

## COMPARATIVE INFLUENCE OF EMOTIONAL INTELLIGENCE ON WORKPLACE PRODUCTIVITY IN GOVERNMENT AND PRIVATE SECTORS OF NANDED

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### Abstract

*This study examines the comparative impact of emotional intelligence on workplace productivity among government and private sector employees in Nanded, Maharashtra. Using quantitative methods and responses from 200 participants, the research identifies significant differences in emotional intelligence and productivity between the two sectors. Findings reveal a strong positive correlation between emotional intelligence and performance, with private sector employees demonstrating higher scores in both areas. The study highlights the critical role of emotional intelligence in enhancing organizational effectiveness and calls for sector-specific strategies to foster emotional skills in the workforce.*

**Keywords:** Emotional Intelligence, Private Sector, Govt sector, Productivity.

### 1. Introduction

In today's dynamic and competitive work environment, emotional intelligence (EI) has emerged as a critical factor influencing individual and organizational success. Emotional intelligence refers to the ability to recognize, understand, manage, and utilize emotions effectively in oneself and others. It encompasses key competencies such as self-awareness, self-regulation, motivation, empathy, and social skills, which are essential for interpersonal relationships, conflict resolution, stress management, and decision-making at the workplace.

Workplace productivity is not solely determined by technical skills and intelligence quotient (IQ); it is also profoundly shaped by emotional and social competencies. Employees with high emotional intelligence tend to demonstrate better collaboration, adaptability, leadership potential, and stress tolerance, which collectively enhance overall organizational productivity. As such, the integration of EI into workplace management has gained increasing attention among scholars and practitioners.

In the context of India, and specifically Nanded district in Maharashtra, the work culture, expectations, and operational dynamics differ considerably between the government and private sectors. Government organizations often operate under bureaucratic systems with job security and standardized procedures, whereas private organizations emphasize efficiency, performance metrics, and innovation under competitive pressure. These contrasting environments may influence how emotional intelligence manifests and impacts productivity within each sector.

Despite growing interest in emotional intelligence, limited research exists on its comparative influence

on workplace productivity between government and private sector employees at the regional level. This study aims to fill this gap by investigating how EI affects productivity in both sectors in Nanded. The research seeks to identify sector-specific strengths and challenges related to emotional intelligence and propose actionable insights for enhancing workplace effectiveness.

The primary objective of this study is to examine the relationship between emotional intelligence and workplace productivity and compare the influence of EI across government and private sector employees in Nanded. The study further aims to explore whether differences in organizational culture, structure, and expectations significantly mediate this relationship.

### 2. Objectives of the Study

1. To measure the level of emotional intelligence among employees in the government and private sectors of Nanded.
2. To assess the level of workplace productivity in both sectors.
3. To examine the relationship between emotional intelligence and workplace productivity.

### 3. Review of Literature

1. **Daniel Goleman (1995)**, who identified it as a stronger predictor of success than IQ. Goleman emphasized that employees with high EI are better equipped to handle pressure, work collaboratively, and lead effectively. Salovey and Mayer (1990) originally defined EI as a subset of social intelligence that enables individuals to manage emotions and use them to guide thinking and behaviour.
2. **Cherniss (2001) and Bar-On (2006)** suggest that EI is a vital contributor to job performance, particularly in roles involving interpersonal

interactions. In the Indian context, Sharma and Singh (2012) found that employees with higher emotional intelligence showed increased motivation and better conflict management, contributing positively to productivity.

3. **Rajput & Sinha, 2017** Sectoral comparisons reveal interesting differences. Government employees often operate within rigid structures and rules, which may limit the expression of emotional intelligence, especially in terms of motivation and adaptability. In contrast, private sector employees are frequently evaluated based on performance and innovation, making emotional intelligence a key determinant of success (Rajput & Sinha, 2017).
4. **Wong & Law (2002)** In their study on emotional intelligence and job performance, Wong and Law developed the WLEIS (Wong and Law Emotional Intelligence Scale) and found a strong positive correlation between emotional intelligence and job satisfaction, organizational commitment, and job performance. The study emphasized that emotionally intelligent employees are more adaptable and show higher productivity, especially in roles requiring teamwork and leadership.
5. **George (2000)** George highlighted that emotional intelligence plays a critical role in leadership effectiveness and team performance. The study revealed that leaders with high EI are more successful in motivating teams, resolving conflicts, and building a positive organizational culture, ultimately improving workplace productivity.
6. **Sy, Tram & O' Hara (2006)** This study focused on the effect of emotional intelligence on employee performance in service industries. It showed that employees with higher EI exhibited better customer service, lower stress levels, and improved interpersonal communication. The study concluded that EI is a key soft skill in enhancing productivity, especially in high-stress environments.
7. **Mohamad & Jais (2016)** Their research examined emotional intelligence among public sector employees in Malaysia. The study revealed that although government employees had moderate levels of EI, they lacked motivation and innovation compared to private sector employees. This supported the idea that structural and cultural aspects of government jobs could influence how EI impacts productivity.

#### 4. Research Methodology

**Research Design:** The study adopts a comparative and descriptive research design to analyse the influence of emotional intelligence on workplace productivity in both government and private sectors.

**Sample and Sampling Technique:** The study sample includes 200 respondents—100 from the government sector and 100 from the private sector—working in Nanded. A stratified random sampling method was used to ensure representation from different departments and roles within each sector.

**Data Collection Methods:** Primary data was collected using a structured questionnaire and also collected a secondary data from internet, thesis, research papers etc.

**Statistical Tools Used:**

- Descriptive statistics (mean, standard deviation) for profiling.
- Pearson's correlation to determine the relationship between EI and productivity.
- Independent sample t-test to compare means between the two sectors.
- Regression analysis to assess the influence of EI components on productivity.

**Scope of the Study:** The study is limited to employees working in selected government and private organizations in Nanded, and the findings are indicative rather than generalizable to other regions.

#### 5. Data Analysis and Interpretation

This section presents the analysis and interpretation of the data collected from 200 respondents—100 from the government sector and 100 from the private sector in Nanded. The analysis is based on the conceptual framework that emotional intelligence (EI) positively influences workplace productivity (WP), and this relationship may vary across organizational types due to differing work cultures and management systems.

The data was processed using descriptive statistics, correlation analysis, independent t-tests, and simple regression analysis to understand both the individual and comparative influence of emotional intelligence on workplace productivity in the two sectors.

**1. Descriptive Analysis:** Descriptive statistics revealed that the mean emotional intelligence score of private sector employees was higher ( $M = 78.90$ ) than that of government employees ( $M = 72.40$ ). Similarly, the mean workplace productivity score was also higher in the private sector ( $M = 72.45$ ) compared to the government sector ( $M = 65.30$ ). This suggests that employees in private organizations tend to exhibit better emotional

competencies such as motivation, empathy, and self-regulation, which may be encouraged by performance-based environments. In contrast, the bureaucratic structure and job security of government organizations may contribute to relatively lower productivity and emotional engagement.

**2. Correlation Analysis:** The Pearson correlation coefficient was calculated to assess the strength of the relationship between emotional intelligence and workplace productivity in both sectors.

- In the government sector, the correlation between EI and WP was  $r = 0.54$ , indicating a moderate positive relationship.
- In the private sector, the correlation was  $r = 0.67$ , showing a stronger positive relationship.

These results align with Goleman's theory of emotional intelligence, which suggests that emotionally intelligent individuals are better equipped to handle workplace challenges, foster team collaboration, and improve output. The stronger correlation in the private sector suggests that emotional intelligence is more directly translated into performance outcomes due to organizational incentives and expectations.

### 3. Independent Sample t-Test

An independent sample t-test was conducted to determine if the differences in EI and WP scores between the two sectors were statistically significant.

- The results showed a significant difference in EI scores between government and private sector employees ( $p < 0.001$ ).
- A similar significant difference in workplace productivity was also observed ( $p < 0.001$ ).

These findings support the hypothesis that organizational context plays a crucial role in shaping the emotional and productive behaviour of employees. Private sectors, which often emphasize goal-oriented and competitive work environments, may nurture emotional intelligence more effectively than government organizations, which are usually process-oriented and structurally rigid. Behavioural theories of performance, which highlight the importance of emotional and social capabilities in achieving organizational success. The analysis supports the theoretical proposition that emotional intelligence is a determinant of workplace effectiveness, as posited by Daniel Goleman, Salovey & Mayer, and others. Furthermore, it confirms that organizational culture—whether hierarchical (government) or dynamic (private)—modulates the expression and impact of emotional intelligence. In the private sector, performance incentives and flexible systems provide greater space for emotional intelligence to

enhance productivity. Conversely, in the government sector, standardized roles and limited motivational mechanisms may constrain the behavioural outcomes of EI.

## 6. Findings

1. Emotional Intelligence Levels Differ by Sector: Private sector employees in Nanded demonstrated significantly higher emotional intelligence compared to their counterparts in the government sector. This was particularly evident in dimensions such as motivation, adaptability, and interpersonal relationships.
2. Workplace Productivity Is Higher in Private Sector: The average workplace productivity scores were notably higher among private sector employees, indicating a strong performance-driven culture.
3. Positive Correlation between EI and Productivity: There is a significant positive correlation between emotional intelligence and workplace productivity in both sectors, with the private sector showing a stronger correlation ( $r = 0.67$ ) than the government sector ( $r = 0.54$ ).
4. Statistical Significance of Differences: Independent t-tests confirmed that the differences in both emotional intelligence and productivity between the two sectors are statistically significant ( $p < 0.001$ ).
5. EI as a Predictor of Productivity: Regression analysis revealed that emotional intelligence explains 51% of the variance in workplace productivity, reinforcing its predictive role in performance outcomes.

## 7. Conclusion

This study highlights the significant and positive influence of emotional intelligence on workplace productivity in both government and private sectors of Nanded. The findings confirm that emotionally intelligent employees tend to be more productive, with the effect being more pronounced in the private sector due to its performance-based environment. The research emphasizes the need for organizations, particularly in the government sector, to invest in emotional intelligence training and organizational development strategies that promote emotional competencies. Since emotional intelligence has been statistically proven to predict over half of the productivity outcomes, it must be recognized as a core soft skill in workforce management and development. By leveraging emotional intelligence, organizations can foster resilient, motivated, and high-performing workforces, which is essential for sustainable growth and institutional excellence in both public and private domains. The present study has shed

light on the comparative influence of emotional intelligence (EI) on workplace productivity across government and private sector employees in Nanded district. Grounded in psychological and organizational theories, emotional intelligence has emerged not merely as a personal trait, but as a strategic asset in the modern work environment. The results of this research validate that employees who demonstrate higher emotional intelligence tend to be more productive, better at handling interpersonal relationships, and more resilient under pressure.

The empirical findings show a statistically significant difference in both emotional intelligence and productivity levels between the two sectors. Private sector employees exhibited higher EI scores and greater productivity, likely influenced by the sector's dynamic and performance-driven work culture. These environments encourage emotional adaptability, problem-solving, and continuous performance evaluation, allowing emotionally intelligent individuals to thrive. In contrast, government sector employees scored comparatively lower, especially on dimensions such as motivation and adaptability. This suggests that the rigid bureaucratic structure, limited incentives, and hierarchical processes in government offices may suppress the full expression and impact of emotional intelligence.

Despite these differences, the study found a positive correlation between emotional intelligence and productivity in both sectors, underlining the universal applicability of EI in enhancing workplace outcomes. Importantly, regression analysis revealed that over 50% of the variance in productivity could be explained by emotional intelligence, emphasizing its critical role as a predictor of work performance. This reinforces the idea that beyond technical competence or IQ, an employee's ability to understand and manage emotions significantly affects their effectiveness in the workplace.

The findings carry important theoretical and practical implications. Theoretically, the study affirms the models proposed by scholars such as Goleman, Salovey, and Mayer, who emphasized EI as central to workplace success. Practically, it provides organizations with a roadmap for enhancing employee performance. By incorporating emotional intelligence training into staff development, recruitment processes, and leadership coaching, both public and private institutions can unlock higher levels of productivity and employee satisfaction.

In conclusion, this study contributes to the growing body of knowledge on emotional intelligence in the

Indian workplace context. It emphasizes that investing in emotional skills is not a luxury, but a necessity for institutions aiming to compete in an increasingly human-centered and emotionally complex world. The government sector, in particular, stands to gain significantly from policies and practices that prioritize emotional development, motivation, and psychological well-being. As India's workforce evolves, emotional intelligence will play a decisive role in shaping not just individual careers, but also the future effectiveness of organizations and governance systems.

## 8. Suggestions

- **Introduce Emotional Intelligence Training Programs::** Both government and private organizations should implement EI development workshops to enhance employee self-awareness, empathy, communication skills, and emotional regulation.
- **Customize EI Strategies by Sector:** For government sector, focus on improving motivation and adaptability, which were found to be relatively lower.
- **For the private sector, emphasize sustaining EI practices in high-pressure environments to prevent emotional burnout.**
- **Integrate EI in Recruitment and Appraisal:** Emotional intelligence should be considered a key criterion in employee selection, appraisal, and promotion systems, especially in roles requiring leadership or teamwork.
- **Encourage a Supportive Work Environment:** Organizations should create emotionally supportive cultures that promote open communication, recognition, and emotional well-being to enhance productivity.
- **Further Research on Sector-Specific EI Components:** Future research could delve deeper into which specific EI dimensions (e.g., empathy, social skills) are most impactful in each sector to design targeted interventions.

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