

DOES GENDER PLAY AN IMPORTANT ROLE IN EMOTIONAL INTELLIGENCE AND WORK SATISFACTION? - A COMPARATIVE STUDY OF EMPLOYEES WORKING IN VARIOUS PRIVATE SECTORS.

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Abstract:

The aim of the current study is to observe and explore the gender differences in terms of Emotional intelligence (EI) and work satisfaction of the workers engaged in different private sectors. Eventually, following the method of purposive sampling technique, the data was collected from 200 employees. Data was collected from the employees across various organizations like service sector, manufacturing organizations and teachers. Out of 200 employees 120 employees were male and 80 were female. Data were gathered through a variety of tools including: a demographic questionnaire; a scale of emotional intelligence (Chaddha & Singh, 2003); and finally, a work satisfaction scale (Hackman & Oldham, 1975). Further, 2 hypotheses were formulated, and to find the results, t-test was computed. The findings revealed a variety of dimensions in relation to the variables. Data primarily revealed that male employees have higher emotional intelligence and lesser work satisfaction compared to the female employees of private sectors.

Keywords: Emotional intelligence, work satisfaction, gender difference.

INTRODUCTION

In today's world both emotional intelligence and work satisfaction have become hugely indispensable for all the employees. In today's rapidly evolving workplace, the significance of emotional intelligence (EI) and work satisfaction cannot be overstated. As organizations strive to create healthier and more productive work environments, researchers have begun to explore various factors that influence employee well-being. One such factor that has gained attention is gender. This article delves into the relationship between gender, emotional intelligence, and work satisfaction, presenting findings from a comparative study conducted among employees across various private sectors. The word "Emotional Intelligence" (EI) was used for the first time in Wayne Payne's doctoral thesis. The name read as "A Study of Emotion: Developing Emotional Intelligence from 1985". However, before this, "emotional intelligence" had appeared in Leuner (1966). The other researchers put forward EI models were Greenspan (1989), Salovey & Mayer (1990, 2016), and finally Goleman (1995).

As a result of the growing evidence by researchers and relevance of emotions, this topic continued to gain momentum. But the major prominent attention it got when the publication of Daniel Goleman's best seller Emotional Intelligence: Why It Can Matter More Than IQ, became widely popular. Goleman's book was 1st highlighted in 1995 Time magazine article and was the first in a mainstream media interest in EI. After that, articles on EI began to come up with increased frequency across worldwide in academic and popular outlets.

Though there exists an amount of disagreement regarding the definition of EI, in terms of terminology and operationalization. In fact, the existing definitions are so varied, and the researchers are constantly amending even their own definitions of the construct. A more generic definition elaborates the capacity of human beings in managing their environment with the help of emotional maturity, emotional competency and emotional sensitivity (Chaddha and Singh, 2000). Emotional intelligence is the ability to perceive, understand, manage, and regulate emotions in oneself and others. It encompasses skills such as self-awareness, empathy, interpersonal relationships, and emotional management (Brody, 2016).

Gender and Emotional Intelligence:

Research has shown that women often score higher in overall emotional intelligence compared to men (Domakani, 2014; Chandra, 2017). This difference is believed to be partially attributed to societal expectations that encourage women to be more attuned to their emotions and those of others (Basu, 2016). Additionally, women tend to engage in more frequent and open emotional expression, which can contribute to the development of emotional intelligence (King, 1999; Murray, 1996).

The other variable used for this study is work satisfaction. It is usually a relative and subjective factor; it can be considered as a symptom; and it also fluctuates. Usually, it has a significant effect on a person's task performance at the workplace and as well as his personal life (Petrides, 2001). Job satisfaction expresses the positive feeling and perception of a person about his job. The happier they are, the more satisfied they would be. Work satisfaction is sometimes linked with motivation. In the organizations, to increase the level of employee job satisfaction, various methods are followed. Job design is one such process which aims to increase job satisfaction and performance among the employees, which again includes job enlargement, job enrichment and job rotation. Other factors which influence job satisfaction can be empowerment and autonomous work groups, management style and culture, employee involvement etc. Job satisfaction is an important attribute in the organizations which is measured by using the rating scales where employees report their perception and feelings towards their jobs. Questions vary from work responsibilities, promotional opportunities, variety of tasks, rate of pay, the job description and co-workers etc. One of the biggest and famous study conducted on job satisfaction was the Hawthorne studies. These studies were primarily conducted by Elton Mayo (1924-1933) of the Harvard Business School. He wanted to measure the effects of various conditions (e.g illumination) on the productivity of workers. These studies exclusively showed that new changes in the working conditions increase the productivity temporarily (called the Hawthorne Effect). This results showed that apart from pay, people do work for other purposes which paved the way for researchers to investigate different dimensions in job satisfaction. In Frederick Winslow Taylor's 1911 book, Principles of Scientific Management, it was seen that Scientific management also had a significant impact on job satisfaction. He argued that there is always a single best way to perform any given task. The initial use of scientific management by industries greatly increased productivity because workers were forced to work at a faster pace. However, workers became

exhausted and dissatisfied, thus leaving researchers with new questions to answer regarding job satisfaction.

Gender and work satisfaction:

Work satisfaction, also referred to as job satisfaction, relates to an individual's contentment and happiness in their job role. Studies have revealed complex interactions between gender and work satisfaction. Traditionally, women have been reported to experience higher levels of job satisfaction, possibly due to factors such as greater job security, work-life balance initiatives, and a tendency to seek more fulfilling work environments. However, these findings are not universally consistent, as work satisfaction can also be influenced by industry, position, and personal preferences.

To explore the relationship between gender, in terms of the two variables mentioned, a comparative study was conducted among employees engaged in various private sectors. The study aimed to examine whether gender differences in emotional intelligence translated into differences in work satisfaction levels.

METHODOLOGY:

The aim of the present study primarily was to find out the difference between male and female employees in terms of emotional intelligence and work satisfaction in different private sectors in India.

Hypothesis:

1. There is a significant difference among the male and female employees working in private sector in terms of E.I.
2. There is a significant difference among the male and female employees working in private sector in terms of work satisfaction.

Objective: The differences between the male and female employees working in private sectors in terms of all the mentioned variables.

Respondents: The data was collected from 200 employees from different organizations, necessarily be the private sectors. The employees were working in the service sector and manufacturing sector, and some were teachers as well. The majority of them were managing multiple roles in the family while working in organizations. Out of 200 employees 120 were male employees and 80 were female employees.

Statistical tools: A scale of emotional intelligence developed by Chaddha & Singh, 2003 and a work satisfaction scale developed by Hackman & Oldham, 1975 were used for this study. A demographic questionnaire was also designed as a part of this study, and was completed by all the

participants under this study. The questionnaire contains various questions regarding various personal attributes like their marital status, sex, age, the job title, number of hours in paid work, degree of flexibility in work hours etc.

The emotional intelligence Scale which was developed by N.K. Chaddha & Dalip Singh (2003) contains a total of 22 items. Each question had four options with it. The respondent had to select the most suitable option. The reliability coefficient of the scale is .94. Participants were asked to select the option which they feel most suitable as per their response pattern, not as they think. The scoring was done following the scoring norms.

For this study, work satisfaction was measured by using the 3-item General Job Satisfaction subscale. This subscale is a part of the Job Diagnostic Survey (Hackman & Oldham, 1975) which was adapted locally. This Job Satisfaction subscale measures to which extent the employee is satisfied and happy with their job (Hackman & Oldham, 1975). The reliability coefficient for the scale is .86. Further, Wiley (1987) explored the relationships between the subscale and global life satisfaction and job involvement, to test the subscale's validity. A 7-point Likert scale was used, and the participants are asked to select the most appropriate option related to their work satisfaction. Responses range from 1 (strongly disagree) to 7 (strongly agree). High scores indicate a high level of work satisfaction, while low scores indicate a low level of work satisfaction. Item 2 was a negative item and thus reversed scored.

Statistical treatment: after collecting the data, the summations of all scores were done. Then mean and SD were calculated for both the variables. Finally, the t-test were computed to find out the significant difference among the mentioned group of employees.

RESULTS AND INTERPRETATION:

From the general features of the data, it was found that all the employees who participated were full-time employees. The number of hours spent per week ranged from 30-65 with a mean of 52.4. The participants reported following educational qualifications: MA, M.Sc., Graduate, MBA, MCA, B.Tech., B.E, M.Phil, and Ph.D. Four employees did not report their educational qualifications.

From the mean score in table-1 it was revealed that both the groups showed moderate levels of emotional intelligence, where the male employees possessed a little higher level of emotional intelligence than the female employees. The mean score of E.I for male and female employees were 219.14 and 209.48 respectively. The SD values for male and female were 39.1 and 39.6.

To measure the significant difference the t test was conducted, and the t-value was found to be 2.12, which stated that there was a significant difference between the male and female employees working in private sector. So, the hypothesis postulates that 'There is a significant difference

among the male and female employees working in private sector in terms of emotional intelligence [E.I.]’ was accepted in 0.05 level of significant.

It is a known fact that a higher level of E.I. means lower levels of conflict and anxiety (Frone *et al.*, Greenhaus & Parasuraman, Higgins *et al.*, Parasuraman *et al.*). In the case of present study, it was found that male employees of private sector showed higher level of emotional intelligence. Employees with a high emotional intelligence tend to develop positive work behavior, attitudes, and outcomes. These results indicated that emotional intelligence accelerate altruistic behavior, positive work attitudes, and work outcomes, and also affect work-family conflict (Abraham Carmeli, 2003). On the other hand, compared to the male employees, the female employees working in private sector have lower emotional intelligence, which did not support the previous research evidence. The type of sample or the other mental condition might be the probable reasons behind this.

Table-1: shows the comparison among the male and female employees working in private sector in terms of emotional intelligence.

E.I. scores	mean	SD	T
Male Employees of private sector	219.1419	39.136	2.12*
Female Employees of private sector	209.4897	39.6	

*0.05

Data inserted in table-2 reveals the factor work satisfaction, of the male and female employees working in private sector. The mean values of male employees of both sectors were found to be 16.77419 and 16.82. The SD values were 3.63 and 3.72 respectively.

The mean scores in table revealed that both the groups, i.e. private sector male and female employees had higher levels of work satisfaction. Again, compared amongst the two, data shows male employees had a lower work satisfaction than female employees.

To measure the significant difference the t-test was computed, and the value was found to be .12, which showed that there was not any significant difference between the employees of private sectors. So the hypothesis postulates that ‘There is a significant difference among the male and female employees working in private sector in terms of work satisfaction.’ was rejected.

Statements like ‘, I am very happy with my work’, ‘I am generally satisfied with the kind of work I do in my job’ revealed the work satisfaction of the employees.

It was found from the empirical research that Work-to-family conflict is linked to turnover intentions, stress and job dissatisfaction, while family-to-work conflict is linked to absenteeism and stress (Stella E. Anderson, Betty S. Coffey, Robin T. Byerly, 2002). For the male employees

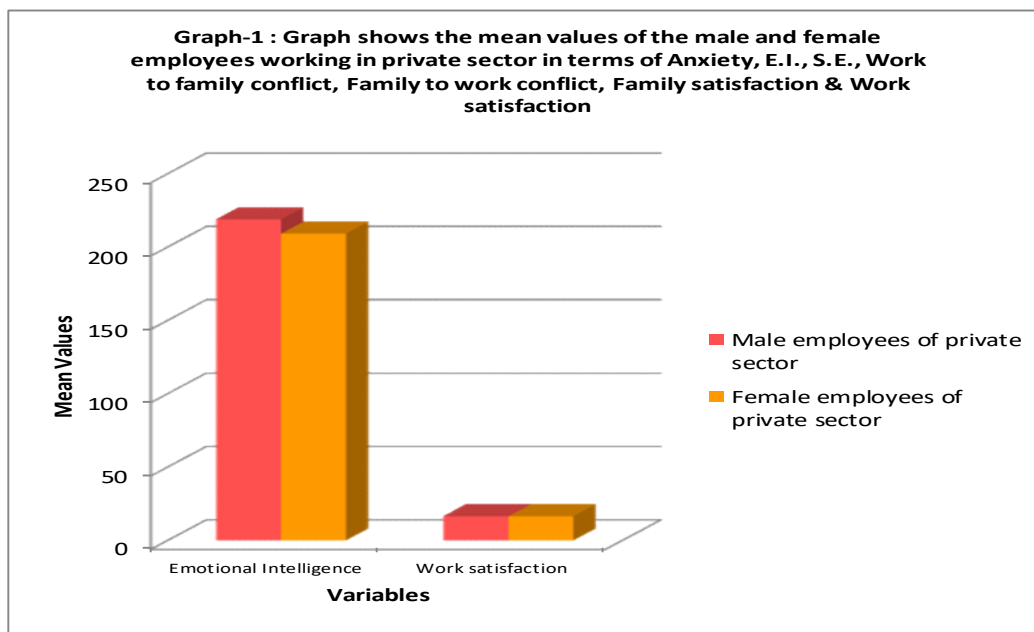
it can be referred as they might have higher conflict as well, if another conflict test was administered to them.

It was previously discussed that Work-family conflict, autonomy and workload influence work exhaustion and job satisfaction. Exhaustion was also thought to influence employee satisfaction in negative way (Ahuja, Chudoba, George, Kacmar & McKnight, 2002).

Table-2: shows the comparison among the male and female employees working in private sector in terms of work satisfaction.

Work satisfaction scores	mean	SD	T
Male Employees of private sector	16.77419	3.63	.12
Female Employees of private sector	16.82	3.72	

Not significant



The overall features of data shows that compared to the female group, the male employees have lower work satisfaction and higher emotional intelligence. On the other hand, female employees have higher satisfaction and lower emotional intelligence. Though the raw score and the average score of emotional intelligence reveals that both the groups have average amount of emotional intelligence. It was also found, though the female employees had lower emotional intelligence than male employees, but both male and female employees showed average amount of emotional intelligence. It means they have acquired the amount of E.I which helps them to balance with the environment. Also, it means that they have required amount of emotional maturity, emotional sensitivity and emotional competency to deal effectively to the environment (Nelson & Burke, 2000).

In the case of work satisfaction, it was found that both the groups showed almost similar amount of satisfaction. Also, both the groups fall in the average category as their raw scores indicate that. However, in some cases it varied and after studying the demographic information of the employees it was observed that male employees expressed that they were getting less support from their organizations. Which might be a possible reason for their poor work satisfaction. Also, the majority of them responded that the nature of the job becomes very mundane after a certain period, which doesn't yield any greater satisfaction. It may be due to 'resilience' - a personality variable that may explain individual differences in vulnerability to stress (anxiety, conflict etc.).

CONCLUSION:

There is a significant difference between the male and female employees of private sector in terms of emotional intelligence. Male employees of private sector have higher emotional intelligence than female employees of private sector.

There is no significant difference between the male and female employees of private sector in terms of work satisfaction. Male employees of private sector have lower work satisfaction than female employees of private sector.

DIRECTION FOR FUTURE RESEARCH

There is a growing section of literature stating that the managers and leaders in the workplace can help to increase EI of the employees by communicating directly and indirectly with them. Also, a supportive attitude helps the employees to deal with the conflict at the workplace which they are facing (Domakani, 2014). Sometimes job rotation, job redesigning can be done to make the job interesting in many cases. The use of relaxation and exercise strategies may also be used to reduce the negative affective states that can accompany multiple role involvement (Kelly Hennessy, 2005). Furthermore, building effective strategies, periodic assistance, scientific working conditions and supportive leadership may etc. can help the employees to deal more effectively with the workplace.

In conclusion, gender does play a role in emotional intelligence and work satisfaction, but the relationship is multifaceted and influenced by numerous variables. By fostering emotional intelligence and recognizing the diverse drivers of work satisfaction, organizations can move closer to cultivating a workforce that is not only skilled but also content and engaged in their roles.

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