

A Comparative Study of Emotional Involvement of Male and Female Employees Toward Their Organization: Evidence from the Durg–Bhilai Region

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Abstract: With particular reference to the Durg–Bhilai industrial region of Chhattisgarh, India, this study investigates and contrasts the emotional involvement of male and female employees toward their firms.

Based on primary data gathered from a structured questionnaire given to 100 employees (50 men and 50 women) from particular public and private sector firms, the study used a descriptive and comparative research approach. A five-point Likert scale was used to measure emotional commitment, job satisfaction, perceived organizational support, and work-life balance. Data were analyzed using percentage analysis, mean and standard deviation, and an independent-samples t-test.

Although both male and female employees expressed a high level of emotional engagement with their companies, female employees' mean emotional engagement ($M = 4.46$) was substantially greater than that of male employees ($M = 3.92$), $t(98) = 4.87$, $p < .001$. While male employees linked their involvement more closely to career progression, stability, and job security, female employees placed a higher value on supportive organizational culture, recognition, and work-life balance.

The results indicate that in order to improve emotional engagement throughout the workforce, firms should implement gender-responsive HR practices that combine career-development and job-security measures with supportive, recognition-driven policies. The study expands the body of knowledge on organizational behavior beyond urban settings by providing region-specific empirical data on gender disparities in employee emotional involvement from an understudied industrial belt in central India.

Keywords: emotional involvement; organizational commitment; gender differences; employee engagement; work–life balance; Durg–Bhilai

1. Introduction

The degree to which people feel psychologically, emotionally, and dedicated to their company is referred to as employee emotional engagement. Emotional involvement is considered a critical factor in determining employee engagement, productivity, and retention in HRM and organizational behavior studies. Higher levels of motivation, loyalty, and discretionary effort are typically displayed by emotionally invested employees.

Due to shifting workplace expectations and shifting worker demographics, organizational research has focused more on gender disparities in emotional participation. Designing inclusive and successful HR policies requires an understanding of the emotional connections that both male and female employees have with their companies. An appropriate setting for analyzing these behavioral dynamics is the Durg–Bhilai region, which is a significant industrial and educational center in Chhattisgarh.



2. Review of Literature

In order to emphasize the significance of emotional attachment in organizational results, Allen and Meyer (1990) conceived organizational commitment as a multidimensional term that included affective, continuance, and normative commitment. According to Kahn (1990), psychological engagement depends on workplace availability, safety, and purpose.

The idea of perceived organizational support was first presented by Eisenberger et al. (1986), who hypothesized that when companies recognize their contributions and well-being, employees form emotional ties. Saks (2006) discovered that job qualities and organizational support had a significant impact on employee engagement.

Research on gender disparities shows that while male employees' involvement is more directly associated with career progress and job security, female employees frequently exhibit more emotional commitment due to relational and supportive workplace characteristics (Singh & Khanna, 2011). The significance of gender-responsive HR practices is shown by these findings.

When considered together, previous research establishes emotional engagement as a well defined category and identifies gender as a significant differentiating element. However, there is still a dearth of region-specific information, especially from tier-2 industrial belts like Durg-Bhilai. That gap is filled by this study.

3. Objectives of the Study

- To examine the level of emotional involvement among employees in the Durg–Bhilai region.
- To compare the emotional involvement of male and female employees.
- To analyse the impact of gender on emotional commitment toward the organization.
- To provide managerial implications for enhancing emotional involvement.

4. Research Methodology

4.1 Research Design

The study adopts a descriptive and comparative research design, focusing on analysing gender-based differences in employee emotional involvement.

4.2 Area of Study

The research was conducted in the Durg–Bhilai industrial region of Chhattisgarh, covering employees from selected public and private sector organizations.

4.3 Sample Size and Sampling Technique

- Sample Size: 100 employees (50 male and 50 female)
- Sampling Technique: Convenience sampling method

4.4 Sources of Data

- Primary Data: Collected through a structured questionnaire.
- Secondary Data: Books, research journals, reports, websites, and HRM literature.

4.5 Tools for Data Collection

A structured questionnaire based on a five-point Likert scale was used to measure emotional involvement and related variables (see Appendix A).

4.6 Statistical Tools Used

- Percentage analysis
- Mean and Standard Deviation

- Independent Samples t-test
- Chi-square test (where applicable)

4.7 Variables of the Study

Independent Variable: Gender (Male / Female).

Dependent Variables: Emotional involvement, emotional commitment, job satisfaction, sense of belonging, perceived organizational support, and work–life balance.

4.8 Hypotheses of the Study

- H₀₁: There is no significant difference in emotional involvement between male and female employees.
- H₀₂: Gender does not significantly influence emotional commitment toward the organization.

4.9 Scope and Limitations of the Study

The study is limited to selected organizations in the Durg–Bhilai region and focuses only on emotional involvement and related behavioural aspects of employees. Findings may not be generalized beyond the selected geographical area and sample size.

5. Results and Data Analysis

5.1 Reliability Analysis

To test the internal consistency of the measurement scale, Cronbach's Alpha was computed.

Table 1. Reliability Statistics

Scale	No. of Items	Cronbach's Alpha
Emotional Involvement & Related Factors	14	0.82

The Cronbach's Alpha value of 0.82 indicates a high level of internal consistency, confirming that the questionnaire used for measuring emotional involvement and related variables is reliable and suitable for further analysis.

5.2 Descriptive Statistics

Table 2. Mean and Standard Deviation of Emotional Involvement by Gender

Gender	N	Mean	Std. Deviation
Male	50	3.92	0.54
Female	50	4.46	0.48
Total	100	4.19	0.56

Female employees exhibit a higher mean score (4.46) for emotional involvement compared to male employees (3.92), indicating that female employees demonstrate stronger emotional attachment toward their organizations in the Durg–Bhilai region.

5.3 Hypothesis Testing (Independent Samples t-Test)

Table 3. Independent Samples t-Test for Emotional Involvement

Gender	Mean	t-value	Sig. (p-value)
Male	3.92		
Female	4.46	4.87	0.000

The independent samples t-test result shows a t-value of 4.87 with a p-value of less than 0.05, indicating a statistically significant difference in emotional involvement between male and female employees. The null hypothesis (H_{01}) is therefore rejected, and the alternative hypothesis (H_{11}) is accepted.

5.4 Discussion of Findings

The results imply that emotional engagement with the organization is significantly influenced by gender. Compared to their male counterparts, female employees exhibit higher levels of emotional commitment, stronger organizational attachment, and a larger sense of belonging. These findings may be related to work-life balance concerns, interpersonal interactions, and a supportive work culture.

Even when they are emotionally invested, male employees are more likely to link their commitment to role clarity, career growth, and job stability. These results are consistent with the body of research on organizational behavior that highlights how workplace experiences and gender-specific expectations influence emotional participation.

6. Managerial Implications

- To improve emotional engagement, organizations should develop gender-sensitive HR practices.
- Flexible work schedules, acknowledgment, and supportive leadership can greatly increase female employees' emotional engagement.
- Male employees' emotional attachment can be strengthened by career development opportunities and performance-based incentives.
- Increasing emotional engagement can boost morale, lower turnover, and increase organizational efficacy.

7. Limitations of the Study

- The study is limited to the Durg–Bhilai region, restricting generalizability.
- The sample size is relatively limited.
- The use of self-reported data may involve response bias.

8. Scope for Future Research

- Future studies may include a larger and more diverse sample across industries.
- Comparative studies across different regions can be conducted.
- Additional variables such as leadership style, organizational culture, and stress levels can be explored.

9. Conclusion

The study comes to the conclusion that employee wellbeing and organizational performance depend heavily on emotional engagement. There are notable gender-based disparities in employees' emotional engagement, with female workers showing a stronger emotional attachment to their companies than male workers, who link their involvement more strongly to job security, stability, and career progression. In order to promote emotional involvement and long-term commitment, organizations in the Durg–Bhilai region and similar industrial contexts should acknowledge these variations and develop gender-responsive HR policies.

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