



COMPARATIVE ANALYSIS OF EMOTIONAL INTELLIGENCE AND ROLE STRESS IN PUBLIC AND PRIVATE SECTOR EXECUTIVES

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ABSTRACT

This study examines the relationship between Emotional Intelligence (EI) and Organizational Role Stress (ORS) among 200 executives from public and private sectors across India, equally representing front-line and middle-level roles. Using standardized tools and a cross-sectional quantitative design, the research employed SPSS for statistical analysis, including descriptive statistics, correlation, and ANOVA. Results revealed that while both sectors showed high EI levels, public sector executives had slightly higher EI and lower role stress compared to their private sector counterparts. The findings suggest that workplace environment influences emotional and stress-related responses, emphasizing the importance of sector-specific training and interventions to enhance executive well-being and performance.

Keywords: Industry, Emotional Intelligence, Public, private, Leadership.

I. INTRODUCTION

Executives' emotional and psychological capacities are crucial in today's complex and ever-changing business environment, impacting both their personal success and the success of their organizations as a whole. Scholars and managers have paid a lot of attention to the significance of emotional intelligence (EI) and the experience of job stress due to the growing complexity of corporate settings, especially within the different frameworks of public and private sector companies. Leadership and interpersonal success are today seen to be heavily dependent on emotional intelligence, which is essentially the capacity to identify, comprehend, control, and positively influence one's own and other people's emotions. The ability to manage one's own conduct, make good

judgments, and negotiate the intricacies of social situations are all part of it. However, when people are confronted with work duties that are ambiguous, contradictory, or otherwise too demanding, they may suffer from role stress. Performance, and general health may all take a hit when dealing with this kind of stress, which manifests itself in many ways depending on factors including role ambiguity, role conflict, and role overload. Executives in the public and private sectors may experience emotional and occupational challenges in different ways due to structural, cultural, and operational differences; therefore, this study seeks to compare and contrast emotional intelligence with role stress among executives in these two sectors.

There is a marked difference between the public and private sectors in terms of the



guiding principles, performance standards, accountability metrics, and company cultures that influence how each operates. The public sector is defined by its bureaucracy, adherence to policy, and service-oriented missions, in contrast to the private sector's profit-driven enterprises that are more agile, innovative, and performance-based in their operations. The workplace, employee morale, and access to mental tools for managing stress and displaying emotionally savvy conduct are all impacted by these variations. While private sector executives confront performance expectations, competition, and quick technical developments, public sector executives may deal with political intervention, strict hierarchical systems, and resource limits. Emotional intelligence levels and role stress patterns may be influenced differently by these sectoral differences. In addition, executives in both industries are expected to constantly adapt to new position requirements, which need them to demonstrate not just technical and management skills but also emotional resilience, interpersonal agility, and resilience. Therefore, studying the relationship between EQ and job stress is essential, especially for gaining insight into the ways in which industry-specific contexts impact EQ and performance.

Emotionally intelligent people are better able to deal with stress on the work, as prior studies shown that those with greater EQ had lower levels of role stress. They are capable of handling emotional turmoil, adjusting to new job expectations, and getting along well with both superiors and subordinates. We know very little about the interplay between emotional intelligence

and role stress in various organizational settings since much of the literature either ignores these concepts altogether or deals with them in isolation. Executives face different difficulties and use different coping mechanisms in different industries; a comparative approach might shed light on these dynamics. Managers in private companies often use ambitious sales goals to motivate themselves, whereas executives in public utility departments may depend more on empathy and patience to cope with bureaucratic delays and stakeholder expectations. To improve emotional competences and reduce stress in sector-specific ways, it is vital to understand these subtle distinctions in order to develop focused treatments and training programs.

How an organization's culture and structure shape its employees' emotional intelligence also plays a role. Certain aspects of emotional intelligence, such as social skills and emotional awareness, may be hindered in public sector firms due to their emphasis on formal procedures and a lack of room for employees to express themselves emotionally and act flexibly in social situations. The focus on speed, customer service, and teamwork in private sector businesses, on the other hand, can make them better places to hone EI qualities like initiative, emotional control, and flexibility. Role stress and its management may be impacted by these organizational factors as well. For instance, role overload may be more common in the private sector as a result of the need for high productivity and multitasking, but role conflict may emerge in the public sector as a result of the maintenance of antiquated rules that do not align with contemporary service standards.



Since emotional intelligence and job stress are not static concepts but rather are impacted by the larger organizational and sectoral environment, these variations highlight the significance of context in their analysis.

In addition, modern executives are expected to do more than just run the show; they are leaders who should be able to motivate their staff, drive change, and help shape the company's long-term strategy. Their mental health and productivity are affected by both internal and external factors, which must be better understood in light of their enlarged responsibility. Leadership skills that promote successful decision-making, conflict resolution, and organizational commitment are becoming more and more acknowledged as essential components of emotional intelligence. Competence in managing role stress is equally important for maintaining performance, avoiding work dissatisfaction, and avoiding burnout. A study comparing these concepts across CEOs in the public and private sectors would therefore be useful both in theory and practice. Human resources policies, leadership programs, and sector-specific organizational actions may all benefit from this information. Executive support systems may be fine-tuned by analyzing which emotional intelligence abilities are most protective or predictive of reduced stress levels in different corporate circumstances.

Executive functioning and organizational success are being pushed to the forefront by emotional intelligence and role stress in response to the changing organizational environment characterized by rising

complexity, unpredictability, and performance expectations. Understanding the mental experiences and skills of CEOs may be greatly enhanced by comparing these constructs, especially considering the different operational realities of public and private sector businesses. By comparing and contrasting emotional intelligence and role stress across the two fields, this research hopes to fill a knowledge vacuum and provide light on unique trends, obstacles, and solutions within each. Theoretically, this line of inquiry adds to our knowledge of emotional intelligence and occupational stress, and practically, it helps human resource professionals, organizational leaders, and policymakers improve executive performance and well-being in a variety of institutional settings.

II. REVIEW OF LITERATURE

Armani, Vishal et al., (2023) The purpose of this research is to assess the relationship between Emotional Intelligence (EI) and Organizational Role Stress (ORS) among healthcare management and public health graduate students in India. Evidence suggests that postgraduate students' mental and physical energy are depleted and exhausted as a result of the multiple demands placed on them in their personal and professional lives. Students may experience stress in their jobs as a result of dysfunctional outcomes brought about by prolonged exposure to such expectations. People who score higher on the emotional intelligence test tend to be better at handling stressful situations. A total of 157 students enrolled in healthcare administration and public health master's degree programs were polled to gather information. The necessary information was gathered using a



33-item emotional intelligence measure and a 50-item organizational role stress scale. The results show that the relationship between emotional intelligence and organizational stress is weak. On the other hand, emotional intelligence is positively correlated with inter-role distance and role degradation out of the ten role stressors.

Goswami, Kakali. (2013). Engineers working for government agencies were the target of this research, which sought to determine if there was a correlation between EQ and stress on the job. When dealing with pressures at work, emotional intelligence is a must-have quality. Theoretically, engineers' stress levels will be significantly affected by their emotional intelligence. Thirty engineers in management positions in Assam's public sector organizations provided the data. The emotional intelligence scale was created by M.K. Mandal, whereas the occupational role stress scale was established by Uday Pareekh (1983). When looking at emotional intelligence levels, the mean and standard deviation were greater, whereas those for stress levels were moderate.

Pandey, Neerja. (2024). When it comes to dealing with stress and anxiety at work and in life, emotions play a significant role. 'The Role of Emotional Intelligence in Managing Stress among Working Professionals' set out to examine how EQ is relevant to stress management in the workplace. Forty individuals (n=19 females and 21 males) employed in the private sector with 9-to-5 job requirements and residing in Lucknow were given the Schutte Self Report Emotional Intelligence Test (SSEIT) and the Perceived Stress Scale (PSS). The data was analyzed using

descriptive statistics, correlation analysis, and a t-test. Professionals' reports of stress in the workplace varied significantly according to their emotional intelligence levels, according to a t-test study conducted at the 0.05 level of significance. Another finding indicated that emotional intelligence was negatively correlated with stress. Employees who scored higher on the emotional intelligence scale reported lower levels of workplace stress. In light of these results, recommendations were made to include emotional intelligence intervention strategies to assist working professionals in handling stress better, and to make emotional intelligence an inherent part of the selection, placement, and training processes.

Singh, Sweta et al., (2024) Employees of both public and private banks are surveyed to determine their stress levels and the efficacy of stress management strategies. The study delves at the causes of stress, ways to cope with it, and the support systems accessible to workers inside the business using a mixed-methods approach. To fully grasp the stress picture in both industries, quantitative data was obtained via surveys and qualitative insights from in-depth interviews. Employees in the private sector confront high levels of performance pressure and job instability, while those in the public sector endure higher levels of stress due to bureaucratic processes and work monotony, according to the findings. Specifically, the research calls attention to the importance of public banks' simplified procedures and employment diversity as well as private banks' realistic performance goals and improved work-life balance as means to alleviate stress. These findings



provide useful recommendations on how both industries may boost morale and output in the workplace. In order to reduce stress and promote a better work environment, the study highlights the need of strong leadership and continual professional growth.

III. RESEARCH METHODOLOGY

Sample Size

A total of 200 executives participated in the research, including 100 from the front line and 100 from the middle level. The individuals who took part came from all across India, and their backgrounds ranged from the service industry to the industrial sector. To further ensure equitable representation across sectors and responsibilities, the sample was evenly split between public and private enterprises, with 50% each.

Data Collection

Emotional Intelligence (EI) and Organizational Role Stress (ORS) were measured using standardized tools. During their regular business hours, we contacted each participant and briefed them about the study's goals and methods. They were asked to answer the questions on the exam in an authentic and truthful manner. It was guaranteed to the participants that:

- Their responses would be treated with strict confidentiality,
- The data would be used solely for academic research, and

- Anonymity would be maintained, with no personal identification disclosed externally.

Research Design

A quantitative cross-sectional design was used to choose participants in the study. This technique made it possible to compare groups according to degree of organization (front-line vs. middle), sector (public vs. private), and industry (manufacturing vs. service). Reliable assessment of the important variables was made possible via the use of standardized psychological instruments.

Statistical Analysis

- The data that was gathered were examined with the help of SPSS, version 20.0. We used the following statistical methods:
- The data's distribution and central tendency may be described using the standard deviation and mean.
- A correlation study to look at how EQ and Organisational Role Stress are related.
- ANOVA, which stands for multivariate analysis of variance, to find out if there are any noteworthy differences between the groups in terms of the EI and ORS dependent variables.

IV. DATA ANALYSIS AND INTERPRETATION

Table 1: Gender of the Respondents

Particular	Frequency	Percentage
Male	135	67.5%
Female	65	32.5%
Total	200	100

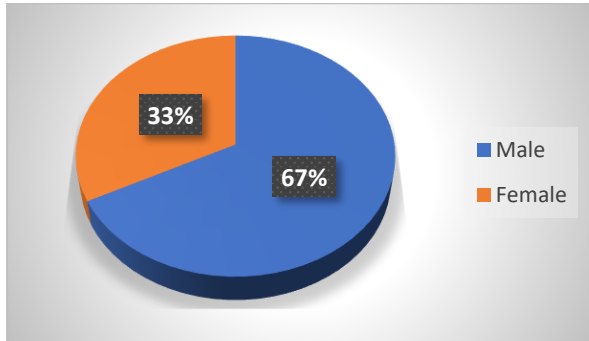


Figure 1: Gender of the Respondents

You can see the breakdown of the respondents by gender in Table 1. There were 135 males (or 67.5% of the total) and 65 females (or 32.5% of the total) among the 200 executives polled. Based on this distribution, it seems that there is a gender imbalance among the respondents. The bulk of the executives are male. The fact that males make up the majority of participants could be a reflection of the gender gap that exists in public and commercial sector leadership jobs. Because of the potential effects of gender on the understanding and handling of emotional intelligence and role stress, this difference must be taken into account while conducting analyses of these psychological components.

Table 2: Type of Sectors

Particular	Frequency	Percentage
Public Sector	100	50%
Private Sector	100	50%
Total	200	100

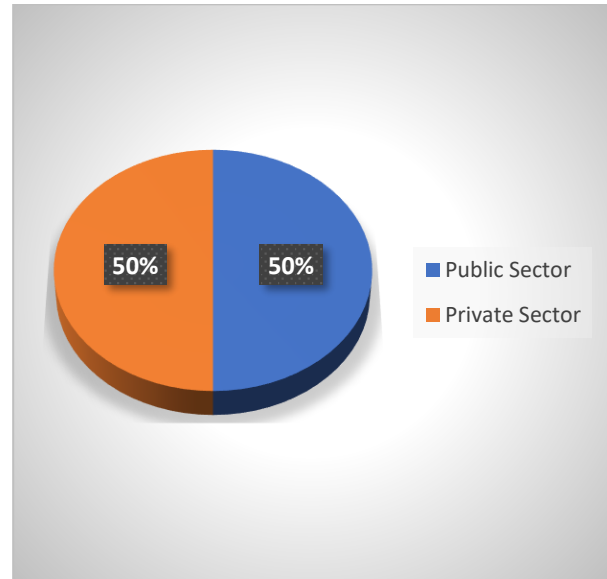


Figure 2: Type of Sectors

The distribution of respondents by sector of employment is shown in Table 2. There was a 50/50 split between the public and private sectors, with 100 responders from each. By maintaining a balanced distribution, the research guarantees that the comparison between the two sectors is fair and impartial. With equal representation from both groups in the sample, we can analyze emotional intelligence and role stress more accurately and meaningfully across varied organizational contexts. The results derived on sector-specific similarities or differences are strengthened by this equal segmentation.

Table 3: Descriptive Statistics for (EI) and (ORS) – Private Sector

Variables	Mean	S.D.
EI	27.54	2.19
ORS	14.13	1.64

Private sector executives' Emotional Intelligence (EI) and Occupational Role Stress (ORS) descriptive data are shown in



Table 3. Among CEOs in the private sector, there is modest individual variation in emotional intelligence, with a mean score of 27.54 and a standard deviation of 2.19. While private sector executives do experience job stress, it is modest and consistent throughout the group, according to the mean ORS score of 14.13 with a standard deviation of 1.64. Executives in the private sector may be better able to handle stress on the job if these results are accurate. This suggests that they have great emotional capabilities.

Table 4: Descriptive Statistics for (EI) and (ORS) Public Sector

Variables	Mean	S.D.
EI	27.93	2.16
ORS	13.91	2.34

Executives in the public sector rank Emotional Intelligence (EI) and Occupational Role Stress (ORS) in Table 4, which displays descriptive data for both. A reasonably high and persistent degree of emotional intelligence is indicated by the relatively stable standard deviation of 2.16 and the mean score of 27.93 for EI. Even though there is a little more variation among public sector executives compared to their private sector colleagues, the mean ORS score of 13.91 with a standard deviation of 2.34 indicates that both groups suffer moderate levels of job stress. Table 3 shows that public sector CEOs have a little lower role stress and a little higher average EI compared to their private sector counterparts. This may be an indication of sector-specific variations in work demands and stresses, or it might be a sign that emotional intelligence is helping to reduce occupational stress in the public sector.

V. CONCLUSION

Both public and private sector executives' performance and well-being are impacted by emotional intelligence and job stress, according to this research. The capacity of executives to comprehend and control their emotions is critical for their stress management and professional responsibility navigation, regardless of the industry they work in. The need for sector-specific approaches to foster and cultivate executive leadership is highlighted by the comparative viewpoint, which illuminates the similarities and contrasts in emotional and professional experiences across sectors. Organizations may improve their executives' performance, resilience, and happiness by reducing job stress and cultivating emotional intelligence via leadership development programs, supportive work environments, and proper training. In the end, organizations in both fields may benefit from healthier environments and better results by identifying and addressing these psychological aspects.

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