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Does emotional intelligence depend on gender? – A study on IT sector in Hyderabad.

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Abstract: Success in employees no longer depends on technical expertise and experience alone, but on how well employees handle themselves and others. Studies show that Emotional Intelligence (EI) can lead to success even trumping Intelligence Quotient and Experience. EI involves cognitive and emotional abilities to function in interpersonal relationships, social groups as well as manage one's emotional states. Emotionally intelligent individuals are selfconfident and have strong executive presence and the ability to control their feelings, moods and emotional impulse. They gain support from the right people in the organization, handle stressful situations, and do it all with confidence and emotional calm. Many studies in the past have concluded that Emotional Intelligence of male and female are different. IT industry is a new age industry providing livelihood to millions of workforce in India and the impact of Gender on Emotional Intelligence is to be understood. This study attempts to determine whether employees from different gender are different in emotional intelligence and its—components in Hyderabad IT industry. In this study no clear difference between Emotional Intelligence values of male and female managers was found. The same has been the observation even at the individual Emotional Intelligence Component levels between male and female managers. Basis this study it is concluded that Emotional Intelligence doesn't depend on the Gender in IT industry.

Keywords: Emotional Intelligence, Components of Emotional Intelligence, Gender and IT industry.

Introduction

In todays competitive, knowledge-driven organization, employees at all levels-from top executives to line managers must have more than just technical skills and IQ. They must possess the right values, behaviours, and emotions. Research shows that emotional intelligence may actually be significantly more important than cognitive

ability and technical expertise combined (Kemper, 1999). Emotional Intelligence is defined as the capacity to process emotional information accurately and efficiently (Salovey & Mayer, 1990). This processing includes the capability perceive, to understand, assimilate. and manage emotions. Traditionally, the emphasis when evaluating performance has been only on intellectual and technical abilities. Presently, emotional intelligence is touted as far more important than IQ and technical skills when measuring a leader's effectiveness. IQ predicts only about 20 percent of career successes, which leave the remaining 80 percent to other factors such as emotional intelligence (Pool, 1997).

Daniel Goleman (1995) defines emotional intelligence as "the capacity for recognizing our own feelings and those of others, for motivating ourselves, and for managing emotions well in ourselves and in our relationships." Recent research, according to Goleman" without emotional intelligence ,a person can have the best training in the world, an incisive, analytical mind, and an endless supply of smart ideas, but he still will not make a great leader" (Goleman 1998). Jordan and Troth (2002) defined EI as a construct that involves the individual's capacity to monitor and control their own and others' emotions, their ability to distinguish between positive and negative effects of emotions, and the capability to use emotional information to monitor thinking Emotions actions. mav aid considering numerous perspectives and lead

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to creativity (Mayer & Salovey, 1997). Moreover, EI is a construct that involves an individual's ability to monitor their own and others' emotions, to distinguish between the positive and negative effects of emotions, and to use emotional information to regulate thinking and actions (Jordan & Troth, 2002).

In 2016, a set of principles were used to guide the theorizing of EI, and it was located among broad intelligences. In this model, EI is considered a hot broad intelligence. "Cool intelligence relates to impersonal knowledge, whereas hot intelligence has to do with matters that are highly affective; they make our blood boil or chill out hearts" (Mayer, Caruso, & Salovey, 2016, p. 292). The new model (Mayer et al., 2016) defines EI as "the ability to reason validly with emotions and with emotion-related information, and to use emotions to enhance thought" (p. 296).

Are women emotionally intelligent than men?

EI competencies are influenced by many factors. One factor affecting EI is gender. This effect may be due to both social and biological factors. Socially, females are known to have greater EI than males (Singh, 2002; Ryff, Singer, Wing & Love, 2001). Petrides and Furnham (2000) described gender as a social process where some activities are more masculine or feminine. There are traits desirable for one gender but not the other; assertiveness is a typical male characteristic whereas empathy is a desirable female characteristic (Siegling, Furnham, & Petrides, 2015). One reason for the existence of such dissimilarities may be that males and females are socialized differently (Duckelt & Raffali, 1989; Sandhu & Mehrotra, 1999). In the socializing process, schools, peers, parents, and/or the media encourage females to be cooperative, expressive, and attuned to their interpersonal world, whereas males are led to be openly competitive, independent, and instrumental (Petrides & Furnham, 2006). Consequently, through experiences in childhood, females learn to give more value nurturance and interpersonal interconnectedness than males do (Gunkel, Lusk, Wolff, & Li, 2007). On the contrary, from a biological perspective, Fernández Berrocal et al. (2012) claimed the female biochemistry is more suitably adapted to the individual's own and other's emotions as a vital factor for survival. In female brains, certain areas of emotional processing are larger than the corresponding areas in males (Baron-Cohen, 2003) besides males and females are different in cerebral processing of emotions (Craig et al., 2009) giving rise to the differences in EL.

The difference between males and females where overall EI was concerned was inconsistent in various parts of the world. Overall, EI and gender was found to have a mean correlation of 0.17 with females scoring higher than males and females possessing higher emotional interpersonal skills than males in the United States (Van Rooy, Alonso, & Viswesvaran, 2005). A study carried out in Tamil Nadu, India, found that in medical graduates, females have higher EI than males (Chandra, Gayatri, & Devi, 2017) and females had higher mean EI scores among Sri Lankan undergraduates medical (Ranasinghe, Wathurapatha, Mathangasinghe, Ponnamperuma, 2017). In Delhi, 10th graders, the EI of female students was demonstrated to be higher in comparison with their male counterparts (Joshi & Dutta, 2014), but in Iran, In Iran, Domakani, Mirzaei, and Zeraatpisheh (2014) found that females have greater overall EI and are better at interpersonal skills, adaptability, and pragmatic knowledge than males. The overall scores of ΕI females significantly higher than males (Craig et al.,

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2009; Harrod Scheer, 2005; Schutte et al. as cited in Petrides & Furnham, 2000).

Studies showed differences between genders in both types of EI measures: ability and trait. Spanish adults showed that the total ability EI score as well as scores on the four EI branches were affected by gender, where ability EI was higher in females than males (Cabello, Sorrel, Fernández-Pinto, Extremera, & Fernández-Berrocal, 2016).

However, in some cases, no clear difference in EI has been found between the genders (Bar-On, 1997; Bar-On, Brown, Kirkcaldy, & Thome, 2000; Brackett Mayer, 2003; Brackett, Rivers, Shiffman, Lerner, & Salovey, 2006; Brown & Schutte, 2006; Depape, Hakim-Larson, Voelker, Page, & Jackson, 2006). In a study carried out in the United Kingdom, Arteche, Chamorro-Premuzic, Furnham, and Crump (2008) could not find a significant relationship between overall EI and gender in a sample of employees. In a study carried out in Myanmar, no signifi-cant difference was found between the EI of male and female teachers (Myint & Aung, 2016).

Another avenue to explore to discern the differences between the genders in EI is the components of this intelligence. Arteche et al. (2008) found that females had higher scores on the interpersonal facet than males. In addition, females outscore males highly on empathy, emotional skills, and emotionalrelated perceptions (Craig et al., 2009) and on perception of emotions, such as decoding facial expressions (Kafetsions, 2004). Dunn (2002) claimed that females display better empathy, responsibility, social interpersonal relationship than males. Mothers use more emotion words with females when they tell stories and display more emotion when inter-acting with females which may create a predisposition to

more emotions for the females (Bechtoldt, 2008). Jakupcak, Salters, Gratz, and Roemer (2003) ascertained that males have a greater fear of emotions and tend to show less emotion than females. Brody, Hall, 77and Stokes (2016) claimed that males more frequently express negative emotions (e.g., anger, aggression, and frus-tration). Research illustrates that males are more prone to expressing high-intensity positive emotions (e.g., excitement) and females are more prone to expressing low or moderately intense positive emotions (e.g., happiness) as sadness (Else-Quest, well as Hyde, Goldsmith, & Van Hulle, 2006; Perry-Parrish & Zeman, 2011; Schultz, Izard, & Bear, 2004; Zhou, Eisenberg, Wang, & Reiser, 2004). In addition, females are at an advantage in the perception of emotions and demonstration of social skills and EI, but exhibit more hesitation about feelings and decisions, and place less importance on the intellect (Mayer & Geher, 1996; Wong & Law, 2002). Females, also, place greater attention on their emotions than males do (Fernández-Berrocal, Extremera, & Ramos, 2004; Salovey, Mayer, Goldman, Turvey, & Palfai, 1995), are more emotional (Grewal & Salovey, 2005), and are more skillful at dealing with and understanding their emotions, while males are more competent at withstanding regulating impulses and (Sanchez-Nunez, pressure Fernández-Berrocal, Montanes, & Lattore, 2008). Females exhibit more dexterity at guiding and managing emotions, of both self and others. Occasionally, females exhibit superiority at emotional attention and empathy, whereas males display higher emotion regulation (Bindu & Thomas, 2006; Goldenberg, Matheson, & Mantler, 2006). Another gendered area is work where males have more requests and demands (Reiff, Hatzes, Bramel, & Gibbon, 2001). In traits seen as related to effective leadership, males



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show slightly more assertiveness and females show higher levels of integrity than males (Franke, Crown, & Spake, 1997).

In addition, studies carried out in Africa, East Asia (Singapore, China, and Japan), Europe, and the United States have nearly all shown male overestimation and female underestimation of their EI (Brackett & Mayer, 2003; Brackett et al., 2006; Lumley, Gustavson, Partridge, & Labouvie-Vief, 2005; Zhang & Gong, cited in Petrides, Furnham. & Martin. 2004). British participants also displayed that females underestimate their emotional skills. whereas males tend to overestimate them (Szymanowicz & Furnham, 2013).

As research shows EI as "the ability to reason validly with emotions and with emotion-related information, and to use emotions to enhance thought" (Mayer et al., 2016, p. 296) may be different in males and females, and if this difference exists, it lies in different facets of EI.

Components of Emotional Intelligence:

Self-awareness is the ability to know one's internal state, preferences and intuition. It is a measure that provides honesty in regards to one's capabilities.

Self – **management** is part of emotional intelligence that enables control of the inner states, impulses and emotions.

Motivation - Self motivation includes our personal drive to improve and achieve, commitments to our goals, initiative, or readiness to act on opportunities and optimism and resilience.

Empathy - It is demonstrated by the ability to perceive others feelings, anticipate their needs and cultivate opportunities through development of different approaches to people.

Relationship management – means using an awareness of your own emotions and those of others to build strong relationships.

As the research (Goleman, 1995) shows that men and women have different EI based on the Gender while the others contradict it (as there may be some patterns observed in some contexts). For instance, some measures suggest women are on average better than men at some forms of empathy, and men do better than women when it comes to managing distressing emotions. Whenever you talk about such gender differences in behavior, you are referring to two different Bell Curves, one for men and one for women that largely overlap. What this means is that any given man might be as good or better as any woman at empathy, and a woman as good as or better than a specific man at handling upsets. Let's look at empathy. There are three kinds: cognitive empathy, being able to know how the other person sees things; emotional empathy, feeling what the other person feels; and empathic concern, or sympathy—being ready to help someone in need. Women tend to be better at emotional empathy than men, in general. This kind of empathy fosters rapport and chemistry. People who excel in emotional empathy make good counselors, teachers, and group leaders because of this ability to sense in the moment how others are reacting. Neuroscientists tell us one key to empathy is a brain region called the insula, which senses signals from our whole body. When we're empathizing with someone, our brain mimics what that person feels, and the insula reads that pattern and tells us what that feeling is.

Neither is better—both have advantages. The male tune out works well when there's a need to insulate yourself against distress so you can stay calm while others around you are falling apart and focus on finding a solution to an urgent problem. And the



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female tendency to stay tuned in helps enormously to nurture and support others in emotionally trying circumstances. It's part of the "tend-and-befriend" response to stress. (Goleman 1995).

Objectives of this study

- 1. To evaluate that the men and women have different emotional intelligence levels
- 2. To evaluate components of emotional intelligence on men and women

Hypothesis

H₀: There is no significant difference between the Emotional Intelligence of men and women

Research methodology

The research is empirical in nature and sample element in research was managers from IT industry of Hyderabad. Sample size was 121 managers.

This study used the Practical EQ Emotional Intelligence Self-Assessment questionnaire (Coaching Leaders Ltd 2012) which was based on Daniel Goleman Emotional Competencies is used to assess the EI values of male and female managers. The scale was administered on a sample of 121 managers (73 male and 48 female) from three top IT organizations of Hyderabad. This study also tries to see the differences in EI between male and female managers in IT industry, firstly based on the different Emotional Intelligence competencies and then at an level. aggregate The 'Practical EO' individual's responses assesses statements using a 5-point Likert scale. The scale used in EIS is as follows: (1) almost never; (2) rarely; (3) seldom; (4) usually (5) almost always do what is described in the statement.

Reliability of Scale

Internal consistency reliability (Cronbach's alpha) of the instrument 'Practical EQ' has been found to be good in a range of 0.68 to 0.87 with an

Table 1: Frequency distribution of Gender							
		Ge		ı	1		
		Freque	Perc	Vali	Cumula		
		ncy	ent	d	tive		
				Perc	Percent		
				ent			
Val	Fem	48	39.7	39.7	39.7		
id	ale						
	Mal	73	60.3	60.3	100.0		
	e						
	Tota	121	100.	100.			
	1		0	0			

overall average reliability of 0.78.

60% of managers (73 out of 121 managers) who participated in the study were male .

Interpretation of the results

Table 2:Descriptives Analysis of EI components score and gender								
		N	M ea n	Std De viat ion	St d. E rr or			
Self Awarene ss Manager	Mal e	73	14 .5 1	2.5 93	.3 0 4			
	Fem ale	48	14 .4 8	2.4 06	.3 4 7			
	Tota 1	12 1	14 .5 0	2.5 10	.2 2 8			
Self Manage ment	Mal e	73	13 .4 4	2.8 91	.3 3 8			



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Manager	Fem ale	48	12 .7 7	2.9 98	.4 3 3
	Tota 1	12 1	13 .1 7	2.9 40	.2 6 7
	Mal e	73	13 .5 5	2.9 49	.3 4 5
Motivati on Manager	Fem ale	48	13 .0 8	3.0 17	.4 3 5
	Tota 1	12 1	13 .3 6	2.9 72	.2 7 0
	Mal e	73	13 .3 8	2.3	.2 7 3
Empathy Manager	Fem ale	48	12 .7 1	2.4 05	.3 4 7
	Tota 1	12 1	13 .1 2	2.3 74	.2 1 6
Relation	Mal e	73	12 .1 1	2.2 70	.2 6 6
ship Manage ment	Fem ale	48	12 .4 8	2.2 60	.3 2 6
Manager	Tota 1	12 1	12 .2 6	2.2 64	.2 0 6
	Mal e	73	66 .9 9	10. 246	1. 1 9 9
Total EI Manage r	Fem ale	48	65 .5 2	8.8 77	1. 2 8 1
	Tota l	12 1	66 .4 0	9.7 15	.8 8 3

We find from the above table 2 that in Empathy and Relationship Management females have higher Component mean values while males have higher mean values in the other three components (viz. Self Awareness, Self Management and Motivation). Overall EI of male managers is marginally ahead of female managers at 66.99 vs 65.52

Table 3	: ANOV			EI s	core a	nd		
Gender								
		Su m of Sq uar es	D f	M e a n S q u ar e	F	Si g.		
Self	Betw een Grou ps	.02	1	.0 2 2	.00	.9 5 3		
Aware ness Manag er	Withi n Grou ps	756 .22 6	11 9	6. 3 5 5				
	Total	756 .24 8	12 0					
Self Manag	Betw een Grou ps	12. 904	1	1 2. 9 0 4	1.4 99	.2 2 3		
ement Manag er	Within Groups	102 4.4 52	11 9	8. 6 0 9				
	Total	103 7.3 55	12 0					
Motiva	Betw	6.2	1	6.	.70	.4		



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tion Manag er	een Grou ps	51		2 5 1	6	0 2
	Withi n Grou ps	105 3.7 49	11 9	8. 8 5 5		
	Total	106 0.0 00	12 0			
Empat	Betw een Grou ps	13. 203	1	1 3. 2 0 3 5. 5	2.3 69	.1 2 6
hy Manag er	Withi n Grou ps	663 .17 7	11 9	5. 5 7 3		
	Total	676 .38 0	12 0			
Relatio	Betw een Grou ps	3.9 55	1	3. 9 5 5	.77 0	.3 8 2
nship Manag ement Manag	Withi n Grou ps	611 .10 2	11 9	5. 1 3 5		
er	Total	615 .05 8	12 0			
Total	Betw een Grou ps	62. 192	1	6 2. 1 9 2	.65 7	.4 1 9
EI Mana ger	With in Groups	112 62. 965	11 9	9 4. 6 4 7		
	Total	113 25.	12 0			

	157		

ANOVA was used in order to find out whether the gender of the manager has a significant relationship on EI values. The results are illustrated in the table 3. It was noticed that the significance (2 tailed) was 0.419 which is **not** less than 0.05 at 95% CI (confidence interval). Hence the group variance could not be treated as unequal. **Hence Hypotheses H01 was accepted**. Thus it can be said that Emotional Intelligence values will not have a significant relationship with Gender of the managers.

Conclusion:

Research illustrates that males are more prone to expressing high-intensity positive emotions (e.g., excitement) and females are more prone to expressing low or moderately intense positive emotions (e.g., happiness) as (Else-Quest, as sadness Goldsmith, & Van Hulle, 2006; Perry-Parrish & Zeman, 2011; Schultz, Izard, & Bear, 2004; Zhou, Eisenberg, Wang, & Reiser, 2004). In addition, females are at an advantage in the perception of emotions and demonstration of social skills and EI, but exhibit more hesitation about feelings and decisions, and place less importance on the intellect (Mayer & Geher, 1996; Wong & Law, 2002). Females, also, place greater attention on their emotions than males do.While there were studies which that females have higher established emotional intelligence in this study I have found that there is no clear difference in EI between the Genders of managers in IT industry of Hyderabad. As IT is one of the new age industries with better Gender balance and it being a skill based work which might be the reason for no clear difference in EI or its components between the Gender of managers as observed in this study. Further research in other emerging IT



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destinations can be done to further understand the impact of Gender on Emotional intelligence

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