PhD Dissertation

A Comparative Study of Emotional Intelligence, Decision-Making Styles and Job Performance of Men and Women Branch Managers of One Israeli Bank

Yaron Krauss

Tutor: Prof. Susan Karoliny

2007-2008
Pécs University
Faculty of Business Management

PhD Dissertation

A Comparative Study of Emotional Intelligence, Decision-Making Styles and Job Performance of Men and Women Branch Managers of One Israeli Bank

Yaron Krauss

Tutor: Prof. Susan Karoliny

2007-2008
# TABLE OF CONTENTS

I. INTRODUCTION: MANAGEMENT AND RELATIONSHIP SKILLS IN THE 21\textsuperscript{ST} CENTURY

II. LITERATURE SURVEY

A. Management, leadership and people-orientation
   A1. The nature of management
      A1.1. Functions of management
      A1.2. People management
      A1.3. Management development
      A1.4. Management and feedback mechanisms
   A2. Managerial styles
   A3. Management as leadership: The uses of power and control
   A4. Leadership styles

B. Management and emotional intelligence
   B1. The human factor in managerial skills
   B2. The evolvement of the concept and definitions of Emotional Intelligence
   B3. Research findings: Emotional Intelligence, leadership and successful management

C. Recent Trends in managerial decision making theory
   C1. The process of decision making
   C2. DM in relation to personal traits of the manager
   C3. From solo to team decision making

D. Management-employee relationship: Modern trends in decision-making models
   D1. Delegation
D2. Teamwork 46
D3. Employee involvement 48
D4. Empowerment 49
E. Gender and management studies 52
   E1. Career progress of women 52
   E2. Gender and leadership/management styles 54

III. RATIONALE AND AIM OF THE PRESENT RESEARCH 58

IV. METHODOLOGY 60
A. Sample 60
B. Procedure 60
C. Tools 61
   C1. Emotional intelligence 61
   C2. Decision making style 62
   C3. Job performance 63
   C4. Decoy questions 64
D. The study assumptions 65
E. The study hypotheses 65
F. Quantitative statistical testing of the hypotheses and of non-hypothesized age effect 66
G. Qualitative-textual analysis: Employees' and clients' feedback 66
H. Qualitative-textual analysis: DMS practices – the scenario question 67

V. RESULTS 68
A. Characteristics of the sample: Gender, age, experience 68
B. Means and SD scores of the research variables 70
C. Testing of the hypotheses 74
D. Additional statistical testing: Non-hypothesized relations between age and the research variables 82

E. Qualitative analysis: Attitudes towards clients' and employees' feedback 87
   E1. Distribution of the feedback replies according to degree of responsiveness 88
   E2. Textual analysis: Clients' feedback 89
   E3. Textual analysis: Employees' feedback 90

F. Qualitative analysis: Feedback and decision making practices 92

VI. DISCUSSION 95
A. Summary of the results against the background literature 95
B. Interactions between EI, DMS and JP in the whole sample 98
C. Gender and EI 100
D. Gender, EI and job performance 102
E. Gender, DMS and JP 105
F. Age effect 105

VII. Conclusions and recommendations for further research 107

BIBLIOGRAPHY 110

APPENDIX 1: Study Questionnaire 122
## List of Tables

<table>
<thead>
<tr>
<th>No.</th>
<th>Name of Table</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Means and standard deviation scores of emotional intelligence</td>
<td>71</td>
</tr>
<tr>
<td>2</td>
<td>Means and standard deviation scores of decision making styles</td>
<td>72</td>
</tr>
<tr>
<td>3</td>
<td>Means and standard deviation scores of job performance</td>
<td>73</td>
</tr>
<tr>
<td>4</td>
<td>Correlations between emotional intelligence and job performance for the whole sample (N=48)</td>
<td>75</td>
</tr>
<tr>
<td>5</td>
<td>Gender Pearson correlations between EI and JP</td>
<td>76</td>
</tr>
<tr>
<td>6</td>
<td>Pearson correlations between emotional intelligence and decision making styles</td>
<td>78</td>
</tr>
<tr>
<td>7</td>
<td>Gender Pearson correlations between emotional intelligence and decision-making styles</td>
<td>78</td>
</tr>
<tr>
<td>8</td>
<td>Means and standard deviation scores of EI according to age groups</td>
<td>83</td>
</tr>
<tr>
<td>9</td>
<td>Means and standard deviation scores of DMS according to age groups</td>
<td>83</td>
</tr>
<tr>
<td>10</td>
<td>Means and standard deviation scores of JP according to age groups</td>
<td>85</td>
</tr>
<tr>
<td>11</td>
<td>Categories and frequencies of replies to the DMS script</td>
<td>89</td>
</tr>
<tr>
<td>No.</td>
<td>Name of Figure</td>
<td>Page</td>
</tr>
<tr>
<td>-----</td>
<td>-------------------------------------------------------------------------------</td>
<td>------</td>
</tr>
<tr>
<td>1</td>
<td>The distribution of male and female subjects</td>
<td>68</td>
</tr>
<tr>
<td>2</td>
<td>Age distribution of the whole sample</td>
<td>69</td>
</tr>
<tr>
<td>3</td>
<td>The sample's distribution by experience on the job</td>
<td>70</td>
</tr>
<tr>
<td>4</td>
<td>Means of Emotional Intelligence measures among males and females</td>
<td>72</td>
</tr>
<tr>
<td>5</td>
<td>Means of Decision Making Styles among males and females</td>
<td>73</td>
</tr>
<tr>
<td>6</td>
<td>Means of Job Performance measures among males and females</td>
<td>74</td>
</tr>
<tr>
<td>7</td>
<td>Means of Emotional Intelligence dimensions according to age groups</td>
<td>83</td>
</tr>
<tr>
<td>8</td>
<td>Means of Decision Making Styles according to age groups</td>
<td>85</td>
</tr>
<tr>
<td>9</td>
<td>Means of Job Performance according to age groups</td>
<td>88</td>
</tr>
</tbody>
</table>