

Emotional dynamics in managerial decision-making and demographic characteristics

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ABSTRACT: The present study investigates the influence of demographic characteristics on managers' emotions experiencing, with particular attention to age, gender and tenure. The sample comprises 313 managers employed in small and medium-sized enterprises operating in the production and trading sector. A quantitative research design was adopted, employing the Positive and Negative Affect Schedule (PANAS) as the primary measurement instrument. Analyses included descriptive and inferential statistics. The findings indicate that neither age nor tenure exert a significant effect on the emotions experiencing of managers, suggesting that emotional patterns remain relatively consistent across these dimensions. By contrast, gender differences emerged in relation to two specific emotions: guilt and enthusiasm. Female managers reported significantly lower levels of guilt and enthusiasm compared to male managers. These results highlight the relevance of gender in shaping particular emotional responses within managerial contexts, while suggesting limited influence of age and tenure. The study advances existing literature by providing empirical evidence on the intersection of managerial demographics and emotions experiencing, with potential implications for managers' development, workplace well-being, and organizational decision-making.

Keywords – demographic characteristics, emotions experiencing, emotions regulation, managerial decision-making, organizational performance

I. INTRODUCTION

Decision-making is a core managerial responsibility, shaping both strategic direction and operational performance of organizations. While traditional management research has emphasized rational and analytical models of decision-making, a growing body of research demonstrates that emotions are integral to this process.

Nowadays managerial decisions are increasingly shaped by emotions (Rostomyan et al., 2024). Rapid technological change, unstable market conditions, political and economic uncertainty create contexts in which decisions must be made quickly and often under incomplete information. These conditions amplify reliance on emotions. Moreover, the growing complexity of stakeholders' relationships and the diversity of internal environment intensify emotions' impact on decision-making. In the contemporary management landscape, emotions have shifted from being viewed as disruptive biases to being recognized as integral components of managerial judgment and decision-making (Hasson Marques et al., 2024).

Empirical evidence indicates that emotions exert a significant and undeniable influence on decision-making processes, with their effects being more pronounced in individual decision contexts than in collective or group-based decision-making settings (Chung et al., 2023). Emotions are strongly influenced by cognitive factors and can arise in a specific situation or be a characteristic of decision maker's personality. Cognitive theories argue that emotions are the result of thinking that an object, an event, or another individual influences or can influence the desired goals and outcomes (Osmani, 2017). Emotions experiencing determines how managers perceive risks, evaluate alternatives, and commit to courses of action. Furthermore, emotions exert a more substantial influence in the context of complex problems or situations, where uncertainty, ambiguity and high cognitive demands are present (Morriss et al., 2022; Sahib et al., 2024). In contrast, decision-making processes associated with simpler, well-structured situations tend to be less susceptible to emotional influences, as they rely more heavily on routine, established procedures, and readily available information.

Emotions' impact on decision-making can be direct or indirect. If their influence is direct, emotions are related to the object of decision-making and can appear at different stages of the process, but emotions experiencing can be also influenced by the past (Dunning et al., 2017). Thus, if the decision maker is facing a situation encountered in the past, it is highly probable that he will undergo similar emotional experience

(Grimani et al., 2024). Most studies focus on emotions' impact by dividing them into positive and negative emotions. So, positive emotions lead to optimistic judgments, while negative ones make the decision maker pessimistic (Zhao & Zhou, 2024). Studies have shown that in the case of positive emotions, the decision maker is more inclined to rely on personal knowledge, while negative emotions push the decision maker to seek and process more information from the outside (Chochoiek et al., 2024). All this happens because under the influence of positive emotions, the decision maker perceives the external environment as favorable, therefore he relies on personal knowledge, while under the influence of negative emotions, he perceives the environment as more hostile, and therefore he carefully analyzes new information and feel more underconfident (Serna-Zuluaga et al., 2024).

Despite the growing recognition of emotions as a fundamental component of decision-making, research on how managers experience emotions remains limited (Cristofaro et al., 2022). Existing literature has primarily focused on cognitive processes, and rational thinking and analyses, often neglecting the affective dimension of managerial work (Kanzola et al., 2024). This gap is striking given that managers operate in environments characterized by uncertainty, time pressure, and interpersonal complexity, all of which are fertile grounds for strong emotional responses. Furthermore, little empirical attention has been given to the ways in which managers' demographic characteristics shape emotional responses. Upper echelons theory of Hambrick & Mason (1984) and Hambrick (2007) suggests that managers' demographic traits serve as proxies for deeper psychological and cognitive attributes, but yet the specific pathways through which they interact with emotions remain underexplored.

This study tries to shed light on the relationship between managers' demographic characteristics, such as age, gender and tenure, and emotions experiencing. Understanding how managers experience, regulate and respond to emotions is essential for a more complete picture of decision-making effectiveness and organizational outcomes. The objectives of this research are multifaceted, encompassing not only an examination of interrelationships among the variables under investigation, but also an exploration of the underlying mechanisms that account for the observed results. Firstly, the research aims to understand emotions experiencing of the Albanian managers. Secondly, the study aims to investigate age, gender and tenure impact on emotions experiencing. It is strongly believed that these demographic variables shape not only the types of emotions managers are likely to experience, but also how emotions are expressed, interpreted and regulated. Thirdly, by elaborating a theoretical framework, this study tries to identify variables and elements and discover possible relationships between them, so as to be able to define some general reflections about emotions experiencing, offering important insights on the dynamics of decision-making effectiveness and organizational performance.

The remainder of this paper is organized as follows. Section 2 provides a comprehensive review of the relevant literature. Section 3 outlines the research methodology, detailing the sampling strategy, data collection and analytical methods employed. Section 4 presents the empirical findings and offers a discussion. Finally, section 5 draws conclusions from the research, highlighting contributions, limitations and future investigations.

II. LITERATURE REVIEW

Age is a fundamental demographic variable that shapes the way managers perceive, process and respond to information in different contexts that require making a choice. Its influence in decision-making is multidimensional. Understanding the impact of age on managerial decision-making is essential for organizations seeking to align leadership styles with objectives, foster intergenerational collaboration and ensure balanced governance. Among others age plays a critical role on how managers experience, interpret and regulate emotions. Emotions experiencing is not static. In managerial roles, where decision-making, interpersonal relations and leadership effectiveness are deeply intertwined with emotional dynamics, age can significantly influence both the intensity and the nature of emotions encountered.

According to Ross & Mirowsky (2008), age is associated with a shift from negative to positive and from active to passive emotions. Bruin de Bruin et al. (2018) emphasized that older adults reported relatively less negative and more positive emotions than younger adults, especially after losses. The investigation of Mikkelsen et al. (2024) found that as people age, they tend to select and employ a few strategies that they know will be effective given the context and their available resources. This selective utilization results in reduced variability in emotion regulation approaches, but contributes to more well-being. Livingstone & Isaacowitz (2021) have shown that younger adults may, with greater frequency, elect to engage in or even intensify exposure to negative situations, potentially in pursuit of instrumental or long-term goals, while middle-aged adults appear more inclined to prioritize the avoidance of negative experiences. On the other hand, older adults tend to actively seek positive stimuli, while continuing to employ emotion regulation strategies and behavioral tactics that they know will be effective. The investigation of Whitmoyer et al. (2023) provide evidence of age-related decreases in emotion regulation flexibility as well as age-related shifts in the adaptiveness of emotion

regulation patterns. However, age-comparative studies of emotion regulation strategies have not identified systematic age differences (Isaacowitz & Wolfe, 2024).

Kim & Barber (2022) found that adults are more affected by positivity. According to Mather & Johnson (2000), as people age their tendency to distort memory in favor of the options they chose increases. Kim et al. (2008) and Carstensen & DeLiema (2018) demonstrated that adults have a lower sense of regret because they emphasize positivity when they have to interpret the outcomes of their decisions. According to Eberhardt et al. (2018), older age is correlated to more experience-based knowledge and less negative emotions about financial decisions. According to Unger et al. (2024), there are no age-related differences in positive affect, which is associated with reduced error rates for both younger and older adults. Furthermore, they found a greater accuracy for older adults, but a slower response time. Previously, Wieschen et al. (2023) found that younger adults respond more quickly, but less accurately compared to older adults. Furthermore, older adults use a more conservative decision style and need more time for non-decisional processes. Referring to the emotion of regret, Matarazzo et al. (2021) reported that regret experiencing tends to decline with advancing age. Nolte & Löckenhoff (2024) reported that older adults experienced more intensively long-term regret, while for short-term regrets they showed lower intensity compared to younger individuals. However, Huang et al. (2023) found that older adults are less sensitive to regret.

While there is evidence on age's impact on decision-making, little is known how this demographic characteristic affects specific emotions. Most of the studies focus simply on identifying age differences in positive and negative emotions experienced. Furthermore, far less attention has been devoted to understanding how age influences the nature and dynamics of emotions experienced in the case of managers. Much of the existing managerial research on age focuses on decision-making and performance outcomes without considering the emotional mechanisms that may underlie these effects. This gap in the literature is noteworthy, as age-related changes in emotion processing, regulation and expression have been well-documented in psychology, yet their application to managerial contexts remain underexplored. However, based on previous evidence, the hypothesis is formulated as follows:

H₁: Managers' age significantly influences the emotions they experience.

Another demographic characteristic that has always captured researchers' attention is gender. This demographic characteristic encapsulates differences in values, decision-making styles, risk perceptions and emotions experienced. Referring to emotions, gender is an important factor that can influence both the intensity and type of emotions experienced. The investigation of Fiorenzato et al. (2024) provided interesting results. They found that under fear induction, women exhibited a steeper temporal discounting rate compared to men, demonstrating a stronger preference for immediate-smaller rewards rather than larger-delayed ones. Furthermore, women were more likely to select immediate rewards under fear conditions than when in a positive state of joy or happiness. The study of Goubet & Chryssikou (2019) has shown that women consistently used more strategies for emotion regulation than men and were more flexible in the implementation of those strategies. Rekar et al. (2023) have concluded that women have difficulties in maintaining goal-directed behavior and difficulties in engaging in emotion regulation strategies were related to poor performance, whereas for men it was related to falling prey to the sunk cost effect. According to Ran et al. (2021), overall the impact of emotional intelligence on corporate financial decision-making is slightly higher in male managers compared to female managers.

Sanchez & Franco (2016) concluded that male and female entrepreneurs are both affected by emotions, with significant gender differences for 8 factors under investigation: love, unfairness, compassion, dissension, individualism, insecurity, anger and surprise. There are gender differences in emotions expression and women show greater expressivity compared to males, which may indicate that males experience increased stress associated with emotional suppression (Carlton et al., 2020). According to Martinez et al. (2020), there are gender differences for negative emotions such as anger and sadness, and for positive emotions such as happiness and pride. Focusing on ethical decision-making in organizations, Ward (2016) found that women perceive unethical behaviors as more harmful and morally wrong compared to men. This finding can be explained by gender differences in feeling guilty and ashamed and in emotional suppression. For high risk decisions, women are more risk-averse than men because they feel nervous and fear (Fiorenzato et al., 2024), while men feel angrier (Fischer & Evers, 2011). Furthermore, there is evidence that women are less influenced by positivity and usually have a pessimistic view of situations (Karmarkar, 2023; Dawson, 2023). These findings suggest that women are more affected by negative emotions in decision-making. According to Buser et al. (2023), women do not like competitive situations. This could derive from the fact that competitive situations are often accompanied by stress (Zhong et al., 2018). In the investigation of gender differences in emotions experienced, regret, which is mostly considered as a negative emotion, has an important place. Regret arises when individuals compare the outcomes of their decisions to alternative courses of action that might have produced better results. This emotion influences risk preferences and choice strategies. Previous studies have shown that women are more affected by

regret compared to men (Li et al., 2018; Hsu et al., 2021). Consequently, women tend to exhibit a greater tendency to rely on regret aversion and loss aversion biases (Bihari et al., 2022; Dawson, 2023).

While studies in psychology and behavioral sciences have documented that men and women often differ in how they experience, express and regulate emotions, much of this evidence has been derived from general populations. The studies that focus on gender differences in managerial decision-making remain limited and further investigation needs to be done. However, based on previous evidence, the hypothesis is formulated as follows:

H₂: Male and female managers differ significantly in the emotions they experience.

Among demographic characteristics that may shape emotions experiencing in decision-making, managerial tenure represents an underexplored factor. It is strongly believed that tenure can affect emotional responses through accumulated experience, familiarity with organizational processes, and the development of coping mechanisms for uncertainty and ambiguity. Longer-tenured managers may exhibit greater emotional regulation and resilience due to repeated exposure to high-stakes decisions, whereas shorter-tenured managers might experience emotions more intensely, potentially leading to heightened reactivity or caution. Conversely, extended tenure may also foster emotional detachment or complacency, influencing the degree to which emotions are acknowledged and integrated into decision-making process. So, referring to emotional intelligence, Mayer & Salovey (1997) and Adeyemo (2008) suggest that as employees age and gain more experience, their emotional intelligence increases. Focusing on tourism industry, Wolf & Kim (2013) found that emotional intelligence of managers is positively associated with industry tenure, but not with company tenure. There is other evidence that working experience impacts significantly emotional intelligence. So, by investigating the association between professional experience and different facets of emotional intelligence Uniyal & Uniyal (2020) conclude that although tenure do not necessarily affect all emotional dimensions, it exerts a notable influence on social awareness. This finding implies that employees with greater experience demonstrate enhanced capacity to recognize and interpret the emotions of others, a fundamental aspect of emotional intelligence. Moreover, the study provides further support for the view that emotional intelligence constitutes an acquired competence that develops progressively with age and accumulated experience. According to Doerwald et al. (2016), the accumulation of experience with increasing age can foster the development of more advanced emotional competencies. A longitudinal review by Mäkikangas et al. (2016) highlights that older employees and job stayers (longer tenure) are more likely to experience favorable and stable affective well-being over time compared to younger employees and job changers (shorter tenure). Greater maturity, stability and familiarity with the organization contribute to sustained positive emotional outcomes. However, Zhao et al. (2019) found no support for tenure's impact on emotion regulation ability. Also, Reh et al. (2021) emphasize that the experience and regulation of emotions depend on task characteristics, as certain occupations are more emotionally demanding than others. Existing research focusing on the role of tenure on emotions experiencing, particularly for managerial positions, has received limited attention. However, based on the previous evidence, the hypothesis is formulated as follows:

H₃: Managers' tenure significantly influences the emotions they experience.

III. RESEARCH METHODOLOGY

3.1 Sample and data collection

The present study investigates the impact of age, gender and tenure on emotions experiencing by managers of small and medium enterprises operating in the production and trading sectors of the Albanian economy.

The decision to limit the study to small and medium enterprises in the production and trading sectors is based on several considerations. SMEs represent a substantial portion of the Albanian economy and are characterized by unique managerial challenges, including resource constraints, multi-role responsibilities, and closer interpersonal interactions compared to larger companies. In these contexts, managers often engage directly with employees, clients and suppliers, making their emotional experiences particularly salient. Moreover, the concentration on specific sectors such as production and trading ensures contextual consistency, facilitating more accurate comparisons and reducing extraneous variability related to industry-specific practices.

Given the focus on managerial positions in SMEs, a convenience sampling method was employed. Managers were selected based on their involvement in operational, tactical and strategic decision-making. In certain instances, snowball sampling method was applied to identify additional participants that meet the research criteria.

A total of 313 managers participated in the study, providing a robust dataset to examine variations in emotions experiencing across demographic characteristics. The focus on managers as participants is motivated

by their central role in organizational decision-making. Managers routinely face complex, high-stakes situations that require not only cognitive competence, but also the effective recognition, regulation and utilization of emotions. Emotions experiencing in managerial roles can significantly influence decision quality and organizational performance. The sample encompassed a diverse group managers across different age groups, gender identities and tenure levels, summarized in Table 1 and Table 2. The combination of these demographic variables allows for a detailed exploration of how individual characteristics relate to emotions experiencing in managerial contexts.

Table 1. Descriptive statistics for age and tenure

Independent variables	N	Min	Max	Mean	Std. Deviation	Skewness	Kurtosis
Age	313	20	61	32.42	8.688	1.075	0.565
Tenure	313	0	19	4.74	3.742	1.348	1.869
Valid N	313						

(Source: Author's elaboration from SPSS)

As reported in Table 1, the age of participants ranges from 20 to 61 years old, with a mean of 32.42 years (SD = 8.688). The distribution is positively skewed (Skewness = 1.075), suggesting that most managers are younger than the mean, while a smaller number of older participants increases the mean. The kurtosis value (0.565) indicates that the distribution is slightly more concentrated around the mean than a normal distribution. Regarding the tenure, participants report years of experience in the current position ranging from 0 to 19 years, with a mean of 4.74 years (SD = 3.742). The distribution is also positively skewed (Skewness = 1.348), indicating that most participants are new to their current position, while a smaller proportion have been in the current position for a longer period. The high kurtosis value (1.869) indicates a greater concentration of values around the mean.

Referring to gender, as reported below in Table 2, have participated in this investigation 102 male and 211 female in managerial positions.

Table 2. Descriptive statistics for gender

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Male	102	32.6	32.6	32.6
Female	211	67.4	97.4	100.0
Total	313	100.0	100.0	

(Source: Author's elaboration from SPSS)

3.2 Statistical methods

To examine the impact of age, gender and tenure on emotions experiencing, the study employed a combination of validated measurement instruments and appropriate statistical techniques.

Data were collected using a structured questionnaire with a five-point Likert scale. Emotions experiencing in decision-making were assessed using the Positive and Negative Affect Schedule (PANAS) of Watson et al. (1988), a widely recognized psychometric scale that measures the extent to which individuals experience positive and negative emotions. Including 10 positive emotions and 10 negative emotions, PANAS allows for the quantification of emotions experiencing across multiple dimensions, making it particularly suitable for organizational and managerial contexts. Questionnaires were administered both electronically and in person, depending on participants' availability and preference.

For the present study was adopted a quantitative approach, by combining descriptive and inferential statistics. Data analysis was done using SPSS. More specifically, statistical methods applied include:

- descriptive statistics, including means, standard deviations and frequency distributions to summarize the central tendencies and variability in managers' positive and negative emotions.
- Spearman correlation coefficient, to assess the relationship between age and tenure (continuous variables) and emotions (ordinal variables).
- Mann-Whitney U test, to compare emotions (ordinal variables) experienced by male and female managers (dichotomous variable).

The combination of these methods ensures both a comprehensive overview of the sample and rigorous testing of the hypotheses regarding the role of age, gender and tenure on managerial emotions experiencing.

IV. RESULTS AND DISCUSSION

This section presents the findings on the relationship between age, gender, and tenure and the types of emotions experienced by managers. The analysis examines how these demographic variables may influence the frequency, intensity, and valence of emotional states in the decision-making process. The results are derived from a quantitative analysis of data collected from a diverse sample of managers across production and trading

industries. This section will detail the statistical outcomes, including descriptive statistics and the results of inferential tests, to provide a comprehensive understanding of the observed patterns.

As can be noted in Table 3 below, the highest reported positive emotions are Attentive, Active, Alert and Determined. So, for Attentive ($M = 4.33$, $SD = 0.652$), over 90% of participants rated themselves as quite a bit or extremely attentive, while for Active ($M = 4.23$, $SD = 0.754$), almost 87% scored high, reflecting strong engagement. For Alert ($M = 4.22$, $SD = 0.746$) and Determined ($M = 4.09$, $SD = 0.730$) more than 80% selected “quite a bit” or “extremely”. Other positive emotions such as Interested ($M = 3.86$, $SD = 0.965$), Excited ($M = 3.86$, $SD = 0.885$), Strong ($M = 3.79$, $SD = 0.872$), Proud ($M = 3.81$, $SD = 0.981$), Inspired ($M = 3.7$, $SD = 0.839$), Enthusiastic ($M = 3.55$, $SD = 0.957$) are rated “moderately” to “quite a bit”, suggesting that while managers experience these emotions, they are not intense as the first four emotions.

Referring to negative emotions, Hostile ($M = 1.21$, $SD = 0.547$), Ashamed ($M = 1.3$, $SD = 0.660$), Guilty ($M = 1.34$, $SD = 0.685$), and Afraid ($M = 1.66$, $SD = 0.863$) are reported at very low levels with strong clustering at “very slightly or not at all”. Other negative emotions like Upset ($M = 1.79$, $SD = 0.806$), Scared ($M = 1.81$, $SD = 0.857$), Jittery ($M = 1.87$, $SD = 0.864$), and Irritable ($M = 1.96$, $SD = 0.878$) are also low, but with a small share reporting moderate intensity. Distressed ($M = 2.57$, $SD = 1.051$) and Nervous ($M = 2.26$, $SD = 0.977$) stand out as the relatively higher negative emotions, though still moderate overall.

The descriptive statistics indicate that managers report substantially higher positive emotions than negative emotions. Positive emotions mean range is 3.55 – 4.33, while negative emotions mean range is 1.21 – 2.57. This suggests a generally constructive emotional climate among SME managers, characterized by attentiveness, activity, alertness and determination, with relatively low hostility, guilt or shame.

Table 3. Descriptive statistics for dependent variables

Dependent variables	Very slightly or not at all	A little	Moderately	Quite a bit	Extremely	Min	Max	Mean	SD
1. Interested	4.2%	2.9%	21.1%	47%	24.9%	1.00	5.00	3.86	0.965
2. Irritable	34.5%	39.9%	22%	2.2%	1.3%	1.00	5.00	1.96	0.878
3. Distressed	15%	37.7%	26.5%	17.3%	3.5%	1.00	5.00	2.57	1.051
4. Alert	0.3%	1.6%	12.5%	47%	38.7%	1.00	5.00	4.22	0.746
5. Excited	1.9%	3.8%	24.3%	46.6%	23.3%	1.00	5.00	3.86	0.885
6. Ashamed	79.2%	12.8%	7.3%	0%	0.6%	1.00	5.00	1.30	0.660
7. Upset	41.9%	40.9%	14.4%	2.6%	0.3%	1.00	5.00	1.79	0.806
8. Inspired	1.3%	5.4%	30.7%	47.3%	15.3%	1.00	5.00	3.70	0.839
9. Strong	2.6%	2.6%	27.5%	47.9%	19.5%	1.00	5.00	3.79	0.872
10. Nervous	22.4%	42.2%	26.2%	6.1%	3.2%	1.00	5.00	2.26	0.977
11. Guilty	75.4%	16.9%	6.4%	0.6%	0.6%	1.00	5.00	1.34	0.685
12. Determined	0%	2.6%	14.7%	53.7%	29.1%	2.00	5.00	4.09	0.730
13. Scared	43.5%	36.7%	16.3%	2.9%	0.6%	1.00	5.00	1.81	0.857
14. Attentive	0.3%	0.6%	6.4%	51.4%	41.2%	1.00	5.00	4.33	0.652
15. Hostile	84.7%	10.9%	3.8%	0.3%	0.3%	1.00	5.00	1.21	0.547
16. Jittery	38%	42.8%	13.4%	5.4%	0.3%	1.00	5.00	1.87	0.864
17. Enthusiastic	3.5%	8.6%	31.3%	42.5%	14.1%	1.00	5.00	3.55	0.957
18. Afraid	54.6%	28.8%	13.4%	2.2%	1%	1.00	5.00	1.66	0.863
19. Proud	2.2%	7.7%	23%	41.2%	25.9%	1.00	5.00	3.81	0.981
20. Active	0.6%	1.3%	11.8%	47%	39.3%	1.00	5.00	4.23	0.754

(Source: Author’s elaboration from SPSS)

As reported in Table 4 below, there are some statistically significant correlations between emotions, age and tenure. Referring to age we found a relationship for one negative emotion, guilt, and for one positive emotion, attentiveness. More specifically, there is a positive correlation between feeling guilty and age ($r_s = 0.170$, $p = 0.003$). This suggests that as age increases, the reported feeling of guilt also tends to increase. This is a highly significant relationship ($p < 0.01$), but however Spearman correlation coefficient is very weak. Also, there is a weak negative correlation between being attentive and age ($r_s = -0.129$, $p = 0.023$). This suggests that as age increases, the reported feeling of being attentive tends to decrease. This is a significant relationship ($p < 0.05$), but however Spearman correlation coefficient is weak.

In the case of tenure, there are statistically significant correlations for two positive emotions. More specifically, there is a negative correlation between being alert and tenure ($r_s = -0.131$, $p = 0.02$). This suggests that as managers’ tenure increases, their reported feeling of being alert tends to decrease. This is a significant

relationship ($p < 0.05$), but however Spearman correlation coefficient is weak. There is also a positive correlation between feeling proud and tenure ($r_s = 0.140$, $p = 0.013$). This suggests that as managers' tenure increases, their reported feeling of pride also tends to increase. This is a significant relationship ($p < 0.05$), but however Spearman correlation coefficient is weak.

Table 4. Spearman correlation coefficients for age and tenure

Spearman's Rho	Age		Tenure	
	Correlation coefficient	Sig. (2-tailed)	Correlation coefficient	Sig. (2-tailed)
Interested	-0.040	0.479	-0.048	0.393
Irritable	0.019	0.738	0.088	0.121
Distressed	-0.036	0.529	-0.002	0.978
Alert	-0.084	0.140	-0.131	0.020*
Excited	-0.008	0.886	-0.009	0.868
Ashamed	0.070	0.217	-0.086	0.130
Upset	0.055	0.335	0.105	0.062
Inspired	-0.006	0.911	0.011	0.840
Strong	-0.077	0.176	-0.052	0.360
Nervous	0.006	0.916	-0.032	0.574
Guilty	0.170	0.003**	0.105	0.063
Determined	-0.099	0.080	-0.069	0.226
Scared	0.046	0.415	-0.008	0.891
Attentive	-0.129	0.023*	-0.107	0.059
Hostile	-0.064	0.260	-0.089	0.114
Jittery	0.064	0.258	0.065	0.248
Enthusiastic	0.14	0.809	0.070	0.217
Afraid	0.19	0.735	-0.026	0.651
Proud	0.089	0.115	0.140	0.013*
Active	0.008	0.895	0.046	0.422

* Correlation is significant at the 0.05 level (2-tailed)

** Correlation is significant at the 0.01 level (2-tailed)

(Source: Author's elaboration from SPSS)

Spearman's correlation analysis reveals several statistically significant relationships between the emotions measured and the demographic variables of age and tenure. While most correlations were not significant, the findings suggest that as managers age, they tend to report feeling guiltier and less attentive. Furthermore, as their time with the organization (tenure) increases, they tend to report feeling less alert, but more proud. These specific, albeit weak, correlations highlight a nuanced connection between managers' demographic characteristics and their emotional state.

A statistical analysis was conducted to determine the appropriate test for comparing emotions experiencing of male and female managers. A test of normality was performed to ensure the data met the necessary requirements. The results, as detailed in Table 5, revealed a statistically significant violation of the assumption of a normal distribution for all measured items ($p < 0.05$). This was confirmed by both the Kolmogorov-Smirnov and Shapiro-Wilk tests. Consequently, due to the non-normal distribution of the data, Mann-Whitney U test was selected as the most appropriate method to analyze the differences between the two independent groups (men and women). This methodological choice ensures the validity of the subsequent comparative analysis.

Table 5. Test of normality

Dependent variables	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Interested	0.278	313	0.000	0.830	313	0.000
Irritable	0.226	313	0.000	0.834	313	0.000
Distressed	0.232	313	0.000	0.899	313	0.000
Alert	0.240	313	0.000	0.799	313	0.000

Excited	0.264	313	0.000	0.852	313	0.000
Ashamed	0.468	313	0.000	0.512	313	0.000
Upset	0.254	313	0.000	0.804	313	0.000
Inspired	0.266	313	0.000	0.863	313	0.000
Strong	0.268	313	0.000	0.844	313	0.000
Nervous	0.249	313	0.000	0.868	313	0.000
Guilty	0.445	313	0.000	0.557	313	0.000
Determined	0.277	313	0.000	0.814	313	0.000
Scared	0.261	313	0.000	0.805	313	0.000
Attentive	0.279	313	0.000	0.751	313	0.000
Hostile	0.494	313	0.000	0.431	313	0.000
Jittery	0.250	313	0.000	0.815	313	0.000
Enthusiastic	0.247	313	0.000	0.880	313	0.000
Afraid	0.325	313	0.000	0.745	313	0.000
Proud	0.248	313	0.000	0.868	313	0.000
Active	0.243	313	0.000	0.790	313	0.000

a. Lilliefors Correction Significance

(Source: Author's elaboration from SPSS)

Table 6. Nonparametric tests^a

Emotions	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
Interested	10245.500	32611.500	-0.736	0.462
Irritable	10486.000	15739.000	-0.390	0.697
Distressed	10140.500	32506.500	-0.862	0.388
Alert	9991.000	15244.000	-1.122	0.262
Excited	9654.000	32020.000	-1.580	0.114
Ashamed	10705.500	33071.500	-0.105	0.917
Upset	9677.000	32043.000	-1.562	0.118
Inspired	9624.500	31990.500	-1.631	0.103
Strong	10207.500	32573.500	-0.795	0.427
Nervous	9508.000	14761.000	-1.764	0.078
Guilty	9168.500	31534.500	-2.820	0.005*
Determined	10377.000	32743.000	-0.566	0.571
Scared	10757.000	33123.000	-0.006	0.995
Attentive	10516.500	15769.500	-0.366	0.715
Hostile	10701.000	15954.000	-0.128	0.898
Jittery	9752.500	32118.500	-1.446	0.148
Enthusiastic	8666.000	31032.000	-2.961	0.003*
Afraid	9637.500	32003.500	-1.663	0.096
Proud	9873.500	32239.500	-1.247	0.213
Active	10290.500	32656.500	-0.687	0.492

a. Grouping Variable: Gender

* Correlation is significant at the 0.01 level (2-tailed)

(Source: Author's elaboration from SPSS)

As reported in Table 6, only two emotions show a statistically significant difference between male and female managers. So, the p-value for Guilty is 0.005, which is less than 0.01. This indicates a statistically significant difference in the reported feeling of guilt between the two groups. Males have a mean rank of 172.61, which is higher than the mean rank for females, which is 149.45. This indicates that male managers, on average, reported feeling more Guilty than female managers. Also, the p-value for Enthusiastic is 0.003, which is also less than 0.01. This indicates a statistically significant difference in the reported feeling of enthusiasm between the two groups. Males have a mean rank of 177.54, which is higher than the mean rank for females, which is 147.07. This indicates that male managers, on average, reported feeling more Enthusiastic than female managers. For all the other emotions there are not differences in emotions experiencing due to gender.

V. CONCLUSION

Emotions play a central role in managerial behavior, influencing decision-making effectiveness, organizational performance, personal well-being and interpersonal relations within organizations. Understanding how demographic characteristics shape managers' emotions experiencing is therefore of both theoretical and practical relevance. Despite a growing interest in the psychology, empirical studies examining the relationships between demographic factors and emotions experiencing in managerial contexts remains limited. The present study addresses this gap by investigating the impact of age, gender and tenure on managers' emotions in decision-making. These variables were selected because they represent fundamental demographic attributes frequently associated with differences in attitudes, behaviors and workplace experiences.

Age represents a central factor in shaping emotions experiencing and their regulation, which are both essential in the managerial decision-making process. Psychological and organizational research has consistently highlighted that emotions are not static across the lifespan. They evolve in terms of intensity, frequency and regulation strategies. In the context of managerial decision-making, such differences are particularly relevant. Also, managerial tenure plays a critical role in shaping emotions experiencing and regulatory strategies during decision-making. Tenure is often associated with accumulated knowledge, professional maturity and familiarity with organization, all of which influence how managers interpret and respond to emotionally charged situations. Furthermore, a growing body of research has demonstrated that men and women often differ in the ways they perceive, express and regulate emotions, and these differences can have important implications for decision-making processes in organizational settings. In managerial roles, affective tendencies can shape not only how decisions are made, but also how they are communicated and implemented. Effective regulation of emotions is particularly crucial, as managers must balance personal emotional responses with organizational objectives and stakeholder expectations.

The present study revealed only limited associations, with most emotions unaffected by demographic variables. Regarding age, significant but weak correlations were identified with two emotions: guilt and attentiveness. More specifically, older managers reported a greater tendency to experience guilt, while attentiveness decreased slightly with increasing age. Although statistically significant, the correlations were weak, indicating that age exerts only a marginal influence on emotions experiencing. Gender differences were observed exclusively for two emotions, guilt and enthusiasm. Male managers reported significantly higher levels of both guilt and enthusiasm, whereas no differences emerged for the remaining emotions. These findings suggest that gender shapes emotions experiencing in specific dimensions rather than across the emotional spectrum. Referring to tenure, two weak but significant correlations were identified. Longer tenure was associated with lower levels of alertness, but higher levels of pride. This suggests that professional experience may reduce certain activating emotional responses while reinforcing more self-evaluative and identity-related emotions such as pride. Overall, the results indicate that demographic characteristics exert only a limited influence on managers' emotions experiencing. These findings highlight the complexity of emotional dynamics in managerial contexts and suggest that individual differences beyond demographic characteristics may play a more substantial role in shaping emotions experiencing.

This study provides valuable insights for scholars, managers and policymakers. The findings offer relevant contributions to the literature on managerial emotions, by indicating that demographic factors exert not an important influence on emotions experiencing. This suggests that future research should explore other explanatory variables. Referring to managers, the results orient to the conclusion that emotions experiencing in the workplace are not strongly shaped by age and tenure, implying that managers across different career stages encounter relatively similar emotional challenges. However, the identified gender differences point to the necessity of fostering awareness of how emotions may be expressed differently by male and female managers. Promoting emotional intelligence training and reflective practices could help managers regulate emotions more effectively, improve interpersonal relations, and enhance decision-making processes. From a policy perspective, the study underscores the importance of creating inclusive organizational frameworks that recognize emotional diversity and provide equitable support mechanisms for managers across demographic groups. Policies that encourage gender-sensitive leadership development programs and integrate emotional well-being into organizational practices may contribute to healthier workplace cultures and more effective managerial outcomes. Furthermore, the weak influence of age and tenure suggests that managerial development initiatives should not be stratified primarily by demographic criteria, but should instead prioritize competencies related to emotional regulation and resilience.

The findings of this study open several avenues for future research. First, subsequent investigations could broaden the scope by incorporating additional individual-level variables such as personality traits, emotional intelligence or cognitive styles, which may exert a stronger influence on emotions experiencing. Longitudinal designs would also be valuable for examining how managers' emotional patterns evolve over time, particularly in relation to career development, organizational changes, or exposure to critical decision-making episodes. Second, the observed gender differences call for deeper investigation into socio-cultural and

organizational mechanisms that may account for such disparities. Future studies could adopt cross-cultural comparative approaches to explore whether these patterns are consistent across different national or organizational cultures, or whether they reflect context-specific dynamics. Third, the study focused exclusively on managers in small and medium enterprises within the production and trading sector. Extending the research to large corporations in different industries could test the generalizability of the results and provide a more comprehensive understanding of managerial emotions across diverse organizational settings. Finally, integrating qualitative methods, such as interviews and case studies, alongside quantitative measures, may provide richer insights into the subjective meanings managers attach to their emotions and how these emotions influence organizational decision-making.

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