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RESEARCH ARTICLE

**“Effect of gender on Role of Emotional Intelligence in Ethical Decision Making”
A Study of western U.P**

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Abstract

Today emotional intelligence is a popular topic of many discussions among organizations and corporate. Emotional Intelligence is the ability to choose the right feeling appropriate to given solution and the skill to communicate these feeling effectively, it is the emotional competency which includes awareness of our own emotions ability to identify and empathize with other's feelings.

Emotional intelligence as an important personal trait has an inevitable role in doing all managerial activities in appropriate ways; especially, in changing environments that relying on cognitive intelligent is not effective enough to make suitable decisions and cope with unknowns for different managers. While, decision making has been the subject of long-standing conceptual concern, despite some theoretical work, there has been little consideration of the impact of individual differences between decision making approaches to as style of decision making. There are different individual characteristics that can influence decision making style of managers; such as, individual value systems, self regulation habits and emotional intelligence (EI) as an important personal factor that its effect on decision making styles of managers.

Research work, Role of Emotional intelligence according to gender in ethical decision making Analysis of variance method is used in this research process.

Emotional intelligence employees can well perform in all the area. Whenever there is change in culture & state of the organisation at that time emotional intelligence helps for coup up with environment and takes the right decision which is beneficial for the organisation as well as the personal life of the employees.

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Introduction

Emotional: Intense feeling towards someone

Intelligence: Problem solving style (Ability).

Emotional intelligence is an extremely important factor in decision making. Emotional intelligence deals with the ability to be aware of one's own emotions and recognize others as well. We should also be able to anticipate the impact of such an element on decision making. One must possess the quality of recognizing others and one's own emotional capacities to be able to become a good leader. In our work places, we come across such people every day and we wonder how they can manage such stressful situations masterfully. The reason behind being a successful

decision maker is to be aware of one's own self and also be aware of the feelings of others. Thus, the better we are able to respond to the emotional needs, the better decision maker we are.

Knowledge of the salient features of emotional intelligence or EI will help in the making of a good leader. The features include self awareness, self regulation, social skills, motivation and empathy. Judging a situation or a problem ethically entails our own values and parameters of right and wrong as well as considering the standard ethical rules of the society that we live in.

Without emotional intelligence a manager cannot take the ethical decision in his Organization.

Managers who are emotionally intelligent use their emotions to adopt their plans they do not ignore uncomfortable plans emotionally intelligence behavior helps managers plan better in many ways:

- Change plans to meet the need of the moment
- Adopt to different situation
- Consider a variety of possible action
- Come up with alternative plans
- Do not consistently do the same thing
- Do not stick to the plan when it does not work out

Emotionally intelligent manager make better decision:

- Using emotions to improve things
- See things clearly when feeling are overpowering
- Make good ,solid decision even when angry
- Do not react out of anger
- Balance their thoughts and their feelings
- Do not let strong emotions blind them.

So, we can say that emotional extremely important in decision making. This is an art and with practice we will be able to master the art of decision making through emotional intelligence. Emotional intelligence makes our personality and moral reasoning helps us find out that what is right and wrong for the human being. In other words with the more emotional intelligence increases the good relationship in the organization as well as in family & society.

Literature review

Brundin, Patzelt and Shepherd (2008) analyzed how and why emotional displays of managers influence the willingness of employees to act entrepreneurially. Using data from 31 entrepreneurially oriented firms, the findings revealed that managers displays of confidence and satisfaction about entrepreneurial projects enhances employees' willingness to act entrepreneurially, whereas displays of frustration, worry, and bewilderment, respectively, diminish it. The findings are in line with the emotional intelligence framework that maintains that emotionally intelligent managers are able to use emotions in order to enhance cognitive processes among employees. In other words, managers' display of emotion may put employees in good or bad moods. By being aware of the consequences of displaying positive or negative emotions, and by being able to be more flexible and alter their displays, managers can impact employees' work performance.

Salami (2008) investigated the relationships of demographic factors (age, marital status, gender, job tenure, and educational level), emotional intelligence, work-role salience, achievement motivation and job satisfaction to organizational commitment of industrial workers. Participants were 320 employees (170 males, 150 females) randomly selected from 5 service and 5 manufacturing organizations in Oyo State, Nigeria. The results showed that emotional intelligence, work-role salience, achievement motivation, job satisfaction and all demographic factors except gender significantly predicted organizational commitment of the workers.

Singh and Singh (2008) investigated the relationship as well as the impact of emotional intelligence on to the perception of role stress of medical professionals in their organizational lives. The study was conducted on a sample size of 312 medical professionals consisting of 174 male and 138 female doctors working for privately managed professional hospital organizations. The findings of the study indicated no significant difference in the level of emotional intelligence and perceived role stress between genders, but significantly negative relationships of emotional intelligence with organizational role stress for both the genders and the medical professionals as a whole.

Shahu and Gole (2008) drew attention on occupational stress which they said is commonly acknowledged to be a critical issue for managers of private manufacturing companies. Their study examined the relationship between job stress, job satisfaction and performance among 100 managers of private manufacturing firms. The findings of the study suggest that higher stress levels are related to lower performance whereas higher job satisfaction indicates higher performance.

Ayoko, Callan and Hartel (2008) examined the dimensions of conflict and emotions by integrating features of conflict, reactions to conflict, and team emotional intelligence climate. They proposed through their study that teams with less-well defined emotional intelligence climates were associated with increased task and relationship conflict and increased conflict intensity. In addition, team emotional intelligence climate, especially conflict management norms, moderated the link between task conflict and destructive reactions to conflict. They stressed upon the fact that team leaders and members need to be aware of their team members' reactions to conflict. More specifically, teams that are experiencing destructive reactions to conflict need training in skills related to empathy, emotion management, and conflict management norms. The application of these skills in the team environment will assist team leaders and members in minimizing conflict and in managing conflict for team effectiveness.

Bal Subramanian, Ghatala and Nair (2008) conducted a study in Apollo Health City, Hyderabad to investigate the relationship of emotional intelligence with organizational leadership as well as the impact of emotional intelligence on leadership effectiveness. The findings suggested that management functions have undermined the importance of individual development, at the cost of technology and modernization. The study suggested that Apollo Hospital Group, Hyderabad, should specifically concentrate on improving the self-management and social awareness skills of the employees in order to maintain its position as the No 1 health care provider in India.

Boyatzis and Ratti (2009) in their study identified competencies that distinguished effective managers and leaders. Performance measures were collected as nominations from superiors and subordinates. Results revealed that emotional, social and cognitive intelligence competencies predict performance. More specifically, in the emotional intelligence competency cluster, effective executives showed more initiative, while effective middle level managers showed more planning than their less effective counterparts. Similarly, in the social intelligence competency cluster, effective executives were more distinguished in networking, self-confidence, persuasiveness and oral communication. These are all addressing assertive and influencing processes. Meanwhile, effective middle level managers distinguished themselves with empathy and group management. These appear to be key competencies in addressing internal processes, whereas effective executives seem to be focused on the external environment. The main implication of the study was that competencies needed for managers to be effective can be identified.

Ismail, Suh-Suh, Ajis and Dollah (2009) conducted a study to examine the effect of emotional intelligence in the relationship between occupational stress and job performance. The outcome of the study clearly stated that relationship between occupational stress and emotional intelligence significantly correlated with job performance. Statistically, the results confirmed that the inclusion of emotional intelligence in the analysis mediated the effect of occupational stress on job performance.

Dasgupta and Kumar (2009) examined the sources of role stress among doctors and the stress levels among male and female doctors working in Indira Gandhi Medical College and Hospital, Shimla (India). The study revealed that role overload, self-role distance, role isolation, inter-role distance, role stagnation, role expectation conflict, role ambiguity and role inadequacy are the major sources of role stress. It further stated that there is no significant difference between the stress levels among male and female doctors except in cases of – inter-role distance and role inadequacy, which was found more in male doctors.

Quoidbach and Hansenne (2009) investigated the relationship between emotional intelligence, performance, and cohesiveness in 23 nursing teams in Belgium. Nursing team performance was measured at four different levels: job satisfaction, chief nursing executives' rating, turnover rate, and health care quality. The results did not support the generalization that all components of emotional intelligence relate to all measures of performance; however, the data clearly supported a relationship between emotional regulations as an important aspect of team performance (i.e.,

health care quality). Emotional regulation was also positively correlated with group cohesiveness. These results suggest that emotional regulation may provide an interesting new way of enhancing nursing teams' cohesion and patient / client outcomes. The study suggested that including training on emotional regulation skills during team-building seminars might be more effective than focusing only on exercises to create long-term cohesiveness.

Khokhar and Kush (2009) in their study explained the performance of executives on different levels of emotional intelligence and provided a link between emotional intelligence and effective work performance. 20 Male executives (out of 200) within the age range of 40 to 55 yrs from BHEL (Haridwar) and THDC (Rishikesh) of Uttarakhand State (India) were selected. T-tests for independent groups were used to measure the mean difference between groups. The findings of the study revealed that executives having higher emotional intelligence showed better quality of work performance as compared to their counterparts.

Ramo, Saris and Boyatzis (2009) assessed the relationship between emotional intelligence, personality, and job performance, as determined by superior and peer nominations. The participants were 223 employees of three medium-sized Spanish organizations that were involved in a competency management project based on emotional and social competencies. The results revealed that both emotional and social competencies and personality traits are valuable predictors of job performance. In addition, competencies seem to be more powerful predictors of performance than global personality traits.

Stein, Papadogiannis, Yip and Sitarenios (2009) examined the emotional intelligence scores of executives in relation to various organizational outcomes such as net profit, growth management, and employee management and retention. The results showed that executives who possessed higher levels of empathy, self-regard, reality testing and problem solving were more likely to yield high profit-earning companies and were also perceived as being easy with respect to managing growth, managing others, training and retaining employees.

Momeni (2009) examined the relation between the emotional intelligence of managers and the organizational climate that they create. Thirty managers from manufacturing car companies in Iran were randomly selected as a sample. Employees completed a modified version of the Organizational Climate Inventory which measured five dimensions that affect climate in the workplace: credibility, respect, fairness, pride, and camaraderie. Results revealed that the higher a manager's emotional intelligence, the better the climate in the workplace. Among the emotional intelligence dimensions, social awareness and self-awareness have the greatest influence on organizational climate. The study proposed that organizations should focus on hiring managers with high emotional and social competence and also provide emotional intelligence training and development opportunities to managers to enable them create a positive organizational climate.

Deshpande (2009) investigated the impact of emotional intelligence, ethical behavior of peers, and ethical behavior of managers on the ethical behavior of 180 not-for profit hospital employees in the U.S. The results revealed that emotional intelligence, ethical behavior of peers and of managers had a significant positive impact on ethical behavior of employees. Employees with emotional intelligence skills like empathy and self-management are more likely to make ethical decisions. These are skills that can be tested for during the hiring process, maintained via training and development programs, and reinforced during performance appraisals. Overall, the study implied that emotional intelligence could create a better learning, working, and caring environment.

Wong, Wong and Peng (2010) empirically investigated the potential effect of school leaders' (i.e., senior teachers) emotional intelligence, on teachers' job satisfaction in Hong Kong. The results showed that school teachers believe that middle-level leaders' emotional intelligence is important for their success, and a large sample of teachers surveyed also indicated that emotional intelligence is positively related to job satisfaction. The study indicates that the teaching profession requires both teachers and school leaders to have high levels of emotional intelligence. Practically, this implies that in selecting, training and developing teachers and school leaders, emotional intelligence should be one of the important concerns and that it may be worth while for educational researchers to spend more efforts in designing training programs to improve the emotional intelligence of teachers and school leaders. Various studies quoted in the literature review have tried to determine the impact of using and managing emotions in the workplace and the difference between employees in dealing with emotions and the impact this may have on other variables within the work environment such as team work, leadership and managerial effectiveness, sales performance, occupational stress, organizational commitment, job satisfaction. However, relatively little research has been conducted in examining the role of emotional intelligence in moderating these relationships and suggesting emotional intelligence training programs especially in the Indian organizational setup.

Godse and Thingujam (2010) examined the relationship between personality, conflict resolution styles and emotional intelligence among 81 technology professionals in India. The results revealed that emotional intelligence was significantly correlated with the integrating style of conflict resolution (i.e. involving the exchange of information and differences toward a solution favorable to both parties), negatively correlated with the avoiding style (i.e. withdrawal from the situations) and not correlated with the dominating, compromising or obliging style. The results indicate that IT professionals with higher perceived emotional intelligence are likely to adapt better styles of conflict resolution in order to deal effectively with the situations. The study draws our attention to the use of emotional intelligence skills in effectively resolving conflicts in the workplace.

Emotional intelligence and employee participation in decision-making(Accepted 14 January, 2011) (www.academicjournals.org)Asif Kiyani¹, Muhammad Haroon^{2*}, Asim Sohail Liaqat³, Mohammad Arif Khattak⁴, SyedJunaid Ahmed Bukhari and Rabia Asad⁵

Emotional Intelligence has been operationalized with the help of five items. These items Include : self awareness, self regulation, motivation, empathy and social skills. Self awareness allows encouraging yourself and managing the stress better, helps in decision making, and helps us to lead and motivate others more successfully.

The Self-awareness also helps managers find situations in which they will be most effective, assists with spontaneous decision making, and aids stress management and motivation of oneself and others.

The process of motivation, negotiation and communication involves helping others and to control their emotions, resolve their disagreements and be motivated Individuals high in empathy are more capable of relating to other group members within a professional organization. People who are not empathic find it difficult to estimate proper responses to socially serious circumstances.

Emotional intelligence employees in decision making participation, the organization can increase the job commitment, loyalty and growth of organization. Most of the respondents of this study agree with this argument that they are getting help from their emotional competences so that we can say that Emotional intelligence training should be given to the employees to enhance their productivity.

A Study of the Relation between Emotional Intelligence and Decision Making Style (Case Study: School Principals' of Shiraz City)(Accepted 2012, Text road publication,www.textroad.com) Dr. Hassan Rahgozar, Pegah piran & others.

The purpose of this research is to explore the relationship between emotional intelligence and decision making styles for the higher school principals in Shiraz during of 2010 school year. The main question of the research is that "Is there any relationship between emotional intelligence and decision making styles?" hypothesis is confirmed with 95%reliability, indicating that there is a relationship between emotional intelligence and decision making styles. It is shown that there is a significant correlation among following parameters of emotional intelligence with 95% reliability: Self excitement, self control, social intelligence. There is not a significant relationship between two parameters (social skills and self awareness) and decision making style with 95% reliability.

According to the findings along with special focus on emotional intelligence significance for management and leadership, it is suggested that various tests must be used to evaluate manager job applicants before they actually get the job. Training them in terms of emotional intelligence skills is valuable. Partnership style is highlighted in the findings, so it should be encouraged among the managers as an optimal cultural pattern in the organizations.

Research objectives

Role of emotional intelligence in ethical decision making ?

Hypothesis

1. There is a significant difference between ethical decision making in organizational employees having high and low emotional intelligence subjects of low emotional intelligence have felt less ethical decision making then subject of high emotional intelligence.
2. There is a significant difference between ethical decision making having different gender, i.e subject females have higher ethical decision making while the subject males have lower ethical decision making.

Methodology

In research, Researcher has used the primary data. Like Questionnaires, a personal interview. Two ways ANOVA was used to examine. There are 120 employees in this study in western U.P. Here A_H is high Emotional Intelligence,

A_L is low emotional intelligence. B_M is male and B_F is female. Group₁ is high emotional intelligence male, Group₂ is high emotional intelligence female, Group₃ is low emotional intelligence male, Group₄ is low emotional intelligence female.

Analysis of Variance:

$$\text{Correction} = \frac{(x_1 + x_2 + x_3 + \dots + x_{120})^2}{\text{no. of observations}}$$

$$\frac{(10+12+15+\dots+21)^2}{120}$$

$$37524.03$$

$$\text{Total } S_s = [(x_1)^2 + (x_2)^2 + (x_3)^2 + \dots + (x_{120})^2] - \text{correction}$$

$$[(10)^2 + (12)^2 + (15)^2 + \dots + (21)^2] - 37524.03$$

$$41936.00 - 37524.03$$

$$44110.97$$

$$\text{Among } S_s = \frac{(\text{Group}_1)^2}{\text{no. of observation in group}} + \frac{(\text{Group}_2)^2}{\text{no. of observation in group}} + \dots + \frac{(\text{Group}_4)^2}{\text{no. of observation in group}} - \text{correction}$$

$$\frac{[166464.00/30 + 232324.00/30 + 389376.00/30 + 369664.00/30] - 37524.03}{38594.27 - 37524.03}$$

$$1070.23$$

$$\text{Error} = \text{Total } S_s - \text{Among } S_s$$

$$4411.97 - 1070.23$$

$$3341.73$$

$$\text{Degree of freedom treatment} = (n-1) \text{ where } n = \text{no. of groups}$$

$$(4-1) = 3$$

$$\text{Degree of freedom with in treatment} = n(k-1) \text{ where } k = \text{no. of observation in a group}$$

$$4(25-1)$$

$$4(24)$$

$$96$$

Analysis of Variance:

Source of variance	Sum of Squares	d.f.	Mean variance squire	F	Result
A	974.70	1	974.70	33.83	**
B	28.03	1	28.03	0.97	
A X B	67.50	1	67.50	2.34	
With in Groups	3341.73	116	28.81		
Total	4411.97	119			

*significance level at .05

**significance level at .01

Conclusion & Discussion

Two way Anova is used to examine the main as well as the intraction effect emotional intelligence and on ethical decision making the table revealed that the effect of emotional intelligence was found highly significant. The (F) value (1,116 =33.83 $P > .01$) was found highly significant at .01 level of confidence, workers working with high emotional intelligence ($M=20.53$) experienced highly ethical decision making as compare to low emotional

intelligence workers.(M=14.83).A basic question is why does ethical decision making is differ in organization workers of different level of emotional intelligence. Previous studies on ethical decision making have identified positive results in there areas (Black and Gregersen ,1997; hunton etal.1998; Person and Duffy ,1999,witt etal 2000).

However organization need to provide emotionally intelligent employees with clarity about their role in decision making process , particularly in relation to why how ,when and to what degree they can participate .To do so will facilitate greater commitment and ownership of solution .Returning benefits for both employees and employers. Ethical decision making is probably more a relationship between an individual ability and work demands. It is the relationship between work charters ties and individuals ability to manage the environment which may be needed to the explanation of ethical decision making in other words it is an intraction between job demand and job control more over due to different levels of emotional intelligence, one is already preoccupied with ability to control one's emotions and emotions of other also. Subject of high E.I can feel convents in command with others they tend understand their ability and work environment better in comparison to subject having low level of E.I. As a result they can avoid and control in balance between work demands and ability .Hence little change are therefore feeling ethical decision making .It can be calculated that more the (E.I) level ,are (13.60 .14.06,20.80,10.13)respectively .

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