

Research Article

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Exploring the relationship between Emotional Intelligence and Work-life Balance of the employees in IT sector

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Abstract

This study investigates the relationship between Emotional Intelligence and Work-life balance among the IT sector employees. The number of responses collected was 103, out of which 40 were female and 63 were male. A questionnaire was created to collect data, in three parts. Part A is concerned with the demographic profile of the respondents. Part B contains eight items to measure EI and Part C includes 15 items to assess work life balance. The questionnaire was circulated to IT sector employees and the responses were collected. The data was analyzed using SPSS to determine whether there was a significant variation in EI based on demographic profile. The strength of the link between EI (self-awareness, self-regulation, empathy, and social skills) and work-life balance has been examined using regression. The study shows that EI is not dependent on age, gender and designation of a person in an organization. Emotional Intelligence is dependent on educational qualification and marital status. Additionally, this study shows that emotional intelligence influences the work-life balance of the employees.

Keywords

Emotional Intelligence,
Work life balance,
Marital status,
Age,
Gender etc...

Introduction

IT Sector in India

India is the world's leading sourcing destination, accounting for approximately 55% of the US\$ 200-250 billion global services sourcing business in 2019-20. According to the National

Association of Software and Service Companies (Nasscom), the Indian IT industry's revenue reached US\$ 227 billion in FY22, representing a 15.5% increase over the previous year. Gartner predicts that IT spending in India will rise to US\$ 101.8 billion in 2022, up from an estimated US\$ 81.89 billion in 2021. By 2025, the Indian software product industry is expected to be worth

\$100 billion. Indian companies are focusing their international investments on expanding their global footprint and improving their global delivery centres. As per Gartner gauges, IT spending in India is expected to increase to US\$ 101.8 billion in 2022 from an expected US\$ 81.89 billion out of 2021. The Indian programming item industry is supposed to reach US\$ 100 billion by 2025. Indian organizations are centering to contribute universally to extend their worldwide impression and upgrade their worldwide conveyance places. The IT business added 4.45 lakh new workers in FY22, getting the complete business in the area to 50 lakh representatives. (IBEF, June – 2022)

Emotional Intelligence

Emotional Intelligence (EI) is the capacity to appreciate anyone on a profound level or EI is the capacity to comprehend and deal with your own feelings, and those individuals around you. Individuals with a serious level of the capacity to understand individuals at their core understand what they're feeling, what their feelings mean, and what these feelings can mean for others. For pioneers, having the ability to appreciate anyone at their core is fundamental for progress. (IHHP).

As indicated by Daniel Goleman, an American psychologist who assisted with promoting the ability to appreciate people at their core, there are five vital components to it:

Self-regulation - This is the capacity to oversee motivation and control one's outward shows of feelings to involve them for their own advantage. Self-awareness - This is the best ability to understand how your own emotions, assets, limitations, and other traits are transmitted into your general environment and inevitably influence others in various and complex ways. Motivation - This includes valuing self-achievement goals over money or power and valuing progress toward those goals. Empathy - This makes it harder to understand people' emotions. Being compassionate stems from creative talents. People can tell you care about them and understand them when you are

obviously empathetic. Social skills - These deal with managing relationships at work so that an environment of inspiration and respect prevails. Strong social skills help you bond with your co-workers and get the respect and trust of your groups.

Work-life Balance

Balance between fun and work activities is an exceptionally more extensive term in Human Resource Management and frequently alluded to tracking down the right harmony between the various viewpoints and jobs in an existence of an individual. Despite the fact that there are various perspectives and ideas about balance between fun and serious activities, it is by and large combined with keeping a general equilibrium in various parts of life. Other early conceptualizations of work-life balance focused on the notion of equal distribution of resources across work and family or other life roles. Following this approach, Kirchmeyer (2000) suggested that balance is achieved when an individual's time, energy, and commitment are evenly distributed across life roles. Other early conceptualizations of work-life balance focused on the notion of equal distribution of resources across work and family or other life roles. Following this approach, Kirchmeyer (2000) suggested that balance is achieved when an individual's time, energy, and commitment are evenly distributed across life roles.

Emotional intelligence can assist in building stronger relationships, achieving success and achieving one's career and personal goals in the IT sector. Additionally, it can help IT professionals in connecting with their feelings, act on their intentions, and make informed decisions regarding one's personal goals. In addition to being crucial for relationships and health, preserving a healthy work-life balance can boost employee performance and increase productivity. Simply put, if an IT sector's employees don't see work as a chore, they'll put in more effort, make fewer errors, and be more willing to promote your business. People are happier when they have

enough time and support for both their personal and professional lives. They have more time to devote to their physical and emotional well-being. As a result, they develop stronger bonds with their employers and coworkers and see increases in performance and productivity. They won't just do more, but they'll also make fewer errors. Employers today must put more time and effort into employee retention. Top talent is hard to find and keep, and turnover costs frequently exceed the pay of the employees being replaced. It's essential for businesses to have a reputation for supporting and fostering work-life balance in order to attract and retain personnel who will keep the organization operating smoothly and expanding.

Literature Review Emotional intelligence

The employees of all ages, irrespective of their gender have low and high emotional intelligence. Employees with low EI, have poor work life balance and employees with higher EI have better work life balance (Monoshree Mahanta, 2015). There is a relationship between emotional intelligence and organizational commitment, job performance among the bank employees (Dhiraj Kumar and Bhanu Priya, 2017). The professionals with high EI were good in managing their professional and personal life and were satisfied with their job. The employees also had a high level of motivation (Madeeha Malik, Zeeshan Haider, Azhar Hussain, 2019). People with high Emotional Intelligence are the best and finest performers and have high levels of interpersonal skills and thus are more satisfied and content at work. Emotionally balanced employees are concerned, self-confident, adaptable, self-aware, cheerful, transparent, optimistic. An individual with high Emotional Intelligence are good problem solvers and fine decision makers. They can proficiently prioritize their tasks and quickly realize their goals (Smrita JAIN, Vibhor JAIN, Subhankar DAS, 2018). The emotional intelligence is correlated with job satisfaction and that all the factors of emotional intelligence are positively correlated to the working conditions in an organization (Neha Pandey, MK Sharma, 2016). The emotional

intelligence and job satisfaction are related and have an impact on the performance of the employees (Dr.J.S. Gunavathy, Ms. R. Ayswarya, 2011). People with high EI were more satisfied with their jobs. No relation between EI and commitment towards a job (Zakieh Shooshtarian, Fatemeh Ameli, Mahmood Amini Lari, 2012). Emotional intelligence had a positive and significant effect on organizational commitment. Emotional intelligence had a positive and significant effect on turnover intention and finally, organizational commitment has a negative and significant effect on turnover intention (Inge Hutagalunga, Mochamad Soeltonb and Ayu Octaviani, 2020). There is an important and positive impact of emotional intelligence on job satisfaction. (Muhammad Khalil ur Rahman, Fazal Haleem, 2018).

Work Life Balance:

In 1986, the expression "Work-life balance" was first recognized, however its use in ordinary language was yet irregular for a specific number of years. Albeit, curiously work-life programs existed in early years, for example, 1930, yet individuals didn't remember them. Prior to the Second World War, the W.K. Kellogg Company made some adaptable work hour shifts for their representatives who supplanted the customary everyday working hours, and the new shift brought about expanded representative productivity and resolve. In 1977, Rosabeth Moss Kanter, without precedent for his persuasive book, *Work and Family in the United States: A Critical Review and Agenda for Research and Policy*, raised the issue of Work-Life Balance and carried it to the very front of associations and examination. This idea powers associations to follow a work-family well-disposed climate. Anyway, during the 1980s the significance of balance between serious and fun activities recognized all around the world and numerous global organizations acquainted the strategies and measures with securing the freedoms of the laborers and attempted to keep a right equilibrium in their way of life. WLB can be achieved by the factors which are also responsible for job

satisfaction like, supportive colleagues, supportive working conditions, equitable reward system, employee centric policies (Rajesh K Yadav and Nishant Dabhade, 2008).

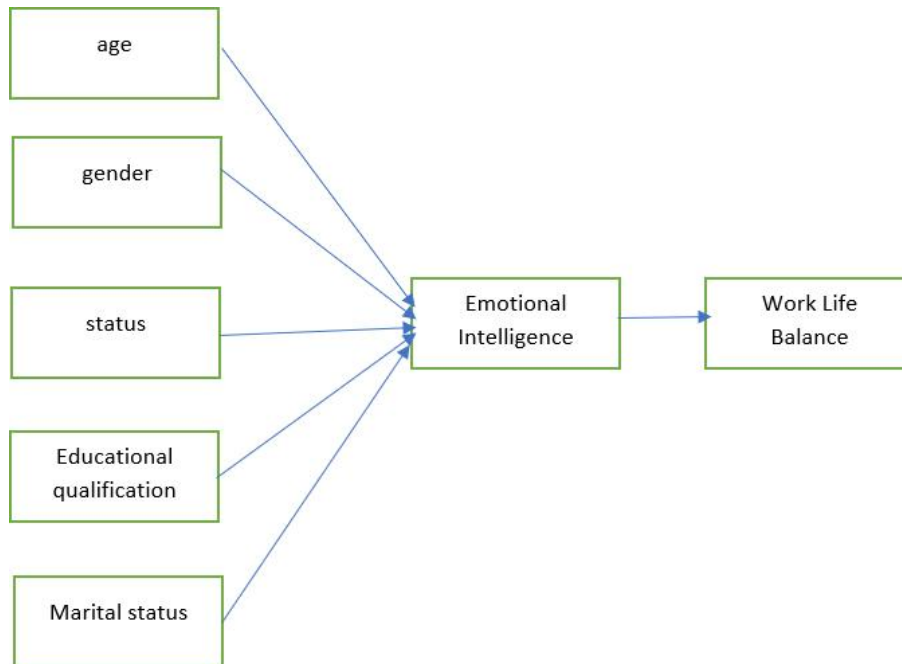
Work-life balance had a positive and significant effect on organizational commitment. Work-life balance had a negative and significant effect on turnover intention (Inge Hutagalunga, Mochamad Soeltonb and Ayu Octaviani, 2020). The women working in the IT industry need flexibility in the working rules and many more facilities so that their professional and personal life stay balanced. (Vijayakumar Bharathi, Padma Mala, Sonali Bhattacharya, 2015).

Research Gap: The research study tries to connect both work life balance and emotional intelligence. In today's dynamic world, it is important to maintain the work life balance while working from home, which has become very

challenging. From the review of literature, it was understood that in India, there is not enough research done in the field of IT sector connecting emotional intelligence with work life balance. Hence this study is done with an intention to assess the relationship between emotional intelligence and work life balance among the employees in IT sector.

Objectives

-) To study if emotional intelligence is dependent on demographic factors (age, gender, educational qualifications, status in an organization and marital status).
-) To find out if emotional intelligence influences the work-life balance of the employees.



Research Hypotheses:

HA–Emotional Intelligence of the employees are dependent on their age, gender, status, educational qualification and marital status.

- HA1: Emotional intelligence of the employees depends on their age
- HA2: Emotional intelligence of the employees depends on their gender

- HA3: Emotional intelligence of the employees depends on their designation in the organization.
- HA4: Emotional intelligence of the employees depends on their educational qualification
- HA5: Emotional intelligence of the employees depends on their marital status
- HB: Work life balance of the employees are influenced by their emotional Intelligence.

Methodology

Sample and data collected

This study was primarily based on primary data collected from corporate professionals working in IT industries. The number of responses collected was 103, out of which 40 were female and 63 were male. A questionnaire was created to collect data, in three parts. Part A is concerned with the demographic profile of the respondents. Part B contains eight items to measure EI; additionally, this part contains a five-point Likert scale. Part C includes 15 items to assess work life balance. A questionnaire was being circulated to IT sector employees and the responses were collected.

The Statistical tools are discussed below.

The data was analyzed using SPSS to determine whether there was a significant variation in EI based on demographic profile. To determine which demographic characteristic has a high level of emotional intelligence, the mean value was examined. The strength of the link between EI (self-awareness, self-regulation, empathy, and social skills) and work-life balance has been examined using regression.

| Cronbach's Alpha | No. of items |
|------------------|--------------|
| 0.709 | 19 |

The Cronbach's Alpha value obtained for 19 items is 0.709, which shows that the data is reliable.

Results and Interpretation

Table- 1 – Demographic Profile

| Factors | Sub factors | Frequency | Percentage |
|----------------------------------|-------------|-----------|------------|
| Age | 20-25 | 46 | 43.8% |
| | 26-30 | 37 | 35.2% |
| | 31-35 | 13 | 12.4% |
| | 35-40 | 6 | 5.7% |
| | 40+ | 3 | 2.9% |
| Gender | Male | 64 | 61% |
| | Female | 41 | 39% |
| Educational Qualification | PhD | 1 | 1% |
| | Masters | 46 | 44% |
| | Graduate | 58 | 55% |
| Marital Status | Unmarried | 79 | 75% |
| | Married | 26 | 25% |
| Experience | 0-5 years | 76 | 72% |
| | 5-10 years | 19 | 18% |
| | 10-15 years | 8 | 8% |
| | 15-20 years | 0 | 0% |
| | 20+ years | 2 | 2% |

From the collected responses, it can be seen that 46 (44%) of the responses are from the age group of 20-25 years. 37 responses are from the people falling in the category of 26-30 years, which comprises 35% of the total responses. 13 people fall in the age group of 31-35 years, which constitutes around 12.4% of the total responses. In the category of 36-40 years, 6 responses are there and in 40+ years, only 3 people are there which constitute 5.7% and 2.9% respectively. 61% (64 responses) of the total responses are male and

39% (41 responses) are female. In terms of educational qualification, 55% (58 responses) have done graduation, 44% (46 responses) have done masters and only 1% (1 response) has done PhD. 75% (79 response) of the respondents are unmarried and 25% (26 responses) are married. 72% of the respondents have the experience between 0-5years, 18% of the respondents have the experience between 5-10 years, 8% have 10-15 years and 2% have more than 20 years.

Table 2: Table for Emotional Intelligence and Demographic variables

| Tests of Between-Subjects Effects | | | | | |
|-----------------------------------|-------------------------|----|-------------|----------|-------|
| Dependent Variable: | | | | | |
| Source | Type III Sum of Squares | df | Mean Square | F | Sig. |
| Corrected Model | 54.331a | 80 | 0.679 | 0.962 | 0.571 |
| Intercept | 721.256 | 1 | 721.256 | 1021.521 | 0 |
| Age | 0.944 | 2 | 0.472 | 0.668 | 0.523 |
| Designation | 9.652 | 20 | 0.483 | 0.684 | 0.802 |
| Gender | 1.249 | 1 | 1.249 | 1.769 | 0.197 |
| Educational Qualification | 12.291 | 9 | 1.366 | 1.934 | 0.1 |
| Marital Status | 2.133 | 1 | 2.133 | 3.021 | 0.096 |
| Experience Years | 1 | 4 | 0.25 | 0.354 | 0.838 |
| Age * Designation | 1.271 | 1 | 1.271 | 1.8 | 0.193 |
| Age * Gender | 1.551 | 1 | 1.551 | 2.197 | 0.152 |
| Age * Educational Qualification | 0.147 | 1 | 0.147 | 0.208 | 0.653 |

Interpretation:

Hypothesis 1: HA–Emotional Intelligence is dependent on the demographic variables age, gender, status, educational qualification and marital status.

To find the influence of demographic variables on Emotional Intelligence, N-way Anova is used. The demographic factors like age, designation, gender, educational qualification, marital status are measured using categorical scale and EI is measured using Interval scale. The table reveals that age is not influencing EI at 95% confidence level as the p value is morethan 0.05. Similarly, Designation does not have a significant difference on Emotional intelligence. In other words, designation is not impacting Emotional Intelligence.

Gender does not have a significant difference on Emotional Intelligence. In other words, gender is not impacting Emotional Intelligence. Educational qualification has a significant difference on Emotional Intelligence at 90% confidence level. In other words, educational qualification is impacting Emotional Intelligence. Marital status has a significant difference on Emotional Intelligence. In other words, marital status is impacting Emotional Intelligence. Experience in years does not have a significant difference on Emotional Intelligence. In other words, experience in years is not impacting Emotional Intelligence.

Therefore, there is no significant difference in Emotional Intelligence based on age category, gender category and designation category.

Table 3: Emotional Intelligence for Marital status

| Report | | |
|------------------------|--------|----------------|
| Emotional Intelligence | | |
| Marital status | Mean | Std. Deviation |
| Married | 4.1169 | 0.858 |
| Unmarried | 4.5385 | 0.64689 |

From the table above it could be inferred that Emotional Intelligence is high for unmarried category with mean value, 4.5385. Emotional Intelligence is low for married category with

mean value 4.1169. Hence, emotional intelligence for married people is low as compared to the unmarried people.

Impact of Emotional Intelligence on Work-Life Balance – Regression model is being used

| Model Summary | | | | |
|-------------------------------|------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .714 | 0.509 | 0.499 | 0.93284 |
| a. Predictors: (Constant), EI | | | | |

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|-------------------------------|----------------|-----|-------------|--------|-------------------|
| Regression | 5.174 | 1 | 5.174 | 20.869 | .000 ^b |
| 1 Residual | 25.039 | 101 | 0.248 | | |
| Total | 30.213 | 102 | | | |
| a. Dependent Variable: WLB | | | | | |
| b. Predictors: (Constant), EI | | | | | |

| Coefficients | | | | | | | |
|----------------------------|-----------------------------|------------|---------------------------|-------|-------|---------------------------------|-------------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | 95.0% Confidence Interval for B | |
| | B | Std. Error | Beta | | | Lower Bound | Upper Bound |
| 1 (Constant) | 1.806 | 0.376 | | 4.801 | 0.000 | 1.060 | 2.552 |
| 1 EI | 0.499 | 0.109 | 0.414 | 4.568 | 0.000 | 0.282 | 0.715 |
| a. Dependent Variable: WLB | | | | | | | |

Hypothesis: Work life balance of the employee is influenced by their emotional Intelligence.

Interpretation-

Regression analysis is often used in conjunction with linear regression. In general, regression analysis refers to a set of statistical methods used to describe the relationship between dependent and independent variables. Regression model is being used as there is one dependent and one independent variable, dependent variable is work life balance and independent variable is emotional intelligence. Regression model helps to find out whether work life balance is influenced by Emotional intelligence. The above table clearly depicts that this model is fit due to the significant value being 0.000. Anova table reveals that the model is significant.

Work life balance is influenced by the Emotional Intelligence, 50.99% of variance in work life balance is caused by emotional intelligence. Hence, from the above output, it could be inferred that there exists a significant relationship between Work life balance and emotional intelligence. If emotional intelligence increases by 1 unit, work life balance increases by 0.369 units

Findings:

The study shows that EI is not dependent on age, gender and designation of a person in an organization. Emotional Intelligence is dependent on educational qualification. Emotional Intelligence is dependent on marital status.

However, the finding of this research paper contradicts to the findings of a few other studies which has shown that age, educational qualification, gender, marital status and designation of a person in the organisation does have a significant influence on Emotional Intelligence. In this study it has been interpreted that Emotional Intelligence is high for unmarried people and low for married. Second finding states that Work life balance of the employee is influenced by their emotional Intelligence.

Managerial Implications:

This study can help managers know how demographic factors are impacting the emotional intelligence. Additionally, this can help managers identify which of the employees should be provided with trainings and workshops to improve the work life balance along with emotional Intelligence of the employees. The managers can identify how emotional intelligence can be improved using methods for improving the work life balance, work life balance being the dependent variable which is influenced by the emotional intelligence.

Limitation:

The study has been conducted including IT professionals from areas like Bangalore. Other industries like manufacturing, FMCG, pharmaceutical etc. have not been taken into consideration.

Scope for future Work:

Future research may involve a larger sample size, employees from different professions and cultures, or different levels of employees such as executives, managerial, technical, and frontline personnel within a single organization. Studies can be done in various other industries as well.

Conclusion

This study is though confined to only IT Professionals, the results of the study have in fact opened up several avenues for further research in

the aspect of work life balance and EI. There is immense scope for research on this topic in India. Focused studies on work-life balance and EI of IT employees could be initiated in order to bring about a good awareness about the problems that IT employees face while balancing their personal and professional lives. One of the important objectives of Corporate Responsibility is ensuring good work life balance and EI by being flexible with their employees. Further research towards how can the aspect of work life balance and EI can be associated with the Companies would bring about a mutual understanding and synergies of employee retention.

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