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Introduction

A secure, safe and inclusive workplace is essential for high productivity in an organization. In the contemporary world of advancing technologies and changing environments, understanding the dynamics of gender differences, emotions and diversity is much important and crucial for a growing workplace environment. In this case, we are going to analyze and examine deeply the three case studies: Workplace Diversity and Inclusion (Andrew R. Grissom), Gender Differences in Personality Traits Across Cultures (Paul T. Costa Jr., Antonio Terracciano, and Robert R. McCrae), Emotion, Regulation, And Moral Development (Nancy Eisenberg). Each study provides us with the insights and general knowledge into how emotional intelligence, gender roles, and organizational practices affect interpersonal relationships and overall workplace culture.

The first case study, Workplace Diversity and Inclusion (Andrew R. Grissom) addresses the growing importance of diversity and inclusion in the workforce, highlighting the challenges and opportunities organizations face in creating equitable environments. The second case study, Gender Differences in Personality Traits Across Cultures (Paul T. Costa Jr., Antonio Terracciano, and Robert R. McCrae) examines gender differences in personality traits, revealing how cultural contexts shape these differences and their implications for workplace interactions using the specific facets of the Revised NEO Personality Inventory (NEO-PI-R; Costa & McCrae. 1992). Lastly, the last case study explores the intricate relationship between emotions, moral behavior, and regulation, emphasizing how emotions like guilt and empathy influence moral decision-making.

In this analysis, its main goal is to do comparisons and contrast the outcomes of these studies and also preset the relevant academic literature that supports their main themes and also respond to questions on the application of academic theory. This analysis will demonstrate the interconnectedness of emotional regulation, gender dynamics, and diversity initiatives in shaping effective and inclusive workplaces.

Case study overviews

Case 1:

The article on Workplace Diversity and Inclusion (Andrew R. Grissom) provides an examination of the ever-changing demographics in the labour force and the ongoing challenges of achieving true inclusion in the workplace. It highlights the expected addition of over 38 million new workers between 2016 and 2026, emphasizing the growing diversity in terms of age, race, and ethnicity (Grissom, 2018). Despite decades of efforts to combat discrimination, such as the Civil Rights Act of 1964, it shows there is still underrepresentation of women and minorities in leadership positions (Grissom, 2018). The article discusses the impact of movements like #MeToo on raising awareness about workplace discrimination and the importance of creating environments where all employees can thrive.

Case 2:

The second case study, Gender Differences in Personality Traits Across Cultures (Paul T. Costa Jr., Antonio Terracciano, and Robert R. McCrae) examines gender differences in personality traits, revealing how cultural contexts shape these differences and their implications for workplace interactions. It uses the specific facets of the Revised NEO Personality Inventory (NEO-PI-R; Costa & McCrae. 1992) which is an operationalization of the Five-Factor Model (FFM), which structures specific traits in terms of five broad factors. It is possible to summarize known gender differences in terms of the FFM.

Case 3:

The article "Emotion, Regulation, and Moral Development" by Nancy Eisenberg explores the intricate relationship between emotions, moral behavior, and emotional regulation. It discusses how moral emotions such as guilt, shame, and empathy significantly influence moral development and behavior. The author reviews research differentiating these self-conscious emotions, emphasizing that guilt typically motivates reparative actions, while shame may lead to avoidance and negative self-evaluation. The role of empathy-related responses, such as sympathy and personal distress, is also examined in relation to prosocial and antisocial behaviors. Additionally, the article addresses the development and socialization of these emotions, highlighting how individual differences in emotionality and regulation impact moral functioning. Overall, the work underscores the importance of understanding emotional influences on morality and the complexities of emotional regulation in shaping moral behavior (Eisenberg, 2000).

Comparative Analysis

Theme comparisons

Having studied and analyzed the three articles, several themes which are common emerges. These themes include: The significance of emotional intelligence, the impact of societal norms on behavior and also the necessity of fostering inclusive workplace environments. The case study on "Emotion, Regulation, and Moral Development" by Nancy Eisenberg focus on the emotional regulation as a critical factor of moral behavior. The article suggests that, people who can effectively manage their emotions are more likely to engage in prosocial actions. If we do a comparison between these them and the them that arises from the case study on Gender Differences in Personality Traits Across Cultures by (Paul T. Costa Jr., Antonio Terracciano, and Robert R. McCrae), it resonates very well which highlights how gender differences in personality traits can influence emotional responses and interpersonal interactions in the diverse workplace environment. So, in this case the main theme that resonate between the two articles is *"Emotional Intelligence"*.

Furthermore, doing a comparison between the themes that arises in the case study on Workplace Diversity and Inclusion (Andrew R. Grissom) and the case study on Gender Differences in Personality Traits Across Cultures by (Paul T. Costa Jr., Antonio Terracciano, and Robert R. McCrae), we see that both case studies underscore the role of societal expectations in shaping behaviors and attitudes. The study on gender differences shows that there is an impact brought about by the cultural context in which it affects the expression of personality traits. Looking further into the case study on Workplace Diversity and Inclusion, the article emphasizes on the need for organizations to challenge the traditional norms to create and inclusive workplace environment and cultures. By doing so, organizations can better support their employees' emotional well-being and promote equitable practices in the diverse workplace environment.

Therefore, having compared the three articles, we can see that everything resonates within the theme of "Emotional Intelligence". The emotional intelligence is only affected by factors shown by the in the three articles. Ultimately, these case studies collectively advocate for a deeper understanding of emotional intelligence and the necessity of creating supportive environments that embrace diversity and challenge societal norms, thereby fostering a culture of inclusivity and moral engagement. Emotions in workplace settings and emotional intelligence are hot topics in management today. Leading business journals such as Fortune and Harvard Business Review have featured articles on emotional intelligence. But there is more to emotions in the workplace than just emotional intelligence. ([Neal M. Ashkanasy](#) and [Catherine S. Daus](#))

Furthermore, EI is built on the foundation of three complimentary competency modules, namely, psychological, social, and pragmatic. There is also a grave and unavoidable relation of virtual experience and EI. Interestingly, virtual experience and EI have a core relation with personality traits principally. Talking about personality traits, personality is the set of thoughts ([Back and Kandler, 2020](#)), attitudes, and emotional attributes ([Markiewicz et al., 2020](#)), which bonds to social actions that create influential environment. Personality is a significant determinant of life outcomes ([Almlund et al., 2011](#)) and traits of personality can be evaluated while probing the academic performance eventually.

Contrasts on the three articles

While we have seen that the three articles, share a common theme on “*Emotional Intelligence*” there are also contrasting outcomes with regards to the impact of emotional intelligence and more so the implications of emotional regulation and gender differences. The case study on "Emotion, Regulation, and Moral Development" suggests that higher emotional intelligence leads to more ethical decision-making and moral behavior, indicating a direct correlation between emotional awareness and positive outcomes. In contrast, the article on Gender Differences in Personality Traits Across Cultures reveals that while women may exhibit higher emotional sensitivity, this does not always translate into greater assertiveness or leadership effectiveness in traditional workplace settings.

As per Chomsky's keen observation unfolds daily as organizational scientists and practitioners grapple with why good people (and organizations) often do bad things. Numerous formerly respected executives of companies such as Tyco, WorldCom, and Enron made unethical decisions that derailed their own careers, as well as their organizations (see Kramer, 2003). For example, former United Way of America President, William Aramony, was, for many years, considered to be a model leader in the nonprofit sector before his poor decisions tarnished the reputation of one of the world's most respected charities (Ciulla, 2004; Riggio, Bass, & Orr, 2004). America's domestic icon, Martha Stewart, has been convicted of insider trading. If one listens to some of the recent exposés about the corporate ethics crisis in the United States, it may get worse before it gets better (e.g., Sloan, 2003). No doubt, ethics researchers will continue to struggle with this conundrum for years to come. Central to this struggle is the conflict between a person and his/her environment. Clearly, the study of ethical decision-making is complex and involves an interaction between individual, situational, and issue-contingent factors.

Moreover, the article on Workplace Diversity and Inclusion (Andrew R. Grissom) highlights that despite progress in diversity initiatives, systemic barriers still exist that hinder the full participation of marginalized groups. This disparity suggests that emotional regulation alone is insufficient for creating inclusive environments; organizations must also address structural inequalities and biases that perpetuate exclusion. Thus, while emotional intelligence can enhance individual moral behavior, broader organizational changes are necessary to ensure that all employees can thrive. Despite numerous studies and volumes of literature and investments of time and money, Diversity, Equity, and Inclusion remained a problem for many organizations (Deloitte, 2021; Weber, 2020). Some people leader managers find it challenging to lead diverse teams because of varying perspectives, cultures, and norms (Bawany, 2018). The composition of these diverse teams can reflect different racial groups, genders, and multiple generational cohorts.

Theoretical application of the findings and outcomes from the articles

The themes and findings from these case studies can be analyzed through several academic theories. For instance, the social identity theory is an interactionist social psychological theory of the role of self-conception and associated cognitive processes and social beliefs in group processes and intergroup relations. Originally introduced in the 1970s primarily as an account of intergroup relations, it was significantly developed at the start of the 1980s as a general account of group processes and the nature of the social group (Abrams, D., & Hogg, M. A. (1988)). Since then, social identity theory has been significantly extended through a range of sub-theories that focus on social influence and group norms, leadership within and between groups, self-enhancement and uncertainty reduction motivations, deindividuation and collective behavior, social mobilization and protest, and marginalization and deviance within groups. The theory has also been applied and developed to explain organizational phenomena and the dynamics of language and speech style as identity symbols. It provides a relatively comprehensive and accessible overview of social identity theory, with an emphasis on its analysis of intergroup conflict. This theory provides a framework for understanding how individuals' group affiliations influence their behaviors and interactions in diverse environments. This theory can be applied to the gender differences study, as it explains how societal norms and expectations shape personality traits and influence workplace dynamics.

Additionally, many people have expressed opinions about the scientific viability of emotional intelligence (EI). EI has been said to matter twice as much as IQ (Goleman, 1998, p. 31). Yet, it has been labeled an "elusive concept" (Davies, Stankov, & Roberts, 1998, p. 989). It has also, according to some, "proven resistant to adequate measurement" (Becker, 2003, p. 194). Others have claimed that a "considerable body of research" suggests that EI provides the basis for competencies important in "almost any job" (Cherniss, 2000, p. 10). But, "EI appears to be more myth than science" (Matthews, Zeidner, & Roberts, 2002, p. 547). The study of EI even raises the question of whether there can be too many intelligences (Holland & Sternberg, 2000). EI from this theoretical perspective refers specifically to the intersection of intelligence and emotion (e.g., Ciarrochi, Chan, & Caputi, 2000; Mayer & Salovey, 1997; Roberts, Zeidner, & Matthews, 2001). Here, one finds no unusual claims for the potency of EI; quite the contrary, researchers seek to expose popular claims as unfounded, given the evidence thus far (e.g., Davies et al., 1998; Mayer, 1999; Mayer, Salovey, & Caruso, 2000b). Our own research, and that of many other researchers, fits within these bounds. Emotional Intelligence Theory is relevant to the case study on "Emotion, Regulation, and Moral Development", as it underscores the importance of emotional regulation in moral decision-making. Individuals with high emotional intelligence are better equipped to navigate moral dilemmas and foster positive relationships, which is essential in diverse workplaces.

Social role theory originated as an effort to understand the causes of sex differences and similarities in social behavior. In the 1980s when the theory emerged, many research psychologists had begun to use meta-analytic methods to aggregate research findings bearing on the issue of whether female and male behavior differs (Eagly, 1987). These researchers had to come to terms with the persisting presence of differences in these data. Although these differences were typically not large (Eagly, 1995, 1997a; Hyde, 1996), they were often large enough to be consequential, particularly in view of the substantial cumulative impact that small differences can have if repeatedly enacted over a period of time (Abelson, 1985; Martell, Lane, & Emrich, 1995). By applying these theories, organizations can better understand the complexities of emotional regulation, gender differences, and diversity, enabling them to implement more effective strategies for promoting inclusivity.

Literature review

There exists supporting literature on the significance of emotional intelligence in moral behavior. According to (Athota, V. S., O'Connor, P. J., & Jackson, C. (2009)) they investigated the potential role of Emotional Intelligence (EI) in Moral Reasoning (MR). They took a sample of 131 undergraduate students who then completed a battery of psychological tests, which included measures of Emotional Intelligence, Moral Reasoning and the Big Five dimensions of personality. Results demonstrated support for a proposed model of the relationship between Emotional Intelligence, personality and Moral Reasoning. Specifically, Emotional Intelligence was found to be a significant predictor of four of the Big Five personality dimensions (Extraversion, Openness, Neuroticism, Agreeableness), which in turn were significant predictors of Moral Reasoning. These results have important implications in regards to our current understanding of the relationships between Emotional Intelligence, Moral Reasoning and personality. This literature supports the notion that emotional regulation is crucial for fostering moral development and positive workplace interactions.

In addition, there are also studies that support the Gender Differences in Personality Traits Across Cultures. Studies have shown that personality traits are influenced by cultural norms and expectations. Results from different studies and meta-analyses have indicated personality differences amongst genders (Feingold, 1994; Hegelson, 2015; Wetzel, Bohnke, Carstensen, Ziegler, & Ostendorf, 2013). Feingold's (1994) seminal meta-analysis found that men scored higher on assertiveness than women. Women scored higher on anxiety and trust. More recent studies have continued to show gender differences within responses on personality inventories (Grijalva et al., 2015; Wetzel et al., 2013). With these results, a considerable amount of research has focused on understanding these score differences. This literature reinforces the idea that societal context plays a significant role in shaping personality traits, with implications for workplace dynamics.

Despite the fact we have substantial evidence on the supporting literature, we also have contrasting literature, research has been done to identify particular contexts when EI does not appear helpful, and even deleterious to a person, or those they have contact with, suggesting there is a "dark" side to the construct. For instance, high levels of EI conferred vulnerability for internalizing symptoms in adults facing chronic stress (Ciarrochi et al., 2002), whilst in occupational settings, EI was used as a tool for emotional manipulation of others (Côté et al., 2011). The concept of dark traits and abilities is not new. There is a rich literature examining prototypically negative personality traits—Machiavellianism; Psychopathy; Narcissism which are characterized by callous and manipulative behaviors and frequently linked to nefarious antisocial outcomes (Furnham et al., 2013). Grant and Schwartz (2011) postulate even prototypically positive skills and virtues, e.g., loyalty and empathy, can have decreasing returns at increasing levels—at very high levels.

Lessons Learnt/Insights gained

1. The first case study on Workplace Diversity and Inclusion (Andrew R. Grissom), I have learnt about the importance of organizations to foster diversity and inclusion. In this case, organizations to create inclusive cultures and especially as demographic shifts occur in the workforce. Also, I have learnt that systemic barriers prevent the equitable representation of women and minorities in

the positions of leadership. I have also learnt about the big impacts brought about by movements. For example, the #Me Too movement in the article.

2. In the second case study on Gender Differences in Personality Traits Across Cultures (Paul T. Costa Jr., Antonio Terracciano, and Robert R. McCrae), the article reveals that gender differences in personality traits are shaped significantly by cultural contexts. It is evident from the article that Women tend to score higher in traits like Agreeableness and Neuroticism, while men score higher in Assertiveness. These findings highlight the importance of understanding how societal norms influence behavior, which can affect team dynamics and leadership roles.
3. Lastly, in the last article on "Emotion, Regulation, and Moral Development" by Nancy Eisenberg, I have learnt and gained insights on the critical role of Emotional Intelligence. The articles have relayed out clearly that people with high EI have the high capacity to deal and manage their emotions like guilt and shame. Despite the fact some scholars argue differently, I have learnt fostering emotional awareness can lead to better ethical decision-making in the workplace environment.

How to use the knowledge gain /within an organization

Having done this critical analysis, I have gained substantial and extensive knowledge to use within an organization. For instance, with the knowledge on diversity and inclusion, I will develop strategies that foster diversity and inclusion in a workplace environment. These strategies include: revising the hiring practices, promoting diversity in leadership positions.

Additionally, on matters gender differences and personality traits across cultures, fostering on understanding of gender differences in personality traits among employees. This can be achieved by organizing trainings and workshops to discuss and help the team recognize the existing differences and promote diverse communication among the workmates.

Lastly, I will perform continuous assessments on the impact of the strategies implemented to improve diversity and inclusion and promote emotional intelligence among employees. Also getting feedbacks will help in improving the strategies that have been set. In case the strategies set are not working, then improvement will be done to make sure we achieve the intended purpose.

Conclusion

In conclusion, we have evident that in the three articles, they are all interconnected on "*Emotional Intelligence*" we have also evident the interconnectedness of emotional regulation, gender differences, and workplace diversity in shaping effective and inclusive environments. The findings from the three case studies underscore the importance of emotional intelligence in moral behavior and the impact of societal norms on personality traits. As organizations navigate the complexities of a diverse workforce, understanding these dynamics is essential for fostering inclusive cultures that empower all employees.

Going forward, moving forward, organizations must prioritize emotional intelligence training and actively address gender disparities to create equitable workplaces. By implementing comprehensive diversity and inclusion initiatives, organizations can not only enhance employee satisfaction but also drive innovation and success.

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