way of analysis was done. Multiple regression analysis was then analyzed to support this impact and relation. Based on the results of multiple regression analysis, self-awareness was negatively and significantly impacted the individual work performance of Private universities leaders in Colombo, Sri Lanka. The beta value showed (β=-1.18, sig=0.000 < p of 0.05), which proved the statement above. Thus, these results supported the hypothesis developed and answered the research question as well, whether "There is a relationship between self-awareness and individual work performance among Private universities leaders in Colombo, Sri Lanka." These findings indicated that the majority of Private universities leaders in Colombo, Sri Lanka will have individual work performance when there is self-awareness as well. In simple words, private universities leaders in Colombo Sri Lanka are self-aware on their current work which leads to individual work performance. Therefore, it can be concluded that self-awareness play an important role in affecting individual work performance of leaders in private universities is undeniable. This research can be summarized that the results which get from analyzing in chapter four a have given a clear answer to the previous study or previous literature that has been done on a similar topic.

Question Three: Does social awareness impact individual work performance?

The third question was about social awareness variable. The question asked about whether social awareness made an impact on individual work performance. To answer the question, two ways of analysis were used which is correlation analysis and multiple regression because it is the best statistical technique that gives a clear answer to the proposed research question. Based on the correlation analysis, it shows the strong positive and significant relationship between social awareness and the dependent variable (individual work performance) with a Pearson correlation value of ($r=0.613$, sig= $0.000 < p$ of 0.01). A similar finding was obtained by multiple regression analysis, where a beta value was recorded ($\beta= 1.404$; sig=0.000 at $p < 0.05$). That result shows that there is a significant and strong positive influence of social awareness on individual work performance. Therefore, the developed hypothesis of social awareness has an impact or relationship on individual work performance for leaders from private universities in Colombo, Sri Lanka are supported. The findings of results indicated that the majority of leaders from private universities in Colombo, Sri Lanka will have individual work performance via social awareness among themselves. In simple words, leaders from private universities in Colombo, Sri Lanka gives priority to be aware of social environment and manage themselves more effectively in order to increase individual work performance. In conclusion, it can be said that the findings which get from analyses mentioned above have given a clear answer to the research question and answer the developed hypotheses, besides that, it also supported the previous study or previous literature that has been done on the similar topic.

Question Four: Does relationship management impact individual work performance?

For the fourth research question questioning if relationship management has a relationship or made an impact on the individual work performance of private universities leaders in Colombo, Sri Lanka. From the findings offered in chapter four, the relationship between relationship management appeared to be a moderate significant and have a negative relationship with the individual work performance for private universities leaders in Colombo, Sri Lanka. Reason is because based on the correlation analysis ($r=0.474$, sig=$0.000 < p$ of 0.01). Not just that, another way of analysis was done. Multiple regression analysis was then analyzed to support this impact and relation. Based on the results of multiple regression analysis, relationship management was negatively and significantly impacted the individual work performance of private universities leaders in Colombo, Sri Lanka. The beta value showed ($\beta=-2.494$, sig=$0.000 < p$ of 0.05), which proved the statement above. Thus, these results supported the hypothesis developed and answered the research question as well, whether "There is a relationship between relationship management and individual work performance among private universities leaders in Colombo, Sri Lanka." These findings indicated that the majority of private universities leaders in Colombo, Sri Lanka will have individual work performance when there is relationship management as well. In simple words, private universities leaders in Colombo Sri Lanka are managing relationships effectively at their current work which leads to individual work performance. Therefore, it can be concluded that relationship management play an important role in affecting individual work performance of leaders in private universities is undeniable. This research can be summarized that the results which get from analyzing in chapter four a have given a clear answer to the previous study or previous literature that has been done on a similar topic.

Summary of Findings

The main purpose researcher did this research was seen and analyze the impact and relationship of chosen factors on the individual work performance of private universities leaders in Colombo, Sri Lanka. The chosen factors which

were considered by the study are self-management, self-awareness, social awareness, relationship management. There are four hypotheses analyze in this study which builds the relationships that were developed and tested. The first and third hypotheses indicated positive empirical support in both of them. The second and fourth hypothesis which about the relationship between self-awareness and individual work performance and also relationship between relationship management and individual work behavior indicate a moderate positive relationship but have a negative impact. So as a conclusion it is not supported. Besides that, the theories and findings related to the variables were explained in the next section.

From the findings, in term of demographic profile, the analysis was about the age, gender, marital status, work experience, current work position, and highest education qualification. A total of 219 questionnaires were returned. Based on the questionnaire that got back, 79 percent of respondents were male, and 21 percent were female. For respondents' age, 136 respondents were ages of 25 to 39, and 83 respondent was ages from 40 and above. In term of marital status, the majority of the respondents were married with a percent of 68.5. While in term education level, the more than 2/3 of the participants have completed a bachelor's degree with a percent of 67.1. 96 respondents, which represent 43.8 percent, had only 5 years or below level of work experience. In term of the current employment position, there were 83 respondents which is 37.9 percent working as supervisors.

All of the findings gain in this study have fulfilled the objectives of this study, answered all the proposed research questions, and also answer the hypotheses developed in Chapter One. The emotional and social intelligence factors impacting individual work performance of private universities leaders in Colombo Sri Lanka tested thru questions based on the Theory Reason Action (TRA) and Theory of Planned Behavior (TPB) which the factors also comes from that theory as well as a previous past study that been done.

To get the result about the hypotheses proposed, the researcher chose two of the inferential statistics method, which is the Pearson Correlation Analysis and Multiple Regression Analysis. Reason id to identify the impact and relationship between the independent variables (self-management, self-awareness, social awareness, relationship management) and dependent variable (individual work performance). Overall, the findings show there was a significant and positive correlation existed between three independent variables selected (self-management, self-awareness, social awareness, and relationship management) with the dependent variable (individual work performance). But when analyze using the multiple regressions, it show that there is a significant and positive relationship between two out of four variables (self-management and social awareness) on dependent variable (individual work performance), as a sig value (p-value) was recorded for all variables below than 0.05. These results indicated that selected factors could influence the private universities leaders individual work performance in Colombo Sri Lanka. In simple words, it can be noted that individual work performance can be attained through emotional and social intelligence.

Based on the analysis of the mean and median values, the findings showed a satisfactory level of individual work performance. Most of the respondents that participate in this study agreed that they are using emotional and social intelligence factors which made a significant contribution in individual work performance. In this study, four factors being tested, which is self-management, self-awareness, social awareness, and relationship management.

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