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## A Comparison of Emotional Intelligence between Government and Private Sector Employees

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### Abstract

Emotional intelligence is a crucial factor for deciding success in life & at work place. Mental wellbeing appears to play a vital role in shaping the behavior & performance of individual. This study is an attempt to examine the difference of emotional intelligence amongst government and private sector employees. The results clearly indicate that there is no significant difference in emotional intelligence between the government sector and private sector employees. An employee with better emotional intelligence can perform better in terms of performance, leading the team & building trust among colleagues and the surrounding network. Emotionally intelligent people can easily handle change, power struggle, competition and conflict. Business with emotionally intelligent employees consistently excels in the entire domain.

**Keywords:** *Emotional intelligence, performance, government sector, private sector.*

### 1. Introduction

It is widely accepted that soft skills greatly affect how people feel and respond to others. If they feel appreciated and valued they are engaged and motivated to achieve organizational goals. Emotional intelligence is that sense of internal balance within us that enables us to keep our composure, make good decisions, communicate successfully and maintain effective leadership even when under stress. Emotional intelligence deepens our empathy. Emotional Intelligence is more important to job performance than any other leadership skill. It is said that our emotional intelligence is more than twice as important as our technical skill. Considering the importance of emotional intelligence for job performance it was decided to study the level of emotional intelligence of government and private sector employees.

### Review of Existing Literature

Ray & Miller (1994), Thomas & Ganster (1995) explained that managers who supported and encouraged employee's attempts to coordinate work and family demands reported several positive outcomes. Such employees felt less work/family conflict and at the same time reported less turnover, burnout, absenteeism and increased organizational commitment. Abraham (1999) proposed that emotional intelligence is directly associated to performance and the literature on this concept both conceptually and empirically continues to supports this assertion (Goleman, Boyatzis & McKee 2002, pp. 14; Bradberry and Greaves 2009, pp. 26) Dalip Singh, (2001) mentioned that application of emotional intelligence supports the managers and employees to recognize and understand emotions and using emotional intelligence to manage oneself and his/her relationship with others. The application of emotional intelligence in the organization includes the areas like personnel selection, development of employees, teams and the organization. Anger Elfenbien, (2006), Jordan, Ashkanasy Hartel and Hooper, (2002) told that emotional intelligence has also been proposed as a construct that may impact performance in organizations. Burke and Collinson, (2004) described that professionals viewed flexible workplace schedules as a key to employee retention and placed this working condition at the top in order to control employee attrition. According to Bloom and Van Reenen, (2006) firms that adopt better work life balance policies can improve the level of job satisfaction and increase organizational commitment among their employees. Ahuja (2011) employees who can better understand

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themselves and others and able to better manage their feelings and respond according to the situation will undoubtedly perform better in their jobs.

**Study Objectives**

The study seeks to achieve the following objectives with regard to Emotional Intelligence behavior amongst government and private sector employees:

1. To examine the emotional intelligence difference amongst employees of government and private sector.
2. To identify factors which would improve emotional intelligence.

**Hypotheses**

**H<sub>01</sub>:** There is no significant difference in emotional intelligence between the government sector and private sector employees.

**H<sub>11</sub>:** There is significant difference in emotional intelligence between the government sector and private sector employees.

**Research Methodology**

Primary data of the study was obtained through a structured questionnaire administered through e-mail and in person to employees working in public and private sector. Total 350 respondents were contacted in Faridabad and Ghaziabad (175 respondents from government and rest 175 from private sector). Out of 350 employees contacted for survey only 120 were reverted with complete, usable forms. Response rate was 34.28%. In order to understand the emotional intelligence amongst the target group; data was collected on the basis of four dimensions which were given by Goleman. The dimensions are Self-awareness, Social -awareness, Self-management and Relationship management which segregate the employee in two categories: effective employee and engaged employee. Combination of effective employee and engaged employee is emotional intelligence.

**Findings**

Emotional Intelligence	Effective Employee	Engaged Employee	Total	't' value
Type of Employee				.990
Government Sector Employees	22	30	52	
Private Sector Employees	35	33	68	
Total	57	63	120	

The calculated 't' value is 990 which is less than the table value at both level of significance (0.01 and 0.05 level of significance). The table values are 3.81 and 6.63 respectively. The null hypothesis (H<sub>01</sub>) that there is no significant difference in emotional intelligence between the government sector employees and private sector employees is accepted. Success is strongly influenced by personal qualities such as self- control, perseverance, getting along with other and so on. Emotionally intelligent employees are valuable to the organization. 'How well the people in the organization work together' is the mantra of success. Emotionally intelligent people can easily handle change, power struggle, competition and conflict. Business with emotionally intelligent employees consistently excels in the entire domain. An employee with better emotional

intelligence can perform better in terms of performance, leading the team & building trust among colleagues and the surrounding network.

**Improving Emotional Intelligence**

- Be assertive
- Be proactive than reactive
- Be expressive
- Be motivated
- Be flexible
- Be happy
- Recognize patterns

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