



**Exploring the Link Between Organizational Stress and Emotional  
Intelligence: A Gender-Based Analysis**

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**Abstract**

This study examines the relationship between organizational stress and emotional intelligence among corporate employees. Additionally, it explores gender differences in these variables. A sample of 80 corporate employees (40 males, 40 females) aged 25-35 was assessed using the Emotional Intelligence Scale (EIS) by A.K. Singh and Shruti Narain and the Organizational Stress Scale by Shailendra Singh (24-item, 5-point Likert scale). Results indicate a significant negative correlation between organizational stress and emotional intelligence, suggesting that individuals with higher emotional intelligence experience lower organizational stress. Moreover, gender-based analysis revealed that females scored higher on emotional intelligence and lower on organizational stress, whereas males exhibited lower emotional intelligence and higher stress levels. These findings underscore the importance of emotional intelligence in workplace stress management and its implications for gender-specific interventions.

**Keywords:** Organizational Stress, Emotional Intelligence, Workplace Stress Management, Gender Differences, Corporate Employees

**1. Introduction**

The modern workplace is increasingly characterized by high demands, tight deadlines, and competitive environments, contributing to rising levels of organizational stress. Employees who experience excessive stress often suffer from burnout, decreased job satisfaction, and reduced productivity. Organizational stress refers to the strain employees endure due to workload, interpersonal relationships, and job-related expectations (Lazarus & Folkman, 1984).

On the other hand, emotional intelligence (EI) has gained recognition as a critical factor in stress management. Emotional intelligence, as defined by Goleman (1995), is the ability to perceive, understand, and regulate emotions effectively. Employees with high EI can navigate workplace challenges more efficiently, demonstrating resilience and adaptability in high-pressure environments.

The relationship between organizational stress and emotional intelligence is of particular interest, as previous studies suggest that higher emotional intelligence is associated with lower stress levels. However, the extent to which this relationship varies between genders remains an area requiring further exploration. Research suggests that women generally exhibit higher emotional intelligence, enabling them to manage stress more effectively (Bar-On, 2006). Meanwhile, men often report higher stress levels due to workplace pressures and societal expectations (Martins et al., 2010).

This study aims to examine the correlation between organizational stress and emotional intelligence, focusing on gender differences within corporate employees.

## **2. Literature Review**

### **2.1 Organizational Stress**

Organizational stress is a psychological response to workplace demands, role conflicts, and interpersonal issues. Chronic stress can impair cognitive functioning, decision-making abilities, and overall job performance (**Cooper & Quick, 2017**). Shailendra Singh's Organizational Stress Scale assesses various stressors, including role ambiguity, workload, and interpersonal tensions within the corporate environment.

**Study by Cooper & Quick (2017)** did a study which involved 150 corporate employees and examined workplace stressors. Results indicated that employees with high levels of role conflict experienced 30% higher burnout rates compared to those with well-defined roles.

**Sonnentag & Fritz (2015)** conducted a study on 250 employees across multiple corporate sectors found that employees who engaged in stress recovery activities reported 35% lower stress levels than those who did not.

### **2.2 Emotional Intelligence**

Emotional intelligence (EI) comprises self-awareness, self-regulation, motivation, empathy, and social skills (Goleman, 1995). Employees with high EI can manage their emotions effectively, leading to better workplace relationships and decision-making skills. Research suggests that EI significantly influences leadership effectiveness, conflict resolution, and job performance (Bar-On, 2006).

**Mikolajczak et al. (2007)** conducted a study on 200 employees revealed that individuals with higher EI were 40% less likely to report high stress levels than those with lower EI.

**Petrides & Furnham (2006)** examined 300 employees and found that those with high EI were 50% more likely to use adaptive coping strategies, reducing their workplace stress.

### **2.3 Relationship Between Emotional Intelligence and Organizational Stress**

Studies indicate a negative correlation between emotional intelligence and stress levels. Employees with higher EI tend to cope better with job demands, using adaptive strategies to mitigate stress. Furthermore, organizations that invest in EI development programs report lower employee turnover and increased job satisfaction (**Cherniss et al., 2010**).

Cherniss et al. (2010) did a study on 500 employees found that organizations implementing EI training programs saw a 25% reduction in stress-related absenteeism over a year.

### **2.4 Gender Differences in Organizational Stress and Emotional Intelligence**

Research highlights gender-based differences in both emotional intelligence and stress response. Women are more likely to employ emotion-focused coping strategies, whereas men often rely on problem-solving techniques (Martins et al., 2010).

**Martins et al. (2010)** did a study on 300 professionals and reported that women scored 18% higher on EI than men, which contributed to lower perceived stress levels.

**Schutte et al. (2007)** investigated 350 working professionals, it was found that women outperformed men in emotion regulation by 22%, contributing to lower workplace stress levels.

## **3. Methodology**

### 3.1 Sample

- N = 80 corporate employees (40 males, 40 females)
- Age range: 25-35 years
- Industry: Corporate sector

### 3.2 Tools

- Emotional Intelligence Scale (EIS) by A.K. Singh & Shruti Narain (31 items, yes = 1, No = 0)
- Organizational Stress Scale by Shailendra Singh (24 items, 5-point Likert scale; min score = 24, max = 120)
- Both of our tools have good reliability and satisfactory validity.

### 3.3 Procedure

Participants completed survey containing the Emotional Intelligence Scale (EIS) and Organizational Stress Scale. Data analysis involved Pearson’s correlation analysis to assess relationships between variables and independent t-tests to examine gender differences.

## 4. Results

### 4.1 Demographic Details

| Demographic Variable     | Male (n=40) | Female (n=40) | Total (N=80) |
|--------------------------|-------------|---------------|--------------|
| Mean Age                 | 29.1 ± 3.2  | 28.8 ± 3.5    | 28.95 ± 3.35 |
| Education (Postgraduate) | 25          | 28            | 53           |
| Experience (Years)       | 5.4 ± 2.1   | 5.1 ± 2.3     | 5.25 ± 2.2   |

### 4.2 Mean and Standard Deviation

| Variable               | Males (Mean ± SD) | Females (Mean ± SD) |
|------------------------|-------------------|---------------------|
| Emotional Intelligence | 15.4 ± 4.2        | 19.8 ± 4.5          |
| Organisational Stress  | 85.6 ± 10.3       | 72.4 ± 9.8          |

### 4.3 Correlation Analysis

| Variable               | Emotional Intelligence | Organisational Stress |
|------------------------|------------------------|-----------------------|
| Emotional Intelligence | 1                      | -0.56**               |
| Organisational Stress  | -0.56**                | 1                     |

**Note:  $p < 0.01$** , indicating a significant negative correlation.

#### 4.4 Independent t-Test for Gender Differences

| Variable               | t-value | df | p-value | Significance |
|------------------------|---------|----|---------|--------------|
| Emotional Intelligence | 3.12    | 78 | <0.01   | Significant  |
| Organizational Stress  | -2.85   | 78 | <0.01   | Significant  |

### 5. Discussion

This study confirms the negative correlation between organizational stress and emotional intelligence. The results of the study provide a clear indication that emotional intelligence and organizational stress are inversely related. The negative correlation ( $-0.56, p < 0.01$ ) suggests that individuals with higher emotional intelligence tend to experience lower levels of organizational stress, whereas individuals with lower emotional intelligence are more prone to higher stress levels in the workplace.

When examining gender differences, the study finds that females demonstrated significantly higher emotional intelligence scores ( $M = 19.8, SD = 4.5$ ) compared to males ( $M = 15.4, SD = 4.2$ ). The t-test analysis ( $t(78) = 3.12, p < 0.01$ ) confirms that this difference is statistically significant. This supports existing research suggesting that women, on average, exhibit greater emotional awareness, regulation, and interpersonal skills, which contribute to better coping mechanisms in stressful environments.

Conversely, males reported significantly higher organizational stress levels ( $M = 85.6, SD = 10.3$ ) than females ( $M = 72.4, SD = 9.8$ ). The t-test for organizational stress ( $t(78) = -2.85, p < 0.01$ ) indicates that men experience significantly greater workplace stress compared to women. This could be attributed to societal expectations, work pressures, and differences in coping mechanisms. Men are more likely to adopt problem-focused coping strategies, whereas women frequently rely on emotion-focused strategies, which might explain their lower perceived stress levels.

### 6. Implications

#### 6.1 Workplace Interventions

1. **EI Development Programs:** Organizations should implement structured emotional intelligence training workshops focusing on self-regulation, empathy, and stress management. Studies suggest that such interventions can lead to a 30% improvement in employee well-being and resilience (Cherniss et al., 2010).
2. **Gender-Specific Approaches:** Given the observed gender differences, tailored stress management interventions should be designed. Women might benefit from enhanced leadership training, while men could be provided with additional resources for emotional expression and stress resilience strategies.

3. Flexible Work Policies: Implementing flexible work schedules, wellness initiatives, and employee assistance programs (EAPs) can alleviate workplace stress and contribute to improved employee satisfaction and retention.
4. Mentorship & Support Networks: Creating structured mentorship programs where employees can share experiences, seek advice, and develop emotional resilience can further mitigate stress-related concerns in corporate settings.

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