

Impact of Gender And Age of Professional Employees On Their Emotional Intelligence Level

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ABSTRACT

An emotionally intelligent employee will deal with his client in an efficient manner focusing on best customer experience. Now a days, intelligence quotient and emotional quotient are simultaneously considered as very crucial trait in professional employees. Emotional Quotient is nothing but a measure or score of emotional intelligence. Emotional intelligence has become an important predictor of various aspects of employee's performance at work. This article examines the impact of age and gender of professional employees on their emotional intelligence level. 100 professional employees were randomly selected from various organization in Lucknow. Schutte Emotional Intelligence Test formulated by Dr. Nicolas Schutte is research instrument adapted to record emotional intelligence level of participants. Analysis of result helps in summarizing that age of professional employees do not have significant impact on their emotional intelligence level whereas gender of professional employees has a significant impact on their emotional intelligence level.

Keywords:

Ability model, age, emotional intelligence, professional employees, schutte emotional intelligence scale.

1. INTRODUCTION

Emotions are an inseparable part of our biological makeup. Emotion refers to set of heterogeneous feeling that are based on significance we assign to our sensory experience such experience can be personal as well as social. There are around 3000 words that describe our emotions but still there are many emotions which cannot be described with the help of words. Intelligence refers to capacity of an individual to understand, critically think and act rationally so as to adapt effectively to our social environment. In 1985 Wayne Payne articulated the term emotional intelligence in his doctoral thesis. In 1990, Peter Salovey and John. D Mayer conceptualized the term by presenting a framework of emotional intelligence. The term emotional intelligence came into limelight in 1995 when Daniel Goleman published a book named "Emotional Intelligence: Why it can matter more than IQ." Emotional intelligence includes ability of an individual to perceive, use, influence, understand, monitor, recognize, and manage emotions in our self and others so as to effectively communicate, empathize with others and overcome challenges in life. Emotional quotient can be measured by performing a series of test encompassing questions related to emotional intelligence.

"Emotional intelligence is an array of non-cognitive abilities, competencies and skills that influence one's ability to succeed in coping with environmental demands and pressures" (Bar-On, 1997). "Emotional intelligence is

observed when a person demonstrates competencies that constitute self-awareness, self-management, social awareness and social skills at appropriate time and ways in sufficient frequency to be affective in the situation" (Boyatzis, Goleman and Rhee *et al.* 1999). Peter Salovey and John D Mayer define emotional intelligence as "the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions." It is seen as cognitive ability and focuses on perception and management of emotions and using such information to guide our thinking, behaviour and decisions. According to Ability model, emotional intelligence has emotional abilities from four branches which can be classified as:

1. Perceiving emotions: It is considered as the most basic aspect of emotional intelligence. It involves identifying and differentiating between different kinds of emotional expression in physical state, artwork, feeling, thoughts and languages. It is the ability to become self-aware in regards to emotions.

2. Facilitating thoughts using emotions: It include using, comparing and identifying emotions that are affecting our behaviour in such a way to accelerate thoughts and to guide selective attention. Emotions should be used in a way to consider things from different point of views.

3. Understanding emotions: An individual's problem-solving capacity is systematically affected by one's mood and emotion, so understanding

emotion is very essential. It includes understanding, labelling or naming different kind of emotions and understanding relationship between different emotions.

4. Managing emotions: It include evaluating, managing and manipulating emotions within ourselves and that of others in order harness moods to achieve desired result. Identifying and using emotional strategies best suited in particular situation. Effectively managing emotions is essential in order to attain goals.

Emotional intelligence level can be measured with the help of test like self-report test and ability test. Almost every dimension of our lives like influencing our thoughts and moods, determining our behavior, our feeling towards ourselves and others, our interpersonal communication, dictating decision making process, our attitude toward resolving conflict and our stress management capacity etc. is significantly affected by our emotional intelligence level. Happiness and success of an individual is greatly determined by their emotional intelligence. Being emotionally intelligent does not mean you have to be polite or soft-spoken all the time but it means handling emotions in an effective way. Emotional quotient is profoundly important as intelligence quotient is in determining success of an individual. Being emotionally intelligent means ability to handle once own and others' emotions in an intelligent manner. Now a days intelligence quotient and emotional quotient are simultaneously considered as very

crucial trait in professional employees.

In last two decades a lot of things have changed at workplace like nature of work, management style, work environment, criterion for hiring, implementation of technology and innovation in various fields of organization. Nowadays employee's success at workplace is not only measured by their performances but also by their ability to effectively handle themselves and one another. According to study in UC Berkeley emotional intelligence is four times more powerful in predicting individual's success in their field. Emotions influence our professional connections at work. Emotionally intelligent employees help in creating healthy work environment in the organization. Efficiency, productivity and job performance is enormously affected by emotional intelligence. There are few qualities of emotionally intelligent employee like listening, reflecting and responding to constructive criticism, being optimistic, making better decision, resolving conflicts, fostering stability, maintaining calm under pressure, keeping oneself and others motivated, adaptive to changed circumstances and having greater degree of empathy which are essential for succeeding in life irrespective of their qualification and dedication towards their work (Cherry, 2020). Lack about awareness of emotions and knowledge about management of emotions among employees may lead to stress, loss of productivity and lack of morale.

Emotional quotient is a term that is gaining ample of attention in this contemporary and volatile business

environment. Both employee and employer are becoming aware about the concept of emotional intelligence. The primary valuable asset for any organization is its human capital i.e., employees. Earlier customer/ client satisfaction was the sole moto of organization, but nowadays emotional wellbeing of its employees also plays a crucial role in growth of any organization. "Emotional Competence is a learned capability based on emotional intelligence that results in outstanding performance at work" (Goleman, 1998). The importance of emotional intelligence at work place can be determined by the fact that it is seen as an important competency at the time of hiring, promotion, factored in decision regarding pay rise and leadership potential of employees (Arora, 2017). Being a professional employee is a tedious work, in order to become professional, one has to go through extensive training, learn certain principle on which their profession is based, follow a code of conduct and then implementing their knowledge in order to provide efficient services to their clients and organizations. It has been seen that client choose those organization for hiring professional services with whom they had good experience in past.

The relationship between various demographic factors and emotional intelligence among different employees have been studied, explored and examined in various studies but there is dearth of research on impact of gender and age on emotional quotient

of professional employees. Keeping in mind the importance of emotional intelligence among professional employees and changing nature of demographic composition at workplace, the research topic has been chosen, it will be of great significance for all those working in professional sector. The reason for examining impact of age and gender of professional employees on their emotional intelligence level is to have a clarity that whether these demographic factors should be taken into account by organizations which are incorporating emotional intelligence in their recruitment and hiring policies; to know that is there any need of gender and age specific policies in emotional intelligence training workshop/ sessions; there is moral reason to ensure that employees of specific gender and age are not at disadvantageous position as compared to their counterparts in terms of emotional intelligence.

2. REVIEW OF RELATED LITERATURE

(Uslu, 2020) investigated how demographic factor are related to emotional intelligence of public employees of various sectors by administering Wong and Law emotional intelligence scale. It was concluded that demographic factor like employee's age is not associated to emotional intelligence whereas gender is associated to emotional intelligence level of employee.

(Gautam and Khurana, 2019) studied about various demographic variables as indicators of emotional intelligence

in Uttarakhand. The results revealed that demographic factors like gender and age have positive relationship with emotional intelligence.

(Dhillon, 2018) conducted comparative study of emotional intelligence on gender and age differences where 60 students were grouped into two age group which include adolescents between 15–19-year-old and young adults between 20–24-year-old. Result indicated that significant impact of both age and gender of adolescents has been found on their emotional intelligence level.

(Mokhlesi and Patil, 2018) examined effect of gender on four dimensions of emotional intelligence and concluded that different dimensions (like identification of emotion, regulation of emotion, understanding of emotion and assimilation of emotion) of emotional intelligence among children is not significantly influenced by their gender.

(Pradeeba and Perumal, 2017) reported that emotional intelligence of bank employees in Madurai city does not increase with age. Younger employees are more emotionally intelligent as compared to older employees. It has been found that there is positive association between employee's level of emotional intelligence and their gender. Emotional intelligence training workshop should be conducted which would help in improving organizational performance.

(Pooja and Kumar, 2016) conducted study on finding effect of various demographic variables (like age, gender, work experience, management

level and educational qualification) on emotional intelligence among service sector employees from India. ANOVA and t test was used to understand association among demographic factors and emotional intelligence level of employees. Result showed a positive association between age and emotional intelligence i.e., as a person grows old their emotional intelligence level tends to increase. Employees of varying age group have different emotional intelligence level

(Yogun and Miman, 2016) wrote a research paper on emotional intelligence of employees working in hospitality industry with the aim to study influence of demographic factor on their level of emotional intelligence, the findings showed that there is no influence of age on emotional intelligence of employees. Employee's gender has an impact on self-awareness domain of emotional intelligence, whereas no impact of gender has been found on other domain of emotional intelligence. Female employees scored more on emotional intelligence (self-awareness domain) as compared to male employees.

(Nayak, 2014) tried to explain the impact of gender, age and culture on emotional intelligence level of 240 adolescents from higher secondary school of Odisha. It was reported that there is significant positive association between age of adolescents and their emotional quotient score. 2nd year students scored higher on emotional intelligence than 1st year students.

(Berrocal, Cabello, Castillo and

Extremera *et al.*, 2012) conducted study to know whether emotional intelligence among university student and adults is mediated by age or not? They concluded that age is a complete mediator for total score of emotional quotients, strategic score of emotional quotients and all dimension of emotional intelligence except for managing emotions.

(Alumran and Punamaki, 2008) concluded that emotional intelligence level of adolescents in Bahraini was significantly associated with gender but not with age of adolescents.

(Scott-Halsell, Blum and Huffman *et al.*, 2008) revealed that the relationship between socio demographic factor like age and emotional intelligence level of hospitality industry professional was not significant.

(Palmer, Gignac, Manocha and Stough *et al.*, 2005) administered MSCEIT in order to examine emotional intelligence score among adult. According to American Consensus and Expert Score there is negative relationship between age and score on faces dimension of emotional intelligence and positive relationship between age and score on management dimension of emotional intelligence. According to Australian Consensus and Expert Score there is positive relationship between age and score on the facilitation dimension of emotional intelligence.

(Atkinis and Stough, 2005) aimed at finding does emotional intelligence changes with age or not? Result showed that age is positively related to factors like emotional direct cognition and

emotional control but age does not have significant effect on factor like emotional management.

(Punia, 2003) in her study grouped the executives working in various organization of Delhi into 4 age group in order to examined impact of age on emotional intelligence of business executives. Finding showed that gender had significant impact on emotional intelligence of business executive and emotional intelligence increases with age, reaches to maximum and then start decreasing with age. Executives aged between 25-35 scored highest on emotional intelligence level in comparison to executives of other age group.

(Ciarrochi, Chan and Bajgar *et al.*, 2001) aimed at measuring emotional intelligence in adolescents. They concluded that emotional intelligence of adolescents is affected by their gender. Female had higher overall emotional intelligence except for managing their own emotions. Emotional intelligence helps in overcoming emotional difficulties.

(Sutarso, Baggett, Sutarso and Tapia *et al.*, 1996) conducted study in order to study the effect of gender and grade point average on emotional intelligence in which 138 students participated. Component of emotional intelligence like attunement, self -control/ self-awareness and empathy/compassion were examined under this study. Paper suggested that gender does affect emotional intelligence except for attunement.

3. OBJECTIVE OF STUDY

This research paper has following objectives:

1. To examine level of emotional intelligence of professional employees.
2. To understand the impact of age of professional employees on their emotional intelligence level.
3. To understand the impact of gender of professional employees on their emotional intelligence level
4. To compare the mean score of level of emotional intelligence among professional employees from various profession.

4. HYPOTHESIS

Following hypotheses have been formulated:

H₁: There is high level of emotional intelligence among professional employees and vice versa.

H₂: Age of professional employees would significantly influence their emotional intelligence level and vice versa.

H₃: Gender of professional employees would significantly influence their emotional intelligence level and vice versa.

H₄: There is significant difference among professional employees of various profession in relation to emotional intelligence and vice versa.

5. RESEARCH METHODOLOGY

5.1 Sample

The participants of present study were

100 professional employees from selected organizations in Lucknow city. It included professors, doctors, teachers and advocates. The sample of study has been randomly selected from various organizations situated in Lucknow city.

5.2 Instrument

Emotional intelligence test developed on ability model of emotional intelligence by Dr. Nicolas Schutte namely Schutte Self Report Emotional Intelligence Test (SSEIT) was used to collect data. The scale has following sub constructs:

1. perception of emotions,
2. managing of emotions,
3. managing others' emotions and
4. utilization of emotions.

It has thirty items for measuring emotional intelligence. Respondent mark their answers on five-point Likert scale 5 (strongly agree), 4 (agree), 3 (neutral), 2 (disagree) and 1 (strongly disagree). Score on this scale can range between 33 to 165, higher emotional quotient scores indicate higher emotional intelligence. There were three negatively keyed items in questionnaire, which were reverse coded at the time of data analysis. The questionnaire also had provision of recording socio-demographic details which included name, age, gender and designation. Phone number and email id (optional) of professional employees were also collected to establish a contact whenever needed

5.3 Ethical Issues

Objectives of research were conveyed to the participants. Voluntary consent

was obtained from all the participants, they were given with the option to reject the participation if they intend to do so. An assurance was given to all the respondent regarding information provided by them that it would be solely used for research purpose and would be kept confidential.

5.4 Statistical test

Collected data was statistical analyzed with the help of SPSS software, version 28. Statistical test like independent t test and ANOVA were used.

6. FINDING AND ANALYSIS

6.1 Analysis

Objective 1: To examine level of emotional intelligence of professional employees.

According to present study, the total number of professional employees who scored high on emotional intelligence test was 92. Professionals who scored moderately were 8. There were no low scores among total population of test taken. Thus, concluding that majority of professional employees had high level of emotional intelligence.

Table 1 about here

Objective 2: To understand the impact of age of professional employees on their emotional intelligence level.

The age of participant of the present study was between 25 to 65. For analysis purpose the sample was divided into 5 age groups such as 25 to 35 years, 35 to 45years, 45to 55years, 55 to 65 years and 65years and above. Almost 57% of employees in this study fall in age group

of 25-35, 21% are between the range of 35-45, 18% in between 45-55 and only 4% are between 55-65 years of age. In order to find impact of age (various age group) on emotional intelligence, ANOVA is used. Result shows overall value of $F=.596$, and significance value of $p=.619$. Therefore, significance limit ($p>0.05$) was inferred as age has no significant impact on emotional intelligence of professional employees.

Table 2 about here

Objective 3: To understand the impact of gender of professional employees on their emotional intelligence level.

Professional employees under this study consist of two genders i.e., male and female among which 74 participants were male and 26 participants were female. Female professional employees have overall EI with a mean score of 138.7308 and male professional employees have overall E.I mean score of 134.9324. In order to find impact of gender on emotional intelligence, independent t test is used. The p- value of Levene's test is .846 ($p > 0.005$). The value of t-test is .183, which is less than the significant value of 0.50. Therefore, it was concluded that significant impact of gender was found on emotional intelligence of professional employees.

Table 3 about here

Objective 4: To compare the mean score of level of emotional intelligence among professional employees from various profession.

Professional employees under this study include 59 law professionals,

27teaching professionals and 14 medical professionals. Comparison of mean score of emotional intelligence between professional employees of different profession, ANOVA is used. Result shows value of $F=.087$, and significance value of $p=.916$ ($p>0.05$). Therefore, it was concluded that no significant difference was found in emotional intelligence level of professional employees across various profession.

Table 4 about here

6.2 Findings

The finding of the study elucidates that 92% of professional employees under this study have high emotional intelligence, 8% of professional employees had medium level of emotional intelligence and no professional employee had low level of emotional intelligence. Along with professional intelligence, professional employees must have higher emotional quotient. They must be prompted to make effective use of their emotional competencies. No significant impact of age of professional employees was found on their emotional intelligence level whereas a significant impact of gender of professional employees was found on their emotional intelligence level. So, training programs must be employed to enhance emotional intelligence of professional employees irrespective of their age. Another finding of the study states that professional employees from law, medical and teaching profession have similar level of emotional intelligence.

7. LIMITATIONS

There are few limitations to our study.

Participants of the study were only professional employees from three profession i.e., law, medical and teaching. In order to have better understanding of emotional intelligence non-professional employees and employees from other professions should have been included. Our study has been done on limited sample, calling for larger sample study in future. The present study mainly focuses on professional employees from Lucknow, Uttar Pradesh in India. By conducting same research in other areas, researchers would get more reliable results. Further research can be done on studying relationship between demographic factors related to professional employees and their emotional intelligence level.

8. CONCLUSION

We conclude that the level of emotional intelligence of most of the employees under this study was high. No significant impact of age was found on emotional intelligence level of professional employees but a significant impact of gender was found on emotional intelligence level of professional employees. No significant difference was found between emotional intelligence of law professional, teaching professionals and medical professionals. Despite of demographic factors like age and gender being commonly found to have a relationship or association with emotional intelligence in many studies, findings of this study related to age is in tune with (Tyagi, 2004; Jacques, 2009; Nasir and Masrur, 2009; Yogun and Miman, 2016) indicating that no impact of age was found on emotional

intelligence level of professional employees and results of present study related to gender is in line with studies like (Hopkins and Bilimoria, 2008; Jorfi, Yaccob and Shah *et al.*, 2011; Sergio, Dungca and Ormita *et al.*, 2015), indicating that a significant impact of gender was found on emotional intelligence level of professional employees. Working with a diversified workforce brings various benefit to the organization like bringing creativity in decision-making process and age and gender are one of the important components of diversity in workforce. Attributes that professional employee must possess include competence, knowledge, integrity, consciousness and appropriateness. Despite of various expertise that a professional employee posse, emotional intelligence is very crucial for both employees and organization as it helps in surpassing different challenges faced by their

professional employees (Gautam and Khurana, 2016). It is expected from professional employees that they do not carry baggage of their emotions at work but emotional intelligence has a pivotal role in numerous professions. Many researchers have thrown light on importance of emotional intelligence at work as it helps in predicting effectiveness of employees at work. This research paper has concluded that age of professional employee should not be taken as criterion for hiring process either by employers or clients. Emotional intelligence of professional employees can be increased through training and workshops at any stage of life as emotional intelligence level of professional employees is not influenced by their age but it is influenced by their gender. Enhancement of emotional intelligence of professional employees can take an organization to greater heights.

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TABLES

Table 1:

Category	Range of Scores	Number of employees
High	122-165	92
Moderate	78-121	8
Low	33-77	0
Total		100

Table 2:

Emotional Intelligence	Sum of Squares	Df	Mean Square	F	Sig.
Between groups	281.821	3	93.940	.596	.619
Within groups	15133.539	96	157.641		
Total	15415.360	99			

Table 3:

Emotional Intelligence	Leven's test for equality of variances		t test for Equality of means						
	F	Sig.	t	df	Sig. (2tailed)	Mean Difference	Std. Error Difference	95% Conf. Interval of the Difference	
								Lower	Upper
Equal variance assumed	0.37	0.847	-1.341	98	.183	-3.79834	2.83345	-9.42123	1.82455
Equal variance not assumed			-1.430	49.626	.159	-3.79834	2.65682	-9.13571	1.53904

Table 4:

Emotional Intelligence	Sum of Squares	Df	Mean Square	F	Sig.
Between groups	27.739	2	13.870	0.87	.916
Within groups	15387.621	97	158.635		
Total	15415.360	99			