

**ROLE OF EMOTIONAL INTELLIGENCE IN
ENHANCING THE LEADERSHIP SKILLS OF
PROJECT MANAGERS IN SRI LANKA.**

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Thesis/Dissertation submitted in partial fulfilment of the requirements for the

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DECLARATION

I declare that this is my own work, that this dissertation does not incorporate without acknowledgement any material previously submitted for a degree or diploma in any other University or Institute of higher learning, and that, to the best of my knowledge and belief, it does not contain any material previously published or written by another person, except where acknowledged in the text.

Furthermore, I admire and acknowledge the immense contribution of my research supervisor, Ch. QS Prof. (Mrs.) B.A.K.S. Perera for her intellectual contribution to the effective completion of this research dissertation. I affirm that I will not publish any findings from this study without the name of my research supervisor as a contributing author, unless I have gotten explicit permission from my research supervisor.

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Malithi Rajini Jayaweera

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Date

The above candidate has carried out research for the Master's Dissertation under my supervision.

.....

Ch. QS Prof. (Mrs.) B.A.K.S. Perera

Dissertation Supervisor

.....

Date

The importance of human factors is very important in project management, and that can effectively lead to project and conduction management outcomes. It is important to have both hard skills, like technical skills, and soft skills, which are non-technical, to enhance team performance. Lack of soft skills and competencies among the leaders is one of the main causes of project failure. Improving project managers' emotional intelligence (EI) has substantial implications for the performance of the organization, project, and team. Thus, this study was aimed at investigating to investigating the role of emotional intelligence in enhancing the leadership skills of project managers in achieving project success in Sri Lanka. The research adopted a qualitative approach to achieving this aim by using a literature review and two rounds of semi-structured interviews with industry experts. The collected data was analyzed using the manual content analysis method.

The study identified eleven (11) project managers' important leadership skills that can be enhanced by EI components namely, social skills, leader-member exchange/relationship management, empowering/motivation, teamwork, toleration, self-efficacy, effective communication, developing and achieving, smartness/ appearance, public relationship, and human resources management. In addition, study reveals twenty-one (21) EI components that can enhance project managers' important leadership skills. Moreover, the study identified twelve (12) numbers of critical barriers of using emotional intelligence and twenty-seven (27) numbers of suitable strategies to manage the above-identified barriers to using emotional intelligence. The research depicts that leaders with higher emotional intelligence have more skills than those with lower, and how those leaders enhance the quality of their work by achieving successful outcomes in a project. Further, this study recommends fostering a culture of continuous learning and a growth mindset among project managers and encouraging them to seek out opportunities for self-improvement, stay updated on the latest leadership theories and practices, and actively apply new knowledge and skills in their roles, and also encourage senior leaders within the organization to serve as role models for high EI and effective leadership practices in Sri Lanka. EI improves team performance by promoting effective communication and reducing conflicts, leading to higher productivity and better project outcomes.

Keywords: Components of emotional intelligence, Project managers, Leadership skills, Enhance, Barriers, Strategies

DEDICATION



*I dedicate this dissertation
to my beloved daughter, mother, husband
and
my dear friend Chamini
for their immense love,
endless support
and
encouragement!*



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This research project demonstrates a significant amount of diligent effort and immense backing from a variety of individuals and institutions. I am grateful to all those who contributed to the successful completion of this study.

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LIST OF ABBRIVIATIONS

Abbreviation	Description
EI	- Emotional Intelligence
TL	- Transformational Leadership
MEIS	- Multifactor Emotional Intelligence Scale
PM	- Project Manager
PMs'	- Project Managers'
SSI	- Semi Structured Interviews
HRM	- Human Resource Management
SL	- Sri Lanka