

A Comparitive Study of Emotional Intelligence Between the Government and Private Sector Employees

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ABSTRACT

Introduction: Emotional intelligence refers to a collection of skills that help one control and understand their own emotions as well as those of others around them.

Aim of the study: the main aim of the study is to Emotional Intelligence between the Government and Private Sector i.e. Municipal Corporation and Cadburys Ltd.

Material and method: Within the context of the research design and the procedure for data collection, this chapter provides an overview of the research technique that was used in the respective study.

Conclusion: The findings of the research demonstrate that emotional intelligence has a favorable and substantial association with the management of stress, effective work performance, and dedication to the business.

Keywords: emotional intelligence, public and private sector, employees, performance etc.

1. INTRODUCTION

1.1 EMOTIONAL INTELLIGENCE

Emotional intelligence has its roots in the work of Charles Darwin, who highlighted the need of showing one's emotions to ensure one's own survival. In 1985, Wayne Payne introduced the phrase "Emotional Intelligence" for the first time in their PhD thesis titled "A study of Emotion: Developing Emotional Intelligence." The subsequent 1995 release of Daniel Goleman's best-selling book "Emotional Intelligence: Why It Can Matter More Than IQ." marked a watershed moment in this topic. In 1995, a story by Nancy Gibbs in Time magazine brought attention to Daniel Goleman's book.

Emotional intelligence refers to a collection of skills that help one control and understand their own emotions as well as those of others around them. A five-dimensional model was proposed in 1998 by Daniel Goleman. Here are the following:

- **Self-awareness:** The capacity to identify and evaluate emotional states. Confidence and accuracy in one's own evaluation.
- **Self-management:** Having self-control means you can keep your impulsive emotions in check. It aids in controlling disruptive emotions, being honest and forthright, being flexible, owning up to one's mistakes, and coming up with new ideas.
- **Motivation:** Emotions have a way of leading people toward their objectives. All of these qualities—hope, dedication, ambition, and initiative—are part of it.

- **Empathy:** The capacity to empathize with and recognize the needs of others around you.
- **Social skills:** Having social intelligence means you can survive, prosper, and influence others in a group setting. The emphasis is on teamwork, leadership, etc.

1.2 THE STRATEGIC VALUE OF EMOTIONAL INTELLIGENCE IN PUBLIC SECTOR

Emotionally intelligent leaders are more able to consider the personal aspects of their judgments. This encourages a more thorough and moral decision-making process, which is especially important when the well-being of the people is at stake.

Communicating complex ideas to a diverse group of people is a constant struggle for public sector executives. Here, emotional intelligence plays a crucial role in creating messages that speak to people's fears and anxieties, which in turn increases public support and collaboration.

Organizations in the public sector have a wide variety of stakeholders, which almost guarantees that disagreements will arise. The good news is that leaders with high EI are skilled negotiators and can find solutions to resolve conflicts that work for everyone. Additionally, they can establish and manage diverse teams by creating spaces where everyone feels heard, understood, and motivated to do their best. At the end of the day, public sector executives face a lot of pressure and hardship. They are better able to handle difficult situations because EI teaches them to control their emotions and the emotions of their teammates.

2. LITERATURE REVIEW

Naqvi, Syeda & Siddiqui, Ali (2023) Small and Medium Enterprises (SMEs) in Pakistan have challenges in terms of productivity and job performance, despite their significant contributions to the economy and employment production. In this study, we investigated the many elements that influence work performance, as well as the potential mediating role of job satisfaction in the relationship between emotional intelligence and job performance. A sample of 382 local SME workers was gathered and data analysis was conducted using Smart PLS. The research revealed that there is a favourable relationship between self-awareness, self-regulation, emotional intelligence, work satisfaction, and job performance. The relationship between emotional intelligence and work happiness is reciprocal, with job satisfaction serving as a mediator between emotional intelligence and job performance. Nevertheless, the impact of "social skills, motivation, and empathy" on work performance is shown to be statistically negligible. Emotional intelligence facilitates comprehension and regulation of others' emotions, as well as the resolution of challenging problems. Hence, it is essential for companies to frequently organise seminars and workshops focused on emotional intelligence for their staff. While the study did not provide a statistically significant impact of social skills and empathy on work performance, it is crucial to acknowledge their significance as antecedents to job-related outcomes. Consequently, organisations should prioritise the cultivation of these dimensions.

Sapkota, Shiba & Madai, Tek & Pant, Deepak (2023) The capacity to identify our own emotions and the emotions of others, as well as effectively regulate our own emotions, is the primary determinant of workers' performance. The relevance of emotional intelligence in forecasting workers' work performance stems from the fact that a majority of occupations need the capacity to effectively regulate emotions. The research aims to analyse the influence of emotional intelligence on the performance of workers in commercial banks located in Dhangadhi City. The research approach used in this study was quantitative, and both descriptive and inferential statistical methods were utilised to analyse the collected data. A total of 100 questionnaires were sent to respondents in a random manner, and 82 of them were

returned and included in the study. The acquired data was subjected to regression analysis for analytical purposes. The findings of the research indicated a statistically significant correlation between the emotional intelligence of workers and their job performance. The correlation coefficient between emotional intelligence (EI) and workers' job performance was found to be 82%. Likewise, the regression analysis revealed a strong relationship between emotional intelligence variables and employee performance inside the organisation. Therefore, it is advisable for organisations to implement diverse training programmes and developmental activities focused on Emotional Intelligence (EI) in their workplace for employees at all levels. This will enhance talent management and performance, as well as improve team outcomes, service outcomes, and relationship outcomes.

Rajapakse, Wasantha & Jayaratne, A. (2021) The objective of this research is to examine the influence of emotional intelligence on the work performance of banking employees in Sri Lanka, using occupational stress as a mediating factor. The quantitative methodology employs the confirmatory survey technique, which has been validated. Structural Equation Modelling (SEM) was used to analyse the data. The confirmatory factor analysis findings indicate that the suggested conceptual model is well-fitting, as shown by the RAMSEA value of 0.089, CFI value of 0.920, and χ^2/df value of 3.437. The results indicate that emotional intelligence has a substantial direct impact of 0.385 on work performance, as well as an indirect impact of 0.023 via the mediating factor of occupational stress. This leads to a total effect of 0.408, which is statistically significant ($p < 0.05$). Hence, it is possible to see partial mediation. Despite the beneficial correlation between increased emotional intelligence and work performance, the influence of occupational stress somewhat mitigates this positive relationship. Hence, it can be posited that the enhancement of banking workers' performance may be achieved by the use of emotional intelligence as a strategic approach in human resource management.

Oana, Sabie & Pîrvu, Cătălin & Burcea, Stefan (2020) The primary objective of this study was to examine the association between emotional intelligence and the performance of workers in the public sector. Additionally, we investigated the potential connections between two specific dimensions of emotional intelligence and organisational performance. The present study was undertaken on a sample of workers from public sector organisations in Romania. To accomplish the research objectives, a quantitative technique was devised, using a questionnaire as the primary data collection instrument. The measurements included in this study were derived from existing scholarly literature and specifically customised and applied to individuals employed in the public sector. A quantitative technique was used in the study, using a conceptual deductive research approach grounded in a conceptual framework to examine the hypotheses. To conduct the statistical analysis, we used the SPSS Statistics 22.0 software programme. This allowed us to construct descriptive analysis and several parametric tests, all with the objective of accomplishing the primary goal of our study. The findings of our study have significance for leaders and human resources managers within public sector organisations, as well as for practitioners and the global scientific community.

Rexhepi, Gadaf & Berisha, Besar (2017) The objective of this study is to examine the impact of emotional intelligence on employees' performance within their professional environment. This study aims to demonstrate that the achievement of success in work and overall job performance is not just contingent upon professional knowledge and IQ levels of workers and supervisors. Rather, it emphasises the significant influence of emotional intelligence. Based on a study conducted on a sample of 265 participants, consisting of 215 individuals in non-managerial roles and 51 individuals in managerial or director positions across various private and public institutions, it was determined that the effectiveness

of change management in Macedonia is contingent upon the level of emotional intelligence. A strong association exists between the degree of emotional intelligence (EQ) and the index of change management.

3. METHODOLOGY

Within the context of the research design and the procedure for data collection, this chapter provides an overview of the research technique that was used in the respective study. To conducting the analysis of the survey materials that were gathered, the statistical package for the social sciences (SPSS) version 16.0 was used. There is a discussion in this chapter about the research design of the study, the variables of the study, the sampling unit, the sample size, and the sampling procedure that was used in the study. Additionally, there is a discussion about the tools that were used for the data collection, the validity and reliability of the tools that were used, as well as the statistical and inferential tools that were used for the analysis of the data to reach the conclusions of the study.

3.1 SAMPLING METHOD

3.1.1 Sampling Unit

Those individuals who are employed in high, medium, and lower-level managerial roles within the organizations of Cadburys and Municipal Corporation in the Gwalior area make up the Sampling Unit for the research.

3.1.2 Population of study

Within the Gwalior area, the individuals that make up the population of the study are those who are employed by Cadburys and Municipal Corporation.

3.1.3 Sample Size

To this research, there were a total of 500 respondents who were employed in a variety of Municipal Corporations and Cadburys. Of these, 250 respondents were from the Municipal Corporation sector, and the remaining 250 respondents were from Cadburys. The total number of questionnaires that were issued was 540, and out of those, the respondents filled out 500 of the questionnaires that were returned. Because 40 of the questionnaires were left unfinished, they were not included in the research. Furthermore, some of the questionnaires were not even returned by the respondents.

4. RESULTS

4.1 DEMOGRAPHIC PROFILE OF THE STUDY

Table 4.1 Age of the respondents

		Frequency	Percent	ValidPercent	Cumulative Percent
Valid	Below30	100	24.0	24.0	24.0
	31 to 40	167	33.4	33.4	57.4
	41 to 50	132	26.4	26.4	83.8
	50 above	81	16.2	16.2	100.0
	Total	500	100.0	100.0	

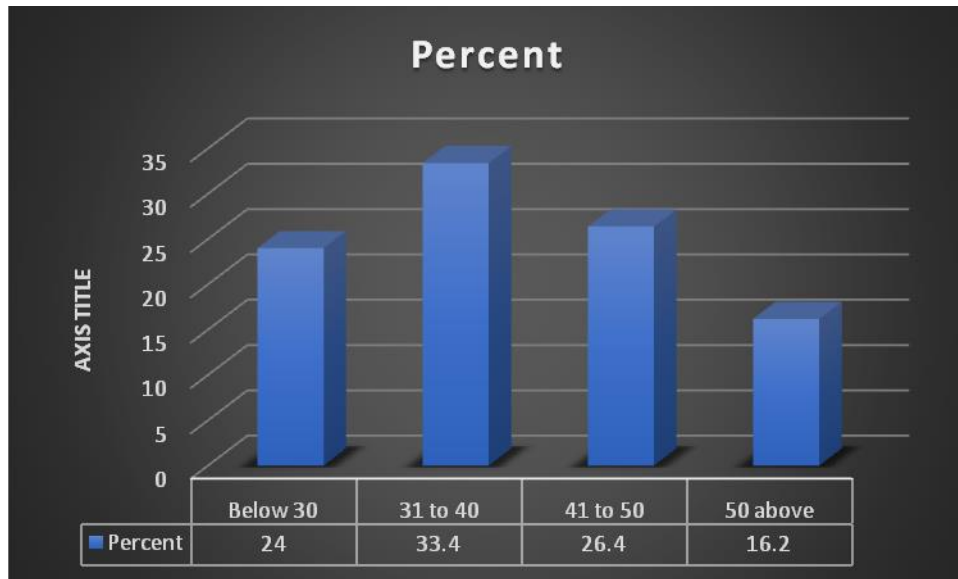


Fig. 4.1 Age of the respondents

According to the data in table 4.2 and graph 4.1, it can be seen that 33 percent of the respondents fall into the age group of 31 to 40 years, 27 percent fall into the age group of 41 to 50 years, 24 percent fall into the age group below 30 years, and 17 percent fall into the age group of 50 and above. The age range of 31 to 40 years has the highest number of responses in terms of emotional intelligence and work performance, followed by the age group of 41 to 50 years, from Municipal Corporation Gwalior and Cadburys Ltd Malanpur. They are the workers in their middle age. The results also included a smaller number of respondents who were beyond 50 years old and below 30 years old.

Table 4.2 Gender of respondents

		Frequency	Percent	ValidPercent	Cumulative Percent
Valid	Male	251	50.2	50.2	50.2
	Female	249	49.8	49.8	100.0
	Total	500	100.0	100.0	

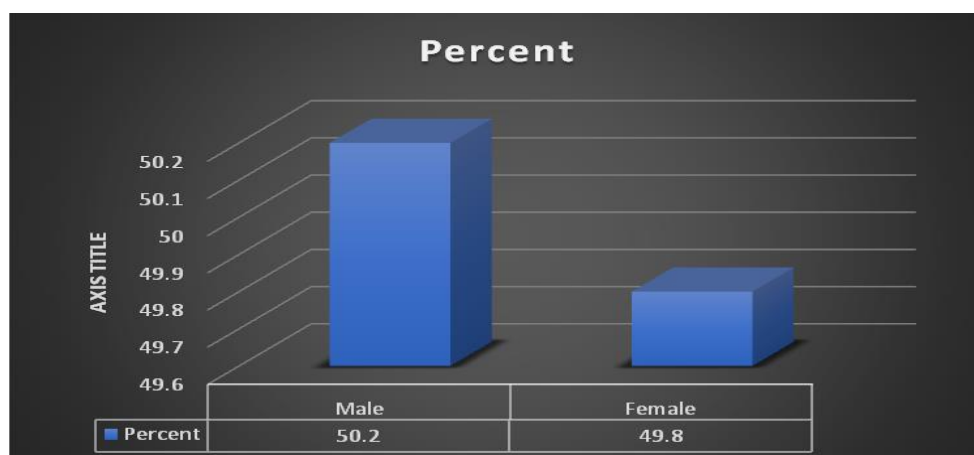


Fig.4.2 Gender of the respondents

The data shown in table 4.2 and graph 4.2 indicates that 51 percent of the workers surveyed are male, while 49 percent are female. This observation is based on the data collected from both Municipal Corporation Gwalior and Cadburys Ltd Malanpur. The findings indicated that both males and females engaged in responding to assessments of emotional intelligence and work satisfaction.

Table 4.3 Marital status of respondents

		Frequency	Percent	ValidPercent	CumulativePercent
Valid	Married	349	69.8	69.8	69.8
	Unmarried	151	30.2	30.2	100.0
	Total	500	100.0	100.0	

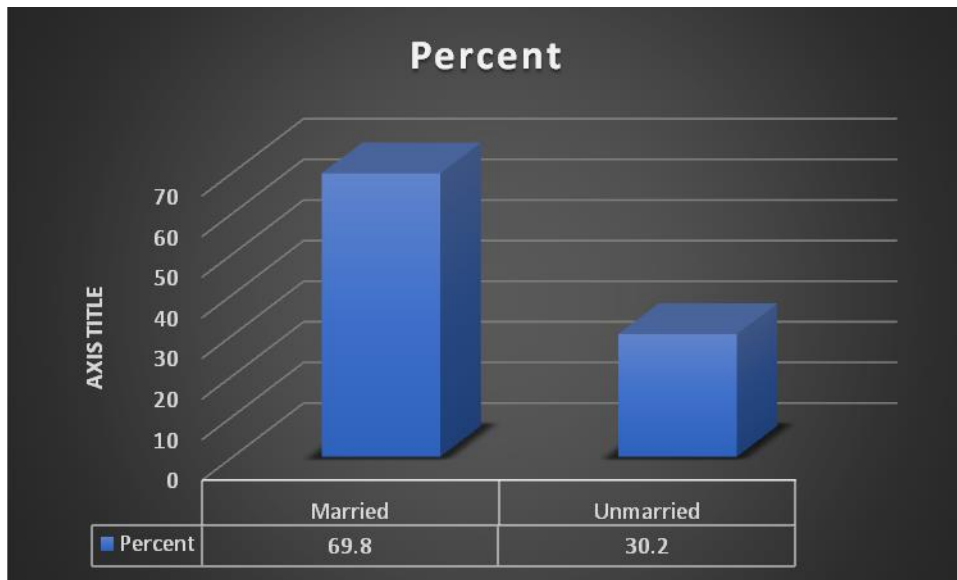


Fig.4.3 Marital status of respondents

Based on the data shown in table 4.3 and graph 4.3, it can be seen that 70 percent of the respondents are married workers, while 31 percent are unmarried. The majority of responders are married. The respondents for the study on emotional intelligence and work performance include employees who are married, followed by unmarried employees. These respondents have participated from Municipal Corporation Gwalior and Cadburys Ltd Malanpur.

Table 4.4 Work experience of respondents

		Frequency	Percent	ValidPercent	Cumulative Percent
Valid	Below5 years	93	18.6	18.6	18.6
	6 to 15years	178	35.6	35.6	54.2
	16to25years	166	33.2	33.2	87.4
	25yearsabove	63	12.6	12.6	100.0
	Total	500	100.0	100.0	

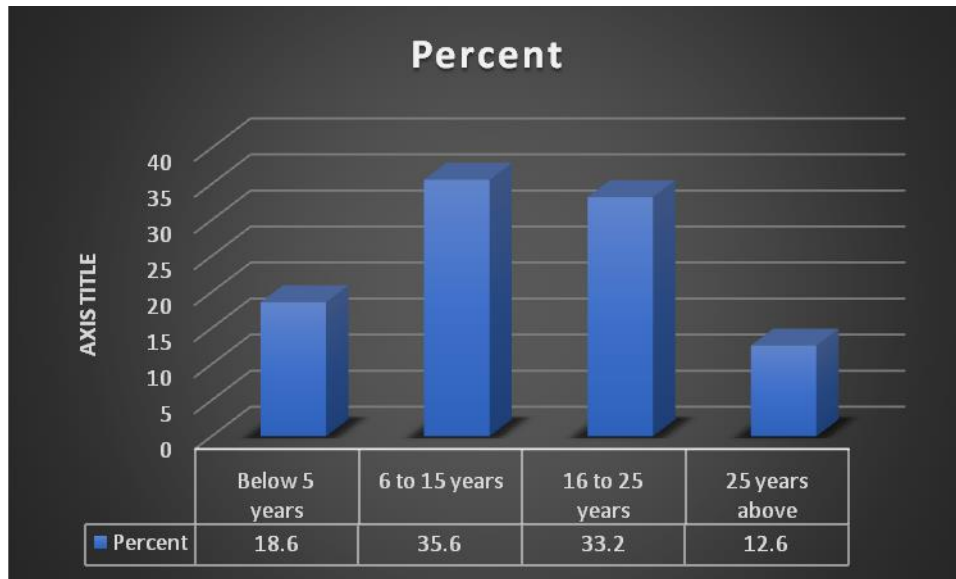


Fig 4.4 work experience of respondents

Based on the data presented in table 4.4 and graph 4.4, 36 percent of the respondents have a work experience ranging from 6 to 15 years, 33 percent have a work experience ranging from 16 to 25 years, 18 percent have a work experience below 5 years, and 12 percent have a work experience of 25 years or more. Most respondents in the study on emotional intelligence and job performance had a work experience ranging from 6 to 15 years, with the next highest group having 16 to 25 years of experience. Respondents are employers with extensive expertise from higher education institutions. Nevertheless, the number of individuals with less than 5 years of experience and those with more than 25 years of experience is quite small.

4.2 DATA OF THE STATISTICAL ANALYSIS

This chapter discusses the findings derived from the statistical analysis of the data gathered from personnel at different levels (top, medium, and lower) in the Government and private sectors, namely the Municipal Corporation and Cadburys Ltd. The statistical methods used for data analysis in the current research include mean, standard deviation (SD), t-test, analysis of variance (ANOVA), coefficient of correlation, and regression analysis (specifically linear regression and step-wise regression). The obtained data has been analyzed using the SPSS-20 program (Deshwal, Shavita. 2015). The study's hypotheses are being tested using statistical analysis, and the findings are being provided in table format.

TABLE 4.5 Comparison of Emotional Intelligence between the Government and Private Sector i.e. Municipal Corporation and Cadburys Ltd.

Variable	Government sector(N=250)		Private sector(N=250)		t-value
	Mean	SD	Mean	SD	
Emotionalintelligence	4.0459	0.61872	3.9837	0.45058	1.406N S

Table 4.5 illustrates the comparison of emotional intelligence between the Government and Private Sector, namely the Municipal Corporation and Cadburys Ltd. The average emotional intelligence score was greater among Government sector Employees compared to Private sector Employees, while the difference was determined to be statistically insignificant.

TABLE 4.6 Comparison of Dimensions of Emotional Intelligence between the Government and Private Sector i.e. Municipal Corporation and Cadburys Ltd.

Dimensions	Government sector(N=250)		Privatesector (N=250)		t-value
	Mean	SD	Mean	SD	
Realization of self(EDIM1)	4.1507	0.72761	4.0820	0.52785	1.516NS
Realizationofothers(EDIM2)	3.8933	0.65275	3.8938	0.51505	0.009NS
Regulation of others(EDIM3)	4.2444	0.66476	4.2350	0.49058	0.198NS
Regulation of self(EDIM4)	3.8850	0.78826	3.7242	0.78230	2.508**

Table 4.6 illustrates the comparison of emotional intelligence aspects across personnel in the Government and Private sectors, namely the Municipal Corporation and Cadburys Ltd. The average scores for the dimensions of emotional intelligence, specifically self-realization, regulation of others, and self-regulation, were higher among Government sector employees compared to Private sector employees. However, the average score for realization of others was higher among Private sector employees, specifically managers from Municipal Corporation and Cadburys Ltd. The difference in the control of self dimension was determined to be statistically significant at the 0.01 level, based on a t-value of 2.508 (Mahananda et al 2013).

TABLE 4.7 Comparison of Stress Management between the Government and Private Sector i.e. Municipal Corporation and Cadburys Ltd

Variable	Governmentsector(N=250)		Privatesector(N=250)		t-value
	Mean	SD	Mean	SD	
StressManagement	3.7746	0.63889	3.5832	0.49619	4.098* *

Table 4.7 presents a comparison of stress management between the Government sector and the Private sector, namely the Municipal Corporation and Cadbury Ltd. The average score for stress management was greater among employees in the Government sector compared to those in the Private sector, and this difference was statistically significant at a significance level of 0.01.

TABLE 4.8 Comparison of Dimensions of Stress Management between the Government and Private Sector i.e. Municipal Corporation and Cadburys Ltd

Dimensions	Governmentsector(N=250)		Privatesector(N=250)		t-value
	Mean	SD	Mean	SD	
Strong-will(SDIM1)	3.7117	0.75111	3.5517	0.67399	2.746*
Hopeful (SDIM2)	3.7344	0.82072	3.1933	0.87304	7.822*
Relaxed(SDIM3)	4.0522	0.68254	4.0644	0.49815	0.233NS
Ethical(SDIM4)	3.5000	0.92711	3.5233	0.89468	1.031NS

Table 4.8 illustrates a comparison of stress management between the Government and Private Sector, namely the Municipal Corporation and Cadburys Ltd. The average scores for the dimensions of stress management, specifically strong will (SDIM1), hopeful (SDIM2), and ethical (SDIM4), were higher among Government sector employees compared to Private sector employees. However, the average score for the relaxed dimension (SDIM3) was higher among Private sector employees than Government sector employees, specifically managers from Municipal Corporation and Cadburys Ltd. The observed differences in the strong-will (SDIM1) and optimistic (SDIM2) dimensions were determined to be statistically significant at the 0.01 level, with t-values of 2.746 and 7.822, respectively. However, no significant difference was identified in the relaxed (SDIM3) and ethical (SDIM4) dimensions.

TABLE 4.9 Comparison of Job Performance between the Government and Private Sector i.e. Municipal Corporation and Cadburys Ltd.

Variable	Government sector(N=250)		Privatesector(N=250)		t-value
	Mean	SD	Mean	SD	
JobPerformance	4.0978	0.66350	3.9897	0.61582	2.284*

Table 4.9 illustrates the comparison of work performance between employees in the Government and Private sectors, namely the Municipal Corporation and Cadburys Ltd. The average job performance score was greater for employees in the Government sector compared to those in the Private sector, and this difference was statistically significant at a significance level of 0.05.

Table 4.10 Comparison of Dimensions of Job Performance between the Government and Private Sector i.e. Municipal Corporation and Cadburys Ltd.

Dimensions	Governmentsector(N=250)		Privatesector(N=250)		t-value
	Mean	SD	Mean	SD	
Serviceoriented(JDIM1)	4.0789	0.72519	3.9722	0.54742	2.033*
Advancement(JDIM2)	4.1143	0.68694	4.0072	0.50659	2.171*

Table 4.10 presents a comparison of the job performance aspects between the Government sector (Municipal Corporation) and the Private sector (Cadburys Ltd). The average scores for the service-oriented (JDIM1) and progression (JDIM2) aspects of work performance were higher for employees in the Government sector compared to those in the Private sector. The observed differences in the service-oriented (JDIM1) and advancement (JDIM2) dimensions were determined to be statistically significant at the 0.05 level, based on the t-values of 2.033 and 2.171, respectively.

5. CONCLUSION

The purpose of this research is to explore the current condition of emotional intelligence and its function in stress management, work performance, and organizational commitment in Municipal Corporation (public sector) of Gwalior and Cadbury Ltd Gwalior . The findings of the research demonstrate that emotional intelligence has a favourable and substantial association with the management of stress, effective work performance, and dedication to the business. It has been shown that emotional intelligence may accurately predict stress management, work performance, and organizational commitment. An attempt was made to understand the workings of the business sector vis-a vis Government Sector with the aid of this study. In today's cut throat environment, corporate organisations are crucial to achieving the goal of economic progress. They do this by contributing to the proper operation of the economy and by offering financial assistance to all economic sectors. An employee with higher strategic value of emotional intelligence may lead the team, accomplish more in terms of performance, and cultivate trust within the network of colleagues. Employee with strategic value of emotional intelligence is able to deal with conflict, power struggles, change, and rivalry with ease. Businesses that have emotionally savvy staff members routinely outperform others in the public sector. Making decisions also requires a high degree of emotional intelligence. High EQ leaders are able to balance emotional and logical issues. They are better at assessing how their choices could affect the culture of the company and the morale of the workforce. Employees interacting with public to solve their problems are having higher EQ in comparison with industrial employee having interaction with a set of people on day to day basis .

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