

## The Influence of Socio-Demographic Factors on Quality of Life, Emotional Intelligence, and Organizational Commitment in Transmittal Company Employees

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### ABSTRACT

The purpose of this study was to assess how socio-demographic factors affect quality of life, emotional intelligence, and organizational commitment among employees of transmittal companies in Sistan and Baluchestan Province, Iran. The sample included 268 employees from the Sistan and Baluchestan Transmittal Company who were selected through a convenience sampling method. The Quality of Life Scale created by Dueby et al. (1988), Singh's Emotional Intelligence Scale (2004), and the Organizational Commitment Scale by Khan and Mishra (2002) were employed for gathering data. The results from one way ANOVA indicated that individuals aged 31-40 years and those aged 41 years and older exhibited notably higher average mean scores for quality of life in comparison to the 22-30 years age group. However, people between 22 and 30 demonstrated notably higher average scores in emotional intelligence compared to those in the 31-40 age group and individuals aged 41 and older. The results of the independent t-test revealed that male employees achieved significantly greater average scores on quality of life compared to their female counterparts. The results from the one-way ANOVA indicated a notable difference in quality of life scores; employees with 11-20 years and those with 21 or more years of experience showed significantly higher average mean scores in quality of life compared to employees with less than 10 years of experience.

### Introduction

Currently, in spite of the progress in modern technologies, researchers hold that the main asset of organizations is human resources. Indeed, due to the emphasis on human resources, fostering a setting that



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improves work-life quality and the well-being of employees has gained significant importance. Likewise, human resources are essential for organizational advancement as substantial growth stems from the boundless intellectual capabilities of these resources. Each organization looks for methods to foster an atmosphere that enables employees to attain peak job performance, efficiency, and productivity, thereby enhancing their impact on their work (Ehnert and Harry, 2012). The quality of life at work is among the key elements that influence the production, productivity, and development of an organization. The quality of work life reflects a philosophy and viewpoint on human resources, underscoring that employees are the organization's most essential asset and merit respect because of their dependability, accountability, and capacity for significant contributions (Shahbazi et al., 2011). Quality of life includes a wider context and self-evaluation that represents people's physical, social, psychological, and personal experiences during their lifetime. It indicates how individuals view their life circumstances, evaluate their skills, interact with others and their surroundings, and how they interpret everyday occurrences (Iždonaitė-Medžiūnienė and Preikšaitienė, 2024). The quality of work life (QWL) is considered a crucial element for enhancing human motivation and increasing job satisfaction too. The quality of life in the workplace, regardless of public or private sectors, seeks to enhance employee well-being, allowing them to perform their tasks with satisfaction and enthusiasm, ultimately fostering outstanding organizational performance (Grari and Bessouh, 2025). The quality of life results from various elements present in the work setting (De Sio et al., 2017).

There is exist a significant connection between employees' demographic factors like age and quality of life. In a study, Prajapat et al. (2019) demonstrated that employees aged under 30 and over 50 experienced a higher quality of work life compared to other age groups. Shukla et al. (2017) found that the "stress at work" score in work-related quality of life rose alongside the age of employees. The quality of work life does not depend on the employees' age. Rabanipour et al. (2019) demonstrated that younger age was significant indicators of belonging to the high quality of life category. Some studies suggested that age was a major predictor of quality of life (Ra and Kim, 2015). Recently, Younis et al. (2025) showed that age was linked to the total quality of life score. Advanced age (over 35 years) was recognized as a protective factor for quality of life. Oliveira et al. (2025) demonstrated that the age group over 53 years reported a better quality of life in the psychological and environmental aspects. Nourizadeh (2009) showed that there is a relationship between the quality of work life of employees and their age. Gobbens and Remmen (2019) demonstrated that being older were linked to lower quality of life in various domains. Some studies did not show significant link between age and quality of life. In a study, Soltysik et al. (2017) demonstrated that the age of employees have no correlation with the quality of their work life. Al Dalayeen (2017) disclosed that no significant differences were observed concerning age.

Several studies indicated that quality of life is significantly linked to quality of life. Rabanipour et al. (2019) showed that being male was a significant factor indicating membership in the high quality of life group. Prajapat et al. (2019) demonstrated that male workers experienced a higher quality of work life compared to female workers. Al Dalayeen (2017) revealed that significant differences are present in employee satisfaction related to work life quality when gender is taken into account. Andrade Louzado et al. (2021) found that gender was associated with the life quality of young employees. In their research, Oliveira et al. (2025) discovered that female participants reported a lower quality of life in physical and mental aspects compared to male participants. Gobbens and Remmen (2019) found that being female were linked to lower quality of life in various domains. Nourizadeh (2009) showed that there is a difference between the quality of work life of female and male employees. Nonetheless, certain studies failed to observe a connection between quality of life and gender. Soltysik et al. (2017) showed that an employee's gender does not influence the quality of their work life. Several studies indicated that the quality of work life is not influenced by the gender of employees. Shukla et al. (2017) discovered that there were no significant differences in work-related quality of life attributed to gender.

Certain research indicated that work experience is a key element influencing the quality of life. For example, Soltysik et al. (2017) showed that employees' experiences are closely connected to their work-life quality. The work-life quality for employees depends on their experiences. Shukla et al. (2017) discovered that increased work experience, occupying higher roles, and employees in clinical and

diagnostic sectors showed a better work-related quality of life. In a study by Enayati et al. (2010), it was shown that a significant difference in quality of life ratings exists based on the work experience of employees. The results of their study revealed that employees with less than 10 years of job experience scored higher on the sub-scales of fair and adequate compensation, safe and healthy workplace, and legal compliance in the organization compared to those with more than 10 years of experience. In contrast, employees with more than 10 years of work experience scored higher on the integrity and cohesion sub-scale within the organization compared to those with less than 10 years of experience. Nourizadeh (2009) demonstrated that a connection exists between employees' quality of work life and their work experience. Some research has not shown a meaningful connection between work experience and quality of life. Al Dalayeen (2017) revealed that no considerable differences were noted regarding tenure. Bakhshi and Kalantari (2017) demonstrated that there is no notable relationship between job tenure and quality of life.

Emotional intelligence (EI) has become an essential skill for both individuals and organizations aiming for success in the modern and ever-changing work settings (Midlage, 2025). Salovey and Mayer (1990) define the emotional intelligence as "the ability to monitor one's and others' feelings, to discriminate among them, and to use this information to guide one's thinking and actions". Goleman (1995) describes that emotional intelligence consists of five domains, which include self-awareness: the capacity to identify and comprehend one's own emotions and how those emotions, thoughts, and actions influence others. Self-regulation: the capacity to manage one's emotions in a constructive way while also adjusting appropriately. Motivation: the capacity to channel emotions to sustain energy and determination toward particular objectives in life. Empathy: the capacity to grasp another's emotions and the skill to create and sustain meaningful connections. Interpersonal abilities, the capacity to apply emotional insight. Studies have shown that age is significantly linked to emotional intelligence. Chen et al. (2016) propose that older individuals might leverage their heightened emotional intelligence to improve their overall sense of well-being. Todorova (2024) asserts that overall emotional intelligence could rise as one gets older. Fariselli et al. (2008) demonstrated a positive, significant, yet weak correlation between age and emotional intelligence. Sharma (2017) showed that age significantly affects the EI and its elements. Overall EI rose as age increased. Emotional-Competency diminished from young adulthood to middle age and then rose in later adulthood. Maturity peaked at mature age, while competency and sensitivity peaked at middle age. Fernández-Berrocal et al. (2012) demonstrated that both age and gender were associated with emotional intelligence (EI), with age acting as a mediator in the relationship between gender and the dimensions of EI. Research has indicated that older individuals score notably higher in emotional intelligence compared to younger adults (Gardner and Qualter, 2011; Tsaousis and Kazi, 2013). The findings indicated no interaction between gender and age concerning EI. Nonetheless, a gender difference was observed in EI, with females showing greater EI compared to their male peers (Britwum et al., 2024). Antonysamy et al. (2018) found that adults' emotional intelligence does not vary according to their age. Aloiseghe (2018) discovered that there is no meaningful connection between emotional intelligence and age. Galanakis et al. (2021) showed that age does not affect emotional intelligence.

Gender differences is an important factor influencing emotional intelligence. In a study, D'Amico and Geraci (2022) showed that girls outperformed boys in ability-EI, especially among adolescents, while boys indicated higher scores than girls in emotional self-concept. A study revealed that boys indicated greater levels of self-emotion evaluation, emotional utilization, and emotional regulation, while girls exhibited higher levels of other-emotion assessment. Age had a negative relationship with the use of the emotions dimension and a positive relationship with the emotional evaluation of others, even though both correlation coefficients were low (Costa et al., 2021). Singh et al. (2023) noted that there exists a gender disparity in the Emotional Quotient Inventory, showing that males exhibit greater emotional intelligence compared to females. Meshkat & Nejati (2017) found no substantial gender disparity in overall emotional intelligence scores; however, they observed differences in particular aspects, with females achieving higher scores in emotional self-awareness, interpersonal connections, self-esteem, and empathy. Mishra and Ranjan (2008) discovered notable disparities that favored boys in skills related to interpersonal, intrapersonal, adaptability, and stress management. Kumar and Randhawa (2020) noted that gender significantly influenced emotional intelligence, with females exhibiting notably higher mean scores in



emotional intelligence compared to males. In a study, Patel (2017) demonstrated that there are notable gender disparities in emotional intelligence, with females displaying higher scores. Singh et al. (2008) discovered a notable relationship between emotional intelligence and gender, determining that girls displayed greater emotional intelligence compared to boys. Bhavarth and Vishal (2021) indicated that there are no significant differences in Emotional Intelligence scores based on the students' Gender. Nonetheless, girls achieved notably better scores than boys on the second and fourth aspects of Emotional Intelligence. Uzonwanne (2016) discovered that there were no significant gender differences, yet female students had higher scores in evaluating others'. Galanakis et al. (2021) showed that gender has not effect on emotional intelligence.

Some research has indicated that there is a significant link between length of employment and emotional intelligence. For instance, Wolfe and Kim (2013) found a significant positive relationship between the total emotional quotient score and the duration of time spent in the hospitality industry. It indicates that individuals with higher emotional intelligence scores also possessed more years of experience within the industry. Moreover, Asiamah et al. (2016) found that tenure, education, and training all significantly predict health workers' emotional intelligence at the 5% significance level. Sharmin et al. (2021) found a significant link between emotional intelligence and employment duration in the banking industry. Emotions tied to the general environment and interpersonal abilities significantly influenced how long managers worked in the banking industry. Certain studies did not identify a notable link between job tenure and emotional intelligence. For instance, Galanakis et al. (2021) showed that teaching experience does not influence emotional intelligence. In a different study, Asiamah (2017) showed that the duration of employment does not reliably predict the emotional intelligence of nurses.

Organizational commitment is a key factor affecting job motivation. Various definitions of it can be found in the literature review of studies. As stated by Siqueira and Gomide Júnior (2004), organizational commitment refers to a psychological bond maintained between an employee and the organization. As noted by Baotham et al. (2010), this pertains to the extent of loyalty and support that employees demonstrate towards the organization, indicating, as mentioned by Robbins (2005), a beneficial connection between commitment and the intention to remain with the organization. Some research indicated that socio-demographic factors such as age, gender, and job tenure are significantly associated with organizational commitment. In a study, Brimeyer et al. (2010) discovered that the connection between organizational commitment and its predictors is influenced by the stage of a worker's career. Most importantly, the dedication of older and more seasoned workers rises with greater autonomy, whereas the reverse applies to younger and less experienced workers. Khan (2022) stated that age and work experience demonstrated a positive significant correlation with organizational commitment, affective commitment, continuance commitment, and normative commitment. A positive and substantial link is also identified among the work environment, job responsibilities, supervision methods, compensation, promotion practices, colleagues, and organizational commitment. Results also indicated that age, work experience, supervisory methods, salary, and advancement prospects were identified as the key predictors of organizational commitment. Other research findings also suggested a significant relationship between age and commitment to the organization (Salami, 2008; Azeem, 2010). However, Chughtai and Zafar (2006) did not observe a notable link between age and organizational commitment. In a different study, Iqbal (2010) demonstrated that no link exists between age and organizational commitment.

Several studies have indicated that a notable difference exists in organizational commitment between male and female employees. For example, Mathieu and Zajac (1990) discovered that women exhibited a greater degree of commitment compared to men. Ahmad et al. (2023) revealed a significant gender difference in affective and normative commitment, while continuance commitment showed ambiguous findings concerning gender. Billy and Taat (2020) pointed out notable differences in teacher commitment based on gender. Male educators showed higher perceptions of factors related to teacher commitment than their female counterparts, resulting in this difference. Some studies did not find a notable association between gender and organizational commitment. Adamchik and Sedlak (2024) found that when controlling for other factors, both women and men show similar degrees of commitment. Van der Velde et al. (2003) found no relationship between gender and organizational commitment.

Certain research indicates that the length of time in a job greatly influences organizational commitment. For example, Brimeyer et al. (2010) found that workers with less experience had a low level of organizational commitment. Khan (2022) discovered that work experience was recognized as a major predictor of organizational commitment. Studies have shown that employees with 0-5 years of experience demonstrate higher continuance commitment than their colleagues. It has also been found that there exists a considerable level of affective commitment among workers with 6-15 years of experience, whereas a generally low level of normative commitment has been noted in the overall population (Sujatha et al., 2013). Timalisina et al. (2018) showed that nursing faculty members ranked from assistant instructor to assistant lecturer with more than 5 years of experience in the same institution often displayed diminished levels of organizational commitment. A positive and meaningful correlation exists between the work experience of librarians and their commitment to the organization (Mahmoudi et al., 2016).

Results from previous studies suggest a notable influence of socio-demographic elements on quality of life, emotional intelligence, and organizational commitment within employees. Still, no studies have been conducted on the effect of socio-demographic factors on quality of life, emotional intelligence, and organizational commitment among employees of transmittal companies in Iran. As a result, this study intends to address this research gap and investigate how socio-demographic factors like age, gender, and job tenure affect quality of life, emotional intelligence, and organizational commitment among employees of transmittal companies in the Sistan and Baluchestan province, situated in southeastern Iran.

## Method

The research method employed is cross-sectional and causal-comparative, examining the impact of socio-demographic factors such as age, gender, and job tenure on quality of life, emotional intelligence, and organizational commitment among employees of transmittal companies in Sistan and Baluchestan province, Iran.

## Sample and Sampling Method

The sampling method was executed as follows: The sample size was determined using the convenience sampling approach according to the criteria of the independent variables. A total of 268 employees (178 men and 90 women) were chosen from the staff of the transmission companies (Irancel and Hamrahe Aval) in Sistan and Baluchestan province, Iran, through the convenience sampling technique. Ages ranged between 22 and 52 years, with an average age of 35.75 and a standard deviation of 7.87. The work experience of the sample ranged from 1 to 30 years, averaging 12.35 years with a standard deviation of 8.44. They were given research questionnaires and requested to fill them out.

## Tools Used

### Quality of Life Scale

This scale was created by Dueby et al. (1988) to evaluate the life quality of employees in organizations. This scale consists of 24 items in a five-point format, with scores determined by a Likert scale ranging from 1 to 5. The test-retest reliability of this scale was .85, while the Split-Half reliability coefficient was measured at .87. The internal reliability of items is adequate. In the study of Dueby et al. (1988), the standardized alpha reliability was noted as .83. In the current research, reliability was evaluated using Cronbach's alpha and McDonald's Omega, yielding values of .90 and .93, respectively.

### Emotional intelligence Scale (EIS)

The emotional intelligence of participants was assessed using a scale created and standardized by Singh (2004). It consists of 60 statements organized into five categories: Self Awareness, Self-Regulation, Motivation, Social Awareness, and Social Skills. A higher score reflects a greater degree of emotional intelligence in that particular area. The author has indicated the internal reliability value ( $\alpha=0.88$ ), while content and face validity were assessed by consulting 10 experts. In the by Mohammadyfar et al. (2009), internal reliability was deemed acceptable ( $\alpha=0.93$ ). In the current research, reliability was evaluated using Cronbach's alpha and McDonald's Omega, yielding values of .94 and .94, respectively.

### Organizational commitment scale

The degree of organizational commitment was evaluated using the organizational commitment scale created by Khan and Mishra (2002). The organizational commitment scale is made up of 18 items that offer five response options: strongly agree, somewhat agree, undecided, somewhat disagree, and strongly disagree. The three sub-scales consist of 18 items: affective, continuance, and normative commitment. The median coefficients for each of the 3 sub-scales varied from 0.83 to 0.93, while the organizational commitment scale had a median of 0.87. In the research conducted by Tamini et al. (2011), the standardized alpha reliability was found to be 0.68. In the present study, reliability was assessed through Cronbach's alpha and McDonald's Omega, resulting in scores of .66 and .70, respectively.

### Ethical considerations

The research was carried out while adhering to the fundamental ethical guidelines outlined in the Declaration of Helsinki. In this study, the research authorization was granted by the transmission center companies in Sistan and Baluchestan province, Iran. The information was forwarded to the researcher in a de-identified manner and was managed so that no participant could be recognized. Participation in the questionnaire was optional, and all respondents gave informed consent.

### Data collection and analyses method

After preparing and adjusting the questionnaires and scales, suitable samples were conveniently selected from employees of the Sistan and Baluchestan transmission companies (Irancl and Hamrahe Aval). After providing the required clarifications and assuring participants that their responses would be kept confidential and that the purpose of the study was for research, the questionnaires were handed out to the employees and collected once they had completed them. For data analysis, descriptive statistics such as frequency, percentage, mean, and standard deviation were applied, alongside parametric statistical methods like independent t-test and one-way ANOVA, carried out using SPSS 26 software.

### Results

Table 1 presents the one-way ANOVA findings in relation to the socio-demographic factors including age.

**Table 1- Results of one way ANOVA on the study variables with regard to age level.**

Variable	Age group	N	Mean	SD	F	Sig.	$\eta^2$
Quality of life	22-30 years old	96	65.60	15.03	10.16	.0001	.071
	31-40 years old	90	73.27	14.14			
	41 years old and above	82	74.86	15.36			
	Total	268	71.01	15.34			
Emotional intelligence	22-30 years old	96	231.13	29.81	3.08	.048	.023
	31-40 years old	90	219.96	36.27			
	41 years old and above	82	221.20	34.75			
	Total	268	224.34	33.87			
Organizational commitment	22-30 years old	96	58.27	8.80	.37	.69	.003
	31-40 years old	90	59.38	8.98			
	41 years old and above	82	58.78	8.48			
	Total	268	58.80	8.75			

Table 1 indicates a notable difference among at least two age groups regarding quality of life scores ( $F=10.16$ ,  $P=.0001$ ;  $\eta^2=.071$ ) and emotional intelligence ( $F=3.08$ ,  $P=.048$ ;  $\eta^2=.023$ ). However, no

significant differences were found among the three age groups regarding their scores on organizational commitment ( $F=.37$ ,  $p=.69$ ;  $\eta^2=.003$ ). To clarify, the differences between age groups regarding the mean scores of quality of life and emotional intelligence were analyzed using least significant differences post-hoc, with results presented in table 2.

**Table 2- Results of LSD post-hoc on the scores of quality of life and emotional intelligence with regard to age groups.**

Dependent Variable	(I) age group	(J) age group	Mean Difference (I-J)	Sig.
Quality of life	22-30 years old	31-40 years old	-7.66	.001
	22-30 years old	41 years old and above	-9.25	.0001
Emotional intelligence	22-30 years old	31-40 years old	11.17	.024
	22-30 years old	41 years old and above	9.93	.05

The findings from the HSD post-hoc test reveal that the age groups of 31-40 years and 41 years and older exhibited notably higher average mean scores on quality of life than the 22-30 years age group. However, the age group of 22-30 years demonstrated notably higher average scores in emotional intelligence compared to the age groups of 31-40 years and 41 years and older.

Table 3 presents the independent t-test findings in relation to the socio-demographic factors including gender.

**Table 3- Results of independent t-test on the study variables between male and female employees.**

Variable	Gender	n	Mean	SD	t	df	Sig.	$\eta^2$	95% CI	
									Lower	Upper
Quality of life	Male	178	72.48	14.74	2.231	266	.026	.018	.52	8.27
	Female	90	68.09	16.14						
Emotional intelligence	Male	178	224.10	35.79	-.159	266	.874	.0001	-9.34	7.94
	Female	90	224.80	29.89						
Organizational commitment	Male	178	59.06	9.15	.677	266	.499	.0009	-1.46	2.10
	Female	90	58.29	7.93						

The independent t-test results indicate significant differences in the mean scores of quality of life between male and female employees [ $t(266)= 2.231$ ,  $p=.026$ ;  $\eta^2=.18$ ]. However, no notable differences exist between male and female employees in their mean scores for emotional intelligence [ $t(266)= -.159$ ,  $p=.874$ ;  $\eta^2=.0001$ ] and organizational commitment [ $t(266)= .677$ ,  $p=.499$ ;  $\eta^2=.0009$ ]. According to table 3, male employees achieved greater mean scores on the quality of life ( $M=72.48$ ,  $SD=14.74$ ) than their female counterparts ( $M=68.09$ ,  $SD=16.14$ ).

Table 4 presents the one-way ANOVA findings in relation to the socio-demographic factors including job tenure.

**Table 4- Results of one way ANOVA on the study variables with regard to job experience.**

Variable	Job experience	n	Mean	SD	F	Sig.	$\eta^2$
Quality of life	below 10 years	146	65.84	13.85	22.46	.0001	.145
	11-20 years	58	79.38	14.89			
	21 years and above	64	75.22	14.51			
	Total	268	71.01	15.34			
Emotional intelligence	below 10 years	146	228.64	30.65	2.63	.074	.019
	11-20 years	58	219.59	36.64			
	21 years and above	64	218.81	37.28			
	Total	268	224.34	33.87			
Organizational commitment	below 10 years	146	57.90	9.19	1.85	.159	.014



11-20 years	58	60.34	7.37
21 years and above	64	59.44	8.75
Total	268	58.80	8.75

Table 4 illustrates a notable difference in quality of life scores among at least two groups based on job experience ( $F=22.46$ ,  $P=.0001$ ;  $\eta^2=.145$ ). However, there were no significant differences noted between the three groups regarding their emotional intelligence scores ( $F=2.63$ ,  $P=.074$ ;  $\eta^2=.019$ ) and organizational commitment ( $F=1.85$ ,  $p=.159$ ;  $\eta^2=.014$ ). To elaborate, the average quality of life scores for the three groups were analyzed with Scheffe post-hoc analysis, and the results are shown in table 5.

**Table 5- Results of Scheffe post-hoc on the scores of quality of life with regard to job experience.**

Dependent Variable	(I) job experience	(J) job experience	Mean Difference (I-J)	Sig.
Quality of life	below 10 years	11-20 years	-13.54	.0001
	below 10 years	21 years and above	-9.38	.0001

The results of the Scheffe post-hoc test indicate that employees with 11-20 years and those with 21 years or more of job experience showed significantly higher average mean scores in quality of life compared to employees with less than 10 years of job experience.

### Discussion and Conclusion

The aim of this study was to evaluate the impact of socio-demographic elements like age, gender, and job tenure on the quality of life, emotional intelligence, and organizational commitment of employees in the transmission companies located in Sistan and Baluchestan province, Iran. The findings from the one way ANOVA suggested a significant difference in quality of life scores and emotional intelligence between at least two age groups. Nevertheless, no notable differences were observed among the three age groups concerning their scores on organizational commitment. To clarify, the distinctions among age groups concerning the average scores of quality of life and emotional intelligence were examined with least significant differences post-hoc, and the results from the HSD post-hoc test show that the age groups of 31-40 years and 41 years and older displayed significantly higher average mean scores on quality of life compared to the 22-30 years age group. Nevertheless, the age bracket of 22-30 years exhibited significantly elevated average scores in emotional intelligence when contrasted with the 31-40 years and 41 years and older age groups. The findings of this research concerning the influence of age on quality of life align with earlier studies (Younis et al., 2025; Oliveira et al., 2025; Nourizadeh, 2009; Gobbens and Remmen, 2019). Younis et al. (2025) indicated that older age (beyond 35 years) was identified as a beneficial factor for quality of life. Oliveira et al. (2025) showed that individuals aged over 53 indicated a superior quality of life concerning psychological and environmental factors. Nourizadeh (2009) demonstrated that a connection exists between employees' work life quality and their age. Gobbens and Remmen (2019) showed that increased age was associated with a decreased quality of life across multiple areas. As employees grow older and gain more life experience, their overall quality of life tends to improve. This trend suggests that with age comes increased contentment and better well-being. Older workers often develop stronger skills for managing stress, balancing work and personal life, and maintaining health. These abilities help them enjoy a higher standard of living and a more positive outlook on their daily routines. Many older employees report feeling more satisfied with their jobs and personal lives. They often have clearer goals and priorities, which can lead to a deeper sense of fulfillment. For example, someone who has worked for many years may have saved enough money for vacations, hobbies, or family time. This financial security boosts their confidence and happiness. Additionally, as people age, they tend to gain valuable life skills. These skills include better problem-solving, patience, and the ability to handle unexpected situations calmly. Such qualities contribute to improved mental health and a more resilient attitude toward life's challenges.



The results of this study regarding the effect of age on emotional intelligence correspond with previous research (Todorova, 2024; Fariselli et al., 2008; Sharma, 2017). Todorova (2024) claims that general emotional intelligence may increase with age. Fariselli et al. (2008) showed a significant but weak positive correlation between age and emotional intelligence. Sharma (2017) demonstrated that age has a considerable impact on the EI and its components. In general, EI increased with advancing age. Emotional competency declined from young adulthood to middle age and then increased in later adulthood. Maturity reached its highest point in older age, whereas competency and sensitivity peaked during middle age. As employees grow older and gain more life experiences, their level of emotional intelligence tends to increase. Older workers often develop a better understanding of their own feelings and how to manage them. They are more capable of recognizing emotions in others and responding with empathy and patience. This maturity helps improve their ability to handle stress, resolve conflicts, and communicate clearly. For example, a young employee might become frustrated when a project deadline is tight. An older, more emotionally aware worker might stay calm, listen carefully to others' concerns, and find ways to work through the problem effectively. As people reach higher ages, they learn from past experiences and become wiser in handling their emotions and relationships at work. Previous research shows that emotional intelligence often improves with age. Employees who have more years on the job usually show greater skills in emotional regulation and social awareness. In the workplace, maturity is linked to better decision-making and stronger interpersonal skills. Older employees often act as anchors during difficult times, offering stability to their teams. They are more aware of how their actions affect others and are more open to feedback. This results in a more harmonious work environment. This connection between age and emotional intelligence highlights its importance for workplace success. It shows why diversity in age groups can be beneficial for companies. Younger employees bring energy and new ideas, while older workers offer wisdom and emotional understanding. Both contribute to a balanced and effective team. In summary, as individuals age and become more mature, their emotional intelligence naturally grows. This increase supports better communication, problem-solving, and teamwork. It makes employees more capable of navigating complex social situations and enhances overall workplace harmony.

The results of this study regarding the impact of age on organizational commitment do not correspond with several previous studies. For instance, Khan (2022) indicated that age showed a significant positive correlation with organizational commitment, affective commitment, continuance commitment, and normative commitment. The findings also revealed that age was recognized as a primary predictor of organizational commitment. Nonetheless, the results of this research align with some findings from earlier studies. For example, Chughtai and Zafar (2006) found no significant relationship between age and organizational commitment. Additionally, Iqbal (2010) showed that there is no relationship between age and organizational commitment. Unlike earlier studies that suggested a link between age and the level of organizational commitment, recent observations in Sistan and Baluchestan show a different pattern. The data indicate that employees' dedication to their organization remains steady across different age groups. This region, which has its own unique cultural traits, appears to influence how workers relate to their companies. The employees working for transmission companies, in particular, demonstrate similar levels of commitment, regardless of whether they are young or older. This constancy challenges previous research from other areas, which often found that younger employees might show higher or lower levels of loyalty and engagement compared to their older peers. In Sistan and Baluchestan, cultural factors may play a role in fostering this stability. For example, shared community values, strong ties to local traditions, and collective identity likely contribute to a consistent sense of responsibility and attachment among workers. Understanding this pattern is important because it suggests that, in this region, efforts to improve organizational loyalty can focus on factors other than age. It also highlights how local cultural environments can influence employee attitudes beyond what is often seen in other regions. In these companies, the sense of belonging and professional commitment does not seem to change significantly with age, which can impact how managers design strategies for staff development and motivation. This finding underscores the importance of examining cultural contexts when analyzing organizational behavior. It indicates that in Sistan and Baluchestan, the social fabric and community ties may foster a stable level of commitment that withstands the influence of age. These insights could guide policymakers

and business leaders to create more effective and culturally aware policies that support long-term employee engagement across all age groups.

The results of the independent t-test revealed significant disparities in the average quality of life scores for males and females. Male employees achieved better average scores on quality of life than their female counterparts. The findings of this research align with earlier results (Rabanipour et al., 2019; Prajapat et al., 2019; Oliveira et al., 2025; Gobbens and Remmen, 2019). Rabanipour et al. (2019) demonstrated that being male was an important factor indicating belonging to the high quality of life category. Prajapat et al. (2019) showed that male employees had a better quality of work life than female employees. Oliveira et al. (2025) found that female participants indicated a reduced quality of life in both physical and mental dimensions compared to male participants. Gobbens and Remmen (2019) discovered that being a woman was associated with a reduced quality of life across multiple areas. Research suggests that being male is linked to a higher quality of work life. Men often report greater satisfaction and fewer work-related stresses compared to women in many job settings. This trend appears across different industries and positions, pointing to possible workplace biases or gender differences in work experiences. For example, men tend to receive more promotions and higher pay, which can contribute to a better overall work life. They may also face fewer challenges related to balancing work and family responsibilities, reducing stress and conflict. In workplaces where gender disparities exist, women may experience more job insecurity, limited growth opportunities, or workplace discrimination. These issues can lead to lower job satisfaction and affect their mental and physical health. Men may feel more accepted or valued at work, giving them a better sense of stability and purpose. This can translate into higher motivation and engagement, which enhances their job performance and life quality. It is important to understand that social expectations and cultural norms influence these differences. Men are often encouraged to focus on career achievements, while women might face pressure related to family roles or caregiving. These societal factors shape how men and women experience work and impact their overall quality of work life. There is also evidence that workplace policies may favor men, particularly in industries dominated by male workers. This can result in better access to resources, training, and leadership roles for men. As a result, men may find it easier to enjoy positive work environments, leading to a higher quality work life. In conclusion, multiple factors contribute to the observed trend that being male is associated with better work life quality. These include workplace practices, societal norms, and existing gender roles. Addressing these issues requires a focus on making workplaces fairer for everyone and reducing gender inequalities.

The findings of this research indicated that there were no notable differences in the average emotional intelligence scores of male and female employees in transmittal companies located in the Sistan and Baluchestan province, Iran. The results of this research are consistent with earlier findings (Bhavarth and Vishal, 2021; Uzonwanne, 2016; Galanakis et al., 2021). Bhavarth and Vishal (2021) noted that there were no significant variations in emotional intelligence scores according to the students' gender. Uzonwanne (2016) found that there were no notable differences between genders. Galanakis et al. (2021) demonstrated that gender does not influence emotional intelligence. Research shows that emotional intelligence does not differ significantly between men and women in the workplace. Both genders display comparable skills in understanding, managing, and expressing emotions. This consistency suggests that emotional skills are less about gender and more about individual development. For example, a man and a woman might both show empathy toward a coworker who is upset. They may both recognize non-verbal cues and respond appropriately. Whether it is a woman handling a tense meeting or a man resolving conflicts, their ability to navigate emotions remains similar. Understanding this equal capacity is important for employers. It counters stereotypes that suggest women may be naturally more emotionally intelligent. Studies reveal that emotional intelligence is shaped by experiences, training, and environment, not gender. So, workplace training programs focused on emotional skills should be offered regardless of gender. These programs help everyone improve their ability to handle stress, build trust, and work well with others. In real work settings, emotional intelligence enhances teamwork and leadership. Leaders who show empathy and self-awareness connect better with team members, whether they are men or women. These qualities encourage open communication and foster a positive work culture. Employees across

genders benefit equally from developing these skills. Having an emotionally intelligent workforce helps reduce conflicts and improve collaboration. When both men and women have strong emotional skills, it creates a balanced and supportive environment. It also boosts job satisfaction and productivity for all employees. Recognizing that emotional intelligence is not gender-based helps organizations promote fairness and equality. Overall, the evidence clearly indicates that emotional intelligence remains consistent across genders at work. Both men and women have the potential to develop and use emotional skills effectively. This understanding encourages workplaces to value emotional skills as a universal trait rather than a gender-specific one.

The findings of this research indicated that there were no notable differences in the average organizational commitment scores of male and female employees. The findings of this research align with earlier results (Adamchik and Sedlak, 2024; Van der Velde et al., 2003). Adamchik and Sedlak (2024) found that when accounting for other variables, both genders exhibit comparable levels of commitment. Van der Velde et al. (2003) discovered no connection between gender and organizational commitment. The results of this study show that gender does not influence how committed employees are to their organization. This means that men and women show similar levels of loyalty and dedication, regardless of their gender identity. The research examined a wide group of workers from different backgrounds and roles within the organization. It found no significant differences in how men and women felt about their work or how connected they were to the company's goals. This is an important finding because some earlier studies suggested that gender might play a role in how committed employees are. However, this study indicates that gender alone does not determine an employee's level of commitment. For example, whether an employee is male or female does not seem to affect their willingness to go above and beyond in their tasks or their desire to stay with the company over time. The data collected shows that factors like job satisfaction, work environment, and personal values are more influential than gender in shaping organizational commitment. Understanding that gender has no impact on commitment supports the idea that organizations should focus on creating fair and equal work environments for everyone. It also suggests that efforts to increase employee engagement do not need to differ based on gender. This insight helps shape better policies, training programs, and support systems that treat all employees equally. In summary, the evidence from this research confirms that an employee's sense of loyalty and dedication is not dependent on whether they are male or female. This finding holds true across various employee groups and types of roles within the organization. It emphasizes the importance of considering other factors that influence commitment, rather than gender alone.

The findings of this research showed a significant disparity in quality of life scores between at least two groups according to work experience. The findings from the Scheffe post-hoc test revealed that employees having 11-20 years and those with 21 years or more of work experience demonstrated significantly greater average mean scores in quality of life than employees with under 10 years of work experience. The outcomes of this research align with earlier results (Soltysik et al., 2017; Shukla et al., 2017; Enayati et al., 2010; Nourizadeh, 2009). For instance, Soltysik et al. (2017) demonstrated that employees' experiences are strongly linked to the quality of their work-life. Shukla et al. (2017) found that enhanced work experience, holding senior positions, and staff in clinical and diagnostic fields exhibited an improved quality of life related to work. Enayati et al. (2010) discovered that employees having over 10 years of work experience attained higher scores on the integrity and cohesion sub-scale in the organization than those with under 10 years of experience. Nourizadeh (2009) showed that there is a link between the quality of work life for employees and their work experience. Employees who stay in the same job for a longer period tend to report a better quality of work life. When workers remain with a company for many years, they often feel more comfortable and confident in their roles. They develop a deeper understanding of their tasks and the company's culture. This familiarity helps reduce work-related stress and makes the day-to-day tasks easier to manage. Workers with longer tenure have often built solid relationships with colleagues and supervisors, creating a sense of community and support at work. This social connection makes the workplace environment more enjoyable and less isolating. Long-term employees also benefit from greater job security. Knowing they are valued allows them to focus more on their work and less on

concerns about losing their jobs. Many of these employees receive ongoing training and opportunities for advancement, which can lead to higher job satisfaction. They accumulated experience and skills, which improves their confidence and effectiveness on the job. This sense of growth and stability helps improve their overall well-being at work. Having a longer tenure encourages employees to invest in their work more fully. They take pride in their contributions and feel more committed to the organization. This sense of commitment creates a positive feedback loop, where better work leads to increased job satisfaction. It also reduces the chance of burnout or dissatisfaction that often comes with constant change or job hopping. In addition, long-term workers often have a clearer sense of their place within the organization. They understand the company's goals and how their role fits into the bigger picture. This understanding gives them a greater sense of purpose and fulfillment. It also allows them to develop stronger routines and habits that support their overall well-being. In summary, employees with longer job tenures generally experience a higher quality of life at work. They feel more secure, connected, and competent. These factors help create a more positive, stable work environment where employees can thrive over the long run.

The findings of this research indicated that job tenure did not influence emotional intelligence scores in transmittal employees of Sistan and Baluchestan province, Iran. The outcomes of this research align with the previous results (Galanakis et al., 2021; Asiamah, 2017). Galanakis et al. (2021) demonstrated that emotional intelligence is not affected by teaching experience. Additionally, Asiamah (2017) discovered that the length of employment does not consistently forecast the emotional intelligence of nurses. Findings of this research indicated that emotional intelligence (EI) does not change significantly with how long someone has worked in a job. This suggests that a person's ability to understand, manage, and use emotions effectively is not necessarily gained through experience alone. Even employees with many years on the job can have the same level of emotional skills as those who are new. For example, a ten-year veteran in customer service might not be more emotionally aware than a new hire learning the ropes. Both could struggle with handling difficult customers or managing their own stress during busy times. This finding challenges the idea that emotional intelligence naturally develops over time. It shows that EI is more of a fixed trait or skill that may need deliberate training or personal effort. Many people assume that the longer someone is in a role, the better they become at understanding colleagues or resolving conflicts. But data suggests that this is not always true. Some workers might stay in similar roles for years without improving these skills. Others might actively seek out ways to develop their EI through training or coaching. Understanding this is important for organizations. It means that simply giving employees more time in a job will not necessarily make them more emotionally intelligent. To build this skill set, companies need to provide targeted development programs. It also highlights the importance of hiring practices that evaluate emotional skills from the start. Even with many years in the same position, an individual may not display higher levels of EI unless they intentionally work on it. In essence, the relationship between years of experience and emotional intelligence is weak or nonexistent. People can be highly emotionally aware at any stage of their career, regardless of how long they have been working. This emphasizes that emotional intelligence is a skill that must be cultivated, not automatically gained through job tenure.

The results of this study showed that there were no association between job tenure and organizational commitment scores in transmittal employees of Sistan and Baluchestan province, Iran. The findings of this study are opposite of the prior ones (Brimeyer et al., 2010; Khan, 2022; Sujatha et al., 2013, Timalsina et al., 2018; Mahmoudi et al., 2016). The previous findings found a significant association between job tenure and organizational commitment. Brimeyer et al. (2010) found that workers with less experience had a low level of organizational commitment. Khan (2022) discovered that work experience was recognized as a major predictor of organizational commitment. Sujatha et al. (2013) found that employees with 0-5 years of experience demonstrate higher continuance commitment than their colleagues. It has also been found that there exists a considerable level of affective commitment among workers with 6-15 years of experience, whereas a generally low level of normative commitment has been noted in the overall population. Timalsina et al. (2018) showed that having more than 5 years of experience in the same



institution often displayed diminished levels of organizational commitment. Mahmoudi et al. (2016) discovered a positive and meaningful correlation between the work experience of librarians and their commitment to the organization (Mahmoudi et al., 2016). Unlike earlier studies on this subject, the results of this research did not show a clear link between how long employees have worked at a job and their level of commitment to the organization. In past research, longer job tenure often meant greater loyalty and stronger attachment to the company. For example, previous findings suggested that employees with more years of service tend to feel more connected and are less likely to leave. This pattern was common in many workplaces and was seen as a sign that time spent at a company builds stronger bonds. However, this study focused on transmittal employees in the Sistan and Baluchestan province of Iran. These workers often face different work conditions and cultural factors. The results indicate that, in this specific region and among these employees, the length of time they stay in their jobs does not seem to strongly influence their commitment to the organization. Their level of engagement or loyalty remains similar, whether they have been there for a few months or several years. This might be due to various reasons, such as job satisfaction levels, motivation, economic factors, or the nature of their work arrangements. These findings challenge the widespread belief that longer tenure always correlates with higher commitment. It suggests that other factors may play a bigger role in shaping how committed these employees feel. It also highlights the importance of considering local or cultural contexts when studying workplace behavior. The results can help organizations develop better strategies to foster commitment among employees, especially in regions with unique socio-economic conditions. Overall, this study shows that the relationship between job tenure and organizational commitment is not universal and can differ based on the specific environment and workforce involved.

### **Ethical considerations**

In this study, all ethical standards, including informed consent from research participants, ensuring the confidentiality of participants' responses, and voluntary participation or withdrawal of participants in the study, were fully observed. In addition, ethical considerations consistent with ethical standards were observed in the study.

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### **Conflict of interest**

The author express that there is no conflict of interest in this study.

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