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Management of Social Intelligence as an Element of Ensuring Personnel Security of the Enterprise: Gender Aspect



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ABSTRACT

*Gender diversity and awareness of its impact on the effectiveness of management decisions contribute to creating a strong corporate environment, improving team cooperation, and increasing the organization's competitiveness in the modern market. Social intelligence, as one of the key factors affecting team unity, adaptability, and professional competence of employees, requires a deeper analysis of gender specifics. This research aimed to study the gender aspect in the management of social intelligence and its impact on the personnel security of the enterprise, in particular, loyalty and staff engagement. The research found a statistically significant ($p \leq 0.001^{***}$) moderate positive relationship between social intelligence and staff engagement. This indicates the importance of social intelligence for integrating employees into work processes and their effective interaction with colleagues. A statistically significant ($p \leq 0.001^{***}$) moderate*

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positive relationship between social intelligence and staff loyalty was also established, which highlights the importance of social intelligence as a factor associated with personnel security in the enterprise. The research results prove a higher correlation on the Chaddock scale between social intelligence and engagement among men (0.513) compared to women (0.449). In the context of staff loyalty, a higher correlation was found between social intelligence and loyalty among men (0.484) compared to women (0.370). The research results indicate the need to implement gender-oriented approaches in HR strategies aimed at developing social intelligence, which positively impacts team productivity, staff loyalty, and overall sustainability of enterprises. Men should be given opportunities to improve their social skills through participation in communication and leadership training. On the other hand, women should be supported in developing their ability to process social information by engaging in processes that require analysing interpersonal relationships and making decisions in a social context.

KEYWORDS: *social intelligence, personnel security, social skills, corporate culture, gender diversity, loyalty, engagement, personnel management*

Introduction

Despite the active introduction of artificial intelligence technologies, people remain at the center of any organization's functioning. An important task of HR policy is to create conditions for the full disclosure of employees' professional and creative abilities, which is a strategic focus of HR departments. This implies the implementation of effective mechanisms to ensure personnel security, which is the basis for the economic stability of the enterprise, depending on many elements, including the level of employee trust and their integration into the corporate community. The gender aspect plays an important role in this process, as diversity in the team promotes an atmosphere of harmony and mutual understanding, which is the basis for the stability of human resources (Bazán & Camino, 2024). It was found that men and women have different leadership styles, as the former focus on goals related to economic growth and immediate business results, while the latter often take a long-term view, focusing on sustainable growth rather than short-term gains (Kapse et al., 2024). There is also a gender difference in financial involvement, which can affect the specifics of material motivation (Antonijević et al., 2022). Personnel loyalty is formed based on their internal beliefs, moral values, and ethical norms, while the level of employee engagement in the company's life depends on the

management's efforts to adapt them to the values of the organisation (Zhukovska et al., 2024). Ensuring enterprise security is possible only if a comprehensive approach is used, including special measures, tools, and methods. In this context, personnel security is considered a multifaceted process covering social and labour relations between all participants: employers, employees, state structures, and public organisations. Its goal is to reduce the negative impact of internal and external factors on the activities of enterprises (Korauš et al., 2017).

Gender balance is given special attention in the modern world, as equal representation of men and women in the team contributes to balanced management decisions, strengthening of corporate culture, and increasing labour efficiency (Herbinu & Yupono, 2022). Proper application of various methods of personnel management allows an enterprise not only to avoid risks, but also to develop dynamically in a changing environment

Gender-specific social intelligence management involves considering the individual characteristics of men and women in perceiving, processing, and using social information (Rotich & Maket, 2023). This allows us to not only reveal the potential of each employee but also create a more stable and cohesive team. The main focus is on the influence of factors such as moral and ethical principles, psychological resilience, cultural sensitivity, and gender equality among staff (Barreiro & Treglown, 2020). Training employees to manage their emotions and empathy, taking into account cultural and gender differences, is a key step in building a socio-intellectual base that guarantees the stable operation of the enterprise and its development in the long term (Ivashkevych & Spivak, 2023).

This research is based on the hypothesis that the employees' level of social intelligence (SI) significantly affects their loyalty to the organisation and the degree of engagement in joint activities. This assumption is based on previous successful scientific studies that showed a statistically significant relationship between social intelligence and socially important qualities such as loyalty, the desire for personal development, and involvement in social or political spheres (Palaščáková et al., 2023). The analysis of these factors provides a better understanding of the gender distribution of social intelligence, as men and women may have specific differences in perception and interaction in social situations. If social intelligence is proven to have a direct impact on the level of employee loyalty and engagement, this will create opportunities for developing practical tools that HR departments can apply in their work.

For example, it is important to consider that various approaches to employee adaptation may be influenced by a range of factors, including but not limited to gender, which can affect teamwork dynamics. Research suggests that individuals may display varying levels of empathy or strategic thinking depending on their unique experiences and contexts. It is also possible that these traits may be associated with gender characteristics. (Prakash et al., 2023).

It is encouraging that research on emotional intelligence, a related area to social intelligence, found a significant positive impact on employee engagement (Nurjanah & Indawati, 2021). In our research, we decided to test not only the dependence of social intelligence on engagement, but also its impact on loyalty, taking into account gender specifics.

The results of our work will make it possible to develop recommendations for companies wishing to improve their personnel security. These may include gender-balanced HR strategies that incorporate the specifics of the social intelligence of men and women. Successful management of social intelligence in the gender context will become an important tool for improving team effectiveness and strengthening corporate culture, as well as ensuring the economic stability of the enterprise.

Literature Review

Employee loyalty and active engagement are key issues for HR professionals and academics, who emphasise that these factors can be crucial for a company's financial success and economic stability (Milhem et al., 2019). High levels of staff engagement contribute to both individual (e.g., commitment, positive behaviour) and organisational outcomes (increased profitability, increased customer satisfaction). Research shows that individual characteristics of employees influence their willingness to be actively engaged at work (Barreiro & Treglown, 2020). Employees who demonstrate high levels of engagement typically have three main traits: energy, commitment, and dedication (Sanwal & Sareen, 2023).

Effective management of social intelligence in a team involves creating conditions that promote employee motivation (Sun & Bunchapattanasakda, 2019). These conditions can be categorised into three main groups:

- Individual aspects: physical energy level, self-awareness.
- Organisational factors: leadership style, reward system.

- Job specifics: working conditions, type of tasks.

The gender approach and social intelligence are closely related, as gender mainstreaming in work contributes to effective communication and mutual understanding between employees (Dazel, 2013). The development of social intelligence allows better adaptation to the specific needs of different groups and the creation of a harmonious environment that considers each person's characteristics (Liadskyi & Diadyk, 2023 b).

Therefore, these two aspects are key to ensuring the personnel security of an enterprise. Social intelligence has a significant socio-cultural significance that goes far beyond business (Katou et al., 2021). Focusing on the formation of social intelligence from childhood, as well as its further development during studies at educational institutions such as schools, colleges or universities, will help to shape not only responsible and committed employees for public and private institutions, but also conscious citizens capable of defending their state and its interests (Avlaev, 2021).

Among the effective and quick methods for assessing social intelligence, the TROMSØ test developed by Norwegian scientists (Silvera et al., 2001), which identifies three basic components of social intelligence, has gained popularity:

- Social awareness (SA).
- Social information processing (SP);
- Social skills (SS).

The components of social intelligence listed above cover different aspects of a person: susceptibility to external factors, the ability to build an effective communication strategy, and knowledge of the necessary norms, rules, and traditions (Boyatzis et al., 2020). Processing social information is important for career growth and gaining a dominant position in the team (Cooke, 2017; Mast et al., 2020), as it enables a better choice of the right communication strategies. Social skills increase the effectiveness of interaction with others, including maintaining a positive workplace atmosphere (Soto et al., 2024), overcoming conflicts and misunderstandings that can affect employee loyalty (Breil et al., 2022). Social awareness helps a modern person to adapt to the current challenges (Gupta et al., 2021), particularly the digitalisation of the workplace (Ye et al., 2019). All these components of social intelligence, along with other personality traits, significantly impact a person's future achievements, which is why their development should begin in childhood (Soto, 2019). Gender-specific

characteristics should be taken into account in social intelligence education to avoid stereotypes and ensure equal opportunities for socialisation.

The level of staff engagement can be measured using the Gallup Q12 model, a popular tool that assesses this parameter using 12 key questions. This approach has already been used by more than 2.7 million employees from more than 100,000 teams worldwide, covering more than 50 industries (according to the official Gallup.com website). Thanks to this huge amount of data, the company was able to determine the motivation level of employees in different organisations. According to the research, only 26% of employees in the United States are genuinely engaged in the work process and actively contribute to the success of companies, while more than half only formally fulfil their duties, and 19% even create obstacles to the functioning of enterprises (Hastuti, 2022).

Loyalty is another key component in ensuring the personnel security of an organisation, along with staff engagement. The issues of loyalty formation, its manifestations, and impact are of interest to researchers from different fields of knowledge, such as management, psychology, marketing research, sociology, and even jurisprudence (Markina et al., 2018). Loyal employees have a responsible attitude to work, value their positions, strive to achieve high results, grow professionally, and contribute to creating a favourable atmosphere in the team. Such employees motivate their colleagues to fulfil their duties, show patience in crises, and are ready to support the management in making difficult but necessary decisions (Glova & Andrejovská, 2022).

Employee loyalty can be measured using a model developed by researchers Mykyta Nazarov and Zhang Haoyu. They compiled it comprehensively by combining three questionnaires of prominent scientists, namely: L. Porter (Organisational Commitment Questionnaire (OCQ)), J. Meyer and N. Allen (Organisational Commitment Scale (OCS-93)), and K. Kharsky (Nazarov & Zhang, 2015).

Scientists argue that the level of employee engagement and loyalty is shaped by many factors that can be both internal and external (Noviana & Manafe, 2019). The research analysis (Eketu & Ogbu, 2019; Nurjanah & Indawati, 2021; Develi et al., 2022) suggests that the level of social intelligence and the ability to emotionally adapt play an important role among the individual characteristics of an employee.

Data and Methods

The survey was conducted from 2024 to 2025 on a sample of employees of the enterprise LLC KVF ROMA and the company TERRA of Pervomayskiy city, Kharkiv region, as well as employees of the SPAR retail chain in Poltava, a total of 136 people aged 18 to 67 years, with a gender distribution of 105 women and 31 men. Different positions were also covered, particularly Lower-, Middle-, and TOP-management, which allowed us to systematize the various factors influencing staff loyalty and engagement.

In conducting our study on employee loyalty and engagement, we recognize certain limitations that may influence the interpretation of our findings. The sample of 136 participants, while providing valuable insights, exhibits a notable gender skew (77% women). This disparity may impact the robustness of gender comparisons, highlighting the need for caution in drawing broad conclusions regarding gender differences in social skills and loyalty.

Additionally, the data were gathered from a specific national context in Ukraine. While this focused approach allows for an in-depth exploration of the unique factors influencing employee experiences within these organizations, it may limit the generalizability of our findings to other settings or industries.

We believe that acknowledging these aspects enhances the integrity of our research. Future investigations could benefit from a larger and more diverse sample that includes a broader range of organizational contexts and a balanced gender representation. By doing so, we can further enrich our understanding of the dynamics at play in employee loyalty and engagement and contribute to a more comprehensive discourse in this field.

The research used the standard model of the TROMSØ test, which consists of 21 questions distributed among the three basic components of social intelligence. In order not to overload respondents with the same type of questions, they were given in a different order rather than sequentially for each block (Tables 1-3). Each answer was rated by the respondent on a scale from 1 to 7, where the first mark corresponds to the statement “Not at all about me”, and the seventh mark corresponds to “Completely about me.”

Table 1: Test questions TROMSØ

Question number	Question
Block 1. Social information processing	
1.	"I can predict the behaviour of other people".
3.	"I know how other people will feel after my actions".
6.	"I understand other people's feelings".
9.	"I understand other people's desires".
14.	"I can often understand what others want without asking them".
17.	"I can predict how others will react to my behaviour".
19.	"I can often tell what others mean by their facial expressions, body language, and expressions".
Block 2. Social skills	
4.	<i>"I often feel insecure around new people I don't know".</i>
7.	"I can easily adapt to different social situations".
10.	"I quickly find my way around new situations and meet new people".
12.	<i>"I find it difficult to establish relationships with other people".</i>
15.	<i>"It takes me a long time to understand other people well".</i>
18.	<i>"I am good at choosing the right words when talking to new people".</i>
20.	<i>"I find it important to find an interesting topic to talk about".</i>
Block 3. Social awareness	
2.	"I often feel that it is difficult for me to understand other people's choices".
5.	"People often surprise me with their actions".
8.	"Other people get angry with me, but I do not know why".
11.	"People often get angry or annoyed when I say what I think".
13.	"I find people unpredictable".
16.	"I often offend others without realising it".
21.	"I am often surprised by the reaction of others to what I do".

Source: own processing

Staff engagement was determined using the Gallup Q12 test, which consists of 12 questions that measure four areas: basic needs, individual potential, teamwork, and corporate development (Escobar-Olguín et al., 2024). The questions of the Gallup Q12 test are listed in Table 2. To align with the TROMSØ test responses, we also implemented a rating scale from 1 to 7, where the first mark corresponds to the statement "Not at all about me", and the seventh mark corresponds to "Completely about me."

Table 2: Test questions Gallup Q12

Question number	Question
Block 1. Basic Needs	
1.	Do you know what your employer expects from you?
2.	Do you have the materials and tools you need to do a good job?
Block 2. Individual contribution	
3.	Do you have the opportunity to do what you do best every day?
4.	In the last seven days, have you received any recognition or praise for a job well done?
5.	Do you feel that your manager or someone at work cares about you as a person?
6.	Does anyone at work contribute to your development?
Block 3. Teamwork	
7.	Is your opinion taken into account?
8.	Does your company's mission and purpose make you feel that your work is important?
9.	Do your colleagues feel they must do their job well?
10.	Do you have a best friend at work?
Block 4. Growth	
11.	In the last six months, has anyone at work talked to you about your successes?
12.	In the past year, have you had opportunities to learn and grow at work?

Source: own processing

Employee loyalty was determined using the model developed by researchers Mykyta Nazarov and Zhang Haoyu (Nazarov & Zhang, 2015). The questionnaire includes 15 questions that allow us to assess loyalty in four key areas: a) attitude to the organization; b) loyalty, patriotism; c) attitude to HR policy; d) hidden "turnover", misadaptation (Table 3).

To align the results with the Mykyta Nazarov - Zhang Haoyu and TROMSØ tests, we also introduced a rating scale from 1 to 7, where the first mark corresponds to the statement "Not at all about me", and the seventh mark corresponds to "Completely about me". An anonymous online survey was conducted using a questionnaire created in a Google Form. The research results were interpreted in Microsoft Excel. The relationship between the two variables was established using the Spearman rank correlation coefficient, according to the recommendations of V.F. Bosniuk

(2020), where the independent variable X is social intelligence and its components, and the dependent variable Y is resistance to bullying and mobbing. The interpretation of correlation results was conducted according to the recommendations of U. Turan (2020) using the Chaddock's scale, which allows to determine the strength of the relationship between two variables: 0.1-0.3 – weak; 0.3-0.5 – moderate; 0.5-0.7 – average; 0.7-0.9 – strong; 0.9-1.0 – very strong.

Table 3: Test questions by Mykyta Nazarov and Zhang Haoyu

Question number	Question
Block 1. Attitude to the organisation	
1.	I am ready to do more than is expected of me to make my company thrive and grow.
2.	I always tell my friends that I work for a great company.
6.	I am proud to tell others that I am part of this organisation.
10.	I am very glad that I chose this organisation when I was looking for a job and considering other offers.
13.	I really care about the welfare of the company.
14.	For me, this is the best organisation I could work for.
Block 2. Loyalty and patriotism	
3.	I am not very loyal to the organisation.
4.	I will accept almost any assignment to stay with the company.
9.	Very little change in my circumstances would be required for me to leave the organisation.
Block 3. Attitude to HR policy	
5.	I believe that my values and those of my organisation are very similar
8.	My organisation inspires me to do my best work.
12.	In many cases, I disagree with the main policies of the organisation regarding personnel.
Block 4. Hidden “turnover” and misadaptation	
7.	I would be just as happy to work for any other organisation if I could do this kind of work.
11.	It is not worth staying in one company for a long time.
15.	The decision to start working in this organisation was definitely my mistake.

Source: own processing

The main scientific hypotheses were three assumptions regarding the gender-specific effects of social intelligence on employee loyalty and engagement. The first hypothesis is that women with high levels of social intelligence demonstrate greater engagement in collective activities and support for corporate culture than men. This may be due to their inclination to empathy and ability to better understand the needs of their colleagues.

The second hypothesis emphasises that social intelligence and its components have a stronger impact on loyalty among men than among women. This difference may be related to social roles and expectations shaping workplace behaviours.

The third hypothesis suggests that more active employee engagement policies increase loyalty equally among men and women. Strategic initiatives aimed at improving working conditions make employees feel more comfortable and valued by the company, which positively affects their motivation and satisfaction regardless of gender.

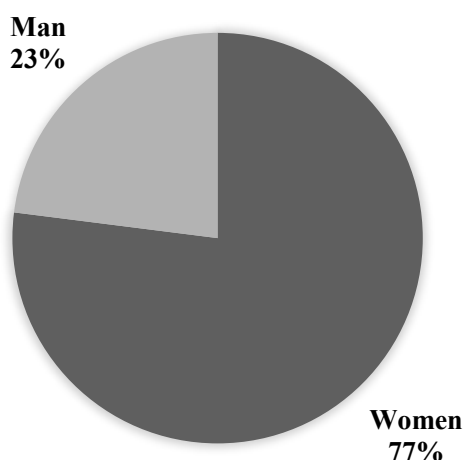
These assumptions form the basis for further research aimed at improving human resource management through developing social intelligence and considering gender differences.

Results and Discussion

The research revealed a gender imbalance in the food trade: 77 percent of respondents were women, while only 23 percent were men. This predominance of the female audience is possibly due to the specifics of professional employment (Diagram 1). However, it is important to consider not only structural factors but also the role of social intelligence, which is often seen as a key competence in this sector. This aspect is important to be analysed as it may affect employment outcomes. This trend may indicate a gender difference in career trajectories. Top management remains less accessible to women, indicating a gender imbalance in access to leadership positions (Diagrams 2 and 3), although social intelligence remains a critical factor for managers. The age analysis showed that most respondents belong to the group of 30-50 years old, which is the most professionally active. Younger and older age categories are represented to a lesser extent, probably due to the specifics of employment and the level of professional experience (Diagram 4). It is worth noting that social intelligence, as the ability to adapt, support teamwork, and resolve conflicts, can be developed through experience and plays an important role in career development. The

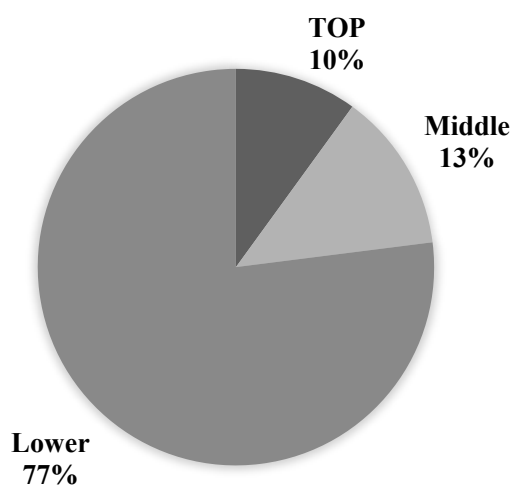
research results highlight gender and job disparities and age-specific labour market characteristics, which provide a foundation for further analysis of gender challenges, social intelligence development, and career prospects.

Figure 1: Gender distribution of survey participants



Source: Own processing

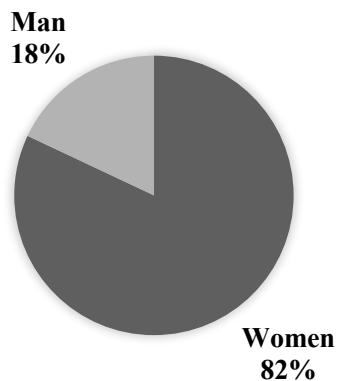
Figure 2: Distribution of survey participants by position



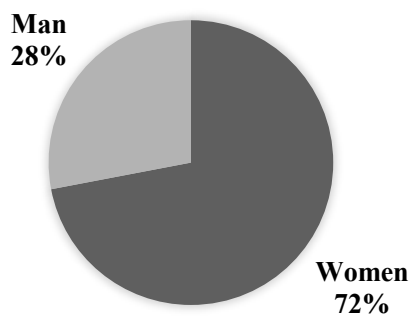
Source: Own processing

Figure 3: Gender distribution of employees by positions:

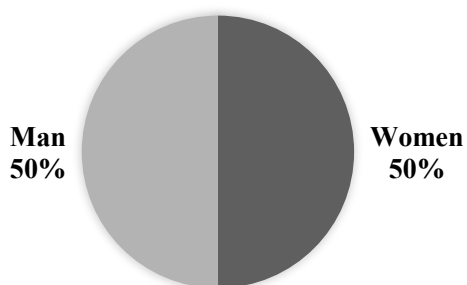
LOWER-MANAGEMENT



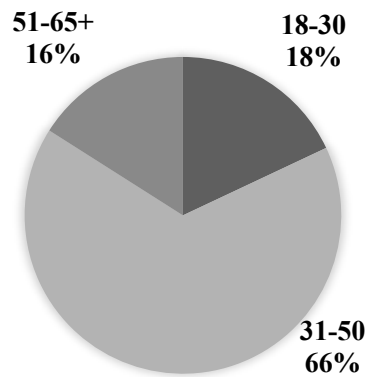
MIDDLE-MANAGEMENT



TOP-management



Source: Own processing

Figure 4: Age distribution of survey participants*Source: own processing*

The research revealed that the level of social intelligence of female and male participants did not differ and showed an average score of 5 points (Table 4), which confirms our previous research, which found that men and women do not have significant differences in this trait (Palaščáková et al., 2023). Also, gender differences in engagement levels were not found, which can be explained by the influence of external factors related to corporate culture and social responsibility of the company, which are almost equally perceived by both genders. On the other hand, a comparison of loyalty between men and women revealed that men are 6.4% more likely to show this quality than women, which the difference in social roles and career expectations can explain.

Table 4: Gender aspect of social intelligence, engagement and loyalty

Indicator	Women	Men	Total
Social intelligence	5.21	5.10	5.18
Engagement	5.22	5.24	5.22
Loyalty	5.18	5.51	5.25

Source: Developed by the authors on the basis of their own research

The statistically significant ($p \leq 0.001^{***}$) moderate positive relationship between social intelligence and staff engagement shows that sociable employees are better integrated into work processes, show greater

interest in their work, and interact more effectively with colleagues (Table 5). This is because social intelligence includes the ability to understand social cues, adapt to interpersonal situations, and build productive relationships. Such components of social intelligence as social information processing, social skills, and social awareness contribute to a better understanding of the team's needs, conflict resolution, and the creation of a favourable work environment. It is worth noting that previous research has not found such a significant relationship, which may be due to the specifics of the sample (Liadskyi & Diachkov, 2023a). Last time, research was conducted among Poltava State Agrarian University employees, which may have influenced the results. The education sector has its peculiarities that determine greater involvement in the process than interaction with the team. Another explanation is related to the assumption that teachers need to be able to effectively adapt to changing conditions, such as introducing new teaching technologies or changing curricula.

Table 5: Impact of social intelligence and its components on staff engagement

TROMSØ test criterion / Engagement	Social information processing	Social skills	Social awareness	General level of social intelligence
Spearman's correlation coefficient	0.395	0.397	0.372	0.456
Strength of correlation on the Chaddock scale	moderate, positive	moderate, positive	moderate, positive	moderate, positive
Statistical significance of the trait dependence	$p \leq 0.001^{***}$	$p \leq 0.001^{***}$	$p \leq 0.001^{**}$ *	$p \leq 0.001^{***}$

Note: $p \leq 0.05$ – low statistical significance; $p \leq 0.01$ – average statistical significance; $p \leq 0.001$ – high statistical significance

Source: Developed by the authors on the basis of their own research

The research results prove that men demonstrate a higher level of correlation between social intelligence and engagement (0.513) compared to women (0.449), as shown in Tables 6 and 7. Accordingly, the first

hypothesis was found to be incorrect, as it was assumed that women with high levels of social intelligence would demonstrate greater engagement in collective activities and support for corporate culture compared to men. This difference indicates specific gender differences in the perception and use of social intelligence. Men tend to be focused on the practical application of social skills, which explains their high score in this category (0.538). This may be due to corporate culture, which often encourages men to participate actively in negotiations, strategic planning, and communications management.

On the contrary, women show a higher level of social information processing (0.433), indicating their tendency to empathize, to analyse interpersonal relationships and understand the social context. Evolutionary and social factors can explain this trend. Women have a more developed ability to recognise emotions and build long-term relationships, which is critical for maintaining stable work processes and creating a positive social climate in the team.

Table 6: Impact of social intelligence and its components on employee engagement among the female sample

TROMSØ test criterion	Social information processing	Social skills	Social awareness	General level of social intelligence
Spearman's correlation coefficient	0.433	0.367	0.376	0.449
Strength of correlation on the Chaddock scale	moderate, positive	moderate, positive	moderate, positive	moderate, positive
Statistical significance of the trait dependence	$p \leq 0.001^{***}$	$p \leq 0.001^{***}$	$p \leq 0.001^{***}$	$p \leq 0.001^{***}$

Note: $p \leq 0.05$ – low statistical significance; $p \leq 0.01$ – average statistical significance; $p \leq 0.001$ – high statistical significance

Source: Developed by the authors on the basis of their own research

Table 7: Impact of social intelligence and its components on staff engagement among the male sample

TROMSØ test criterion	Social information processing	Social skills	Social awareness	General level of social intelligence
Spearman's correlation coefficient	0.268	0.538	0.358	0.513
Strength of correlation on the Chaddock scale	weak, positive	average, positive	moderate, positive	average, positive
Statistical significance of the trait dependence	$p > 0.05$	$p \leq 0.01^{**}$	$p \leq 0.05^{*}$	$p \leq 0.01^{**}$

Note: $p \leq 0.05$ – low statistical significance; $p \leq 0.01$ – average statistical significance; $p \leq 0.001$ – high statistical significance

Source: Developed by the authors on the basis of their own research

A statistically significant ($p \leq 0.001^{***}$) moderate positive correlation was found between social intelligence and personnel loyalty, which confirms the importance of developing this indicator for ensuring the personnel security of the enterprise (Table 8). A similar relationship was found for individual components of social intelligence, including social information processing, social skills, and social awareness. The results are consistent with previous research, which also confirmed the relationship between social intelligence and staff loyalty using the example of employees of Poltava State Agrarian University (Liadskyi & Diachkov, 2023a). This suggests that all components of social intelligence contribute to the formation of staff loyalty, which relies on their ability to interact effectively, adapt to the social environment, and understand the interpersonal aspects of organizational culture.

This relationship can be explained by the fact that social intelligence allows employees to better understand the needs and expectations of management and colleagues, predict the consequences of social situations, resolve conflicts effectively, and maintain a harmonious team environment. A high level of social intelligence creates the conditions for building trust, emotional stability, and a sense of belonging to a common goal, which is the basis for loyalty to the organisation. Personnel loyalty to the organisation

can be seen as an extension of these categories, as it is also based on moral guidance, emotional stability and the ability to express collective empathy.

Table 8: Impact of social intelligence and its components on personnel loyalty

TROMSØ test criterion / Political ambitions	Social information processing	Social skills	Social awareness	General level of social intelligence
Spearman's correlation coefficient (Bosniuk, 2020)	0.346	0.347	0.301	0.384
Strength of correlation on the Chaddock scale (Turan, 2020)	moderate, positive	moderate, positive	moderate, positive	moderate, positive
Statistical significance of the trait dependence	$p \leq 0.001^{***}$	$p \leq 0.001^{***}$	$p \leq 0.001^{***}$	$p \leq 0.001^{***}$

Note: $p \leq 0.05$ – low statistical significance; $p \leq 0.01$ average statistical significance; $p \leq 0.001$ – high statistical significance

Source: Developed by the authors on the basis of their own research

Comparing the loyalty levels among men and women confirmed a more significant correlation between social intelligence and loyalty on the Cheddock scale, specifically for men (0.484) compared to women (0.370), as shown in Tables 9 and 10. This supports the second hypothesis of our research and may reflect differences in how social roles and expectations are associated with workplace behaviour. The main reason for this could be that men focus on applying social skills in practical activities, favoring their interaction in the corporate environment and ensuring their stability in social relationships in the workplace. An interesting characteristic is the difference in the most active components of social intelligence.

For men, the relationship with social skills loyalty is the strongest (0.505), emphasising their ability to interact effectively in social situations, participate in negotiations, make strategic decisions, and demonstrate leadership qualities. The corporate culture often encourages men to be active in the areas of management and communication. Conversely, women

demonstrate the highest relationship with loyalty in social information processing (0.357), reflecting their tendency to analyse interpersonal relationships, empathy and understanding of social contexts. This difference may be due to women's natural inclination to a deeper understanding of social interactions and the formation of a harmonious atmosphere within the team. Both biological and socio-cultural factors can explain the identified gender peculiarities. In particular, under the conditions of modern corporate culture, men are more often faced with the need to demonstrate proactive behaviour, which strengthens their emphasis on social skills. Women, in turn, due to their natural ability to empathise and analyse social situations, form a more substantial component of social information processing. This confirms the importance of taking into account the gender aspect when managing social intelligence in order to optimise the HR policy of an enterprise.

Table 9: Impact of social intelligence and its components on personnel loyalty among the female sample

TROMSØ test criterion	Social information processing	Social skills	Social awareness	General level of social intelligence
Spearman's correlation coefficient	0.357	0.309	0.311	0.370
Strength of correlation on the Chaddock scale	moderate, positive	moderate, positive	moderate, positive	moderate, positive
Statistical significance of the trait dependence	$p \leq 0.001$ ***	$p \leq 0.001$ ***	$p \leq 0.001$ ***	$p \leq 0.001$ ***

Note: $p \leq 0.05$ – low statistical significance; $p \leq 0.01$ – average statistical significance; $p \leq 0.001$ – high statistical significance

Source: Developed by the authors on the basis of their own research

Table 10: Impact of social intelligence and its components on personnel loyalty among the male sample

TROMSØ test criterion	Social information processing	Social skills	Social awareness	General level of social intelligence
Spearman's correlation coefficient	0.309	0.505	0.303	0.484
Strength of correlation on the Chaddock scale	moderate, positive	average, positive	moderate, positive	moderate, positive
Statistical significance of the trait dependence	$p > 0.05$	$p \leq 0.01^{**}$	$p > 0.05$	$p \leq 0.001^{**}$

Note: $p \leq 0,05$ – low statistical significance; $p \leq 0,01$ – average statistical significance; $p \leq 0.001$ – high statistical significance.

Source: Developed by the authors on the basis of their own research

Determining the strength of the relationship between loyalty and engagement on the Chaddock scale in the sample of men revealed a significantly strong pattern (0.753) showing their orientation toward effective interaction and active use of social skills (Table 11). In contrast, although the relationship between loyalty and engagement is also significant for women (0.581), it is lower compared to men. This may be because women are more focused on analyzing the social environment than on the active use of social skills, which is positively correlated with their ability to adapt, but at the same time may reduce their reliance on engagement as a factor of loyalty. Thus, the third hypothesis also proved to be false, as it assumed that a more active staff engagement policy would increase loyalty of men and women equally. Men demonstrate a stronger dependence of loyalty on engagement, which can motivate them through access to team projects, initiatives, and decision-making processes. On the other hand, women should be encouraged by enabling interpersonal connections, creating a positive social environment, and increasing their role in information processing, which helps them integrate into the organisational culture.

Table 11: Relationship of staff engagement and loyalty

Engagement and loyalty	Lower	Middle	TOP	Women	Men	Total sample
Spearman's correlation coefficient	0.621	0.429	0.334	0.581	0.753	0.604
Strength of correlation on the Chaddock scale	average positive	moderate, positive	moderate, positive	average, positive	strong, positive	average, positive
Statistical significance of the trait dependence	$p \leq 0.001$ ***	$p \leq 0.001$ **	$p \leq 0.05$ *	$p \leq 0.001$ ***	$p \leq 0.001$ ***	$p \leq 0.001$ ***

Note: $p \leq 0.05$ – low statistical significance; $p \leq 0.01$ – average statistical significance; $p \leq 0.001$ – high statistical significance.

Source: developed by the authors on the basis of their own research

The pattern of decreasing impact of engagement on loyalty depending on management levels is also interesting: Lower (0.621), Middle (0.429), and Top management (0.334). This phenomenon can be explained by the fact that employees at lower levels of management, who often perform operational tasks, are more reliant on team engagement, which creates a sense of belonging and is associated with motivation. However, managers, especially top managers, already perceive the team as their territory, which reduces their sensitivity to engagement factors. Loyalty for them is likely to come from other factors, such as strategic autonomy, the opportunity to influence decision-making, or the realisation of their ambitions.

The research results open prospects for the development of gender-oriented programmes for social intelligence development in the corporate environment. Men should be provided with opportunities to improve their social skills through participation in communication and leadership training programmes. Women, on the other hand, should be supported in developing their ability to process social information by engaging in processes that require analysing interpersonal relationships and making decisions in social contexts. Considering gender-specific aspects in the development of social intelligence will therefore increase staff loyalty and ensure the personnel security of the enterprise at a strategic level.

Conclusion

The research on the gender aspect of social intelligence management in the context of corporate personnel security emphasizes the importance of gender diversity and its impact on the effectiveness of management decisions. The results show a statistically significant positive relationship between social intelligence, staff engagement, and loyalty, suggesting that social intelligence may play an important role in personnel security strategies. The difference in correlation between social intelligence and engagement, as well as loyalty among men and women, was found, indicating the importance of gender-specific approaches in HR strategies.

This requires the introduction of development programmes tailored to the specific characteristics and needs of each gender: men benefit from improving their communication and leadership skills, while women should be supported in developing analytical skills and social information processing. Such measures will increase employee engagement and loyalty and foster a more resilient and adaptive corporate environment, which is critical in today's market conditions. Further research may focus on developing specific training programmes and evaluating their effectiveness, as well as examining the impact of gender diversity on other aspects of management practice.

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