

# Empirical evidences for the relationship between Emotional Intelligence (EI) and Work Life Balance (WLB) of Women IT Professionals in Chennai City

G.Tamilselvi <sup>1</sup>, Dr.R.Uma <sup>2</sup>

<sup>1</sup> (Ph.D Research Scholar, Department of Commerce, Anna Adarsh College for Women, India)

<sup>2</sup> (Associate Professor, Department of Commerce, Anna Adarsh College for Women, India)

**Abstract:** *This study tries to understand the relationship between Emotional Intelligence (EI) and Work-Life Balance (WLB) among women IT professionals in Chennai City. Emotional Intelligence and Work-Life Balance are two concepts of high interest in modern work environment. Especially, in the present environment they serve as a competitive edge in individual and organisational life. In this study, Emotional Intelligence consist of seven factors and Work-Life Balance consist of twelve factors. The data pertaining to the study has been collected through a structured questionnaire from 226 women IT professionals in Chennai City. The statistical tools like Exploratory Factor Analysis, Linear Multiple Regression Analysis, KMO and Bartlett's Test and One-Way Analysis of Variance are used for data analysis. Analysis of literature and available data reveals that many employees are facing problems in adjusting their family life and work life. The results reveal that women IT professionals expect very good optimistic and conducive organisational support along with their Emotional Intelligence to resolve the conflicts that arise in the work environment.*

**Keywords:** *Emotional Intelligence, Work-Life Balance, Employee Performance, Women IT Professionals.*

## I. Introduction:

The increasing work pressure, globalization and technological advancements has been imposing new burden on families, individuals and households. Traditionally, men have performed career and economic jobs. Women have engaged with household duties to help the family (Barnett and Hyde, 2001). However, this trend has changed with the dual career households. Women have not enjoyed a good status in work place settings whether in managerial or operating roles. Nowadays, women occupy almost all categories of position in the workplace. These changes have added to the women responsibilities and duties to their families as well as to the society. In the modern competitive IT world, the concept of Emotional Intelligence (EI) plays a very crucial role. Till recently, Intelligence Quotient (IQ) as a measure of excellence of capacity of minds, personality and technical expertise was considered essential for success in professional lives. Of late, however, there is a growing realization that success takes more than these capabilities in the form of Emotional Intelligence (EI). Due to Indian social structure, prejudices and myths, women employees used to face barriers in work environment. Therefore, it is essential to test empirically that whether Emotional Intelligence (EI) has a positive role on the Work Life Balance (WLB) of women IT professionals or not.

### Emotional Intelligence:

Emotional Intelligence refers to those abilities and capabilities that help individuals feel and manage emotions in order to achieve their goals. According to Daniel Goleman [1], "Emotional Intelligence refers to the capacity for recognizing our own feelings and those of others, for motivating others, for motivating ourselves and for managing emotions in ourselves and in our relationships". Emotional Intelligence (EI) consists of five factors: knowing one's emotions, managing emotions, motivating one, recognizing emotions in others, and handling relationships. Emotional Intelligence (EI) improves individuals and organizational performance. Emotional Intelligence (EI) plays a significant role in the work of an employee and the relationship he or she enjoys in the organization. Its principles help in evaluating employee behaviour, management styles, attitudes, interpersonal skills and potential. Psychological studies have shown that understanding and controlling emotions play a significant role in gratifying one's life and work environment.

### Work-Life Balance:

Work-Life Balance was initially utilized in 1970 to describe the balance between individual's work and personal lives. Work-Life Balance is defined as the employee's perception that multiple domains of personal time, family care and work are maintained and integrated with the minimum role conflict (Clark, 2000; Ungerson and Yeandle, 2005). Work-Life Balance is proper prioritizing between "Work" (Career and ambition) on one hand and "Life" (pleasure, leisure, family and spiritual development) on the other. Work-Life Balance is a concept that has been researched quite a lot and needs further investigation especially among women employees. Though women are found in all the fields, their participation in the IT Industry is more. As a result, there is significant number of women employees in the sector. NASSCOM survey show that 38% of the employees are women.

### Emotional Intelligence and Work-Life Balance:

Emotional Intelligence (EI) plays a major role on Work-Life Balance among employees. Employees with high Emotional Intelligence (EI) are in touch with their emotions and can regulate them in a way that promotes well-being and ability to perform in coping with environmental demand to promote balanced living (Waite and Gallagher, 2000). Emotional Intelligence (EI) helps a person to build adaptive responses to work related demands (Reuven Bar-On, 2005). People with high Emotional Intelligence (EI) are high in adaptive coping style, while people with low Emotional Intelligence (EI) have avoidance coping style. Adaptive coping style helps a person in reducing stress to perform better in the environment, whereas avoidance coping style increases stress as a person either performs less or escapes from it (Singh, 2006). People who are in positive emotions perform better and influence others too than those in negative emotions. Hence, people with higher Emotional Intelligence (EI) are better performers at work and in social relationships.

### 1.1 Literature Review:

#### A. Emotional Intelligence:

*Jorfi Hasan, et al.*, in his study considered Emotional Intelligence (EI) as an essential factor responsible for determining performance in work place and family life. Psychological well-being seems to play an important role in shaping the interaction between managers and employees in their work environment.

*Dulewicz, et al.* in their study revealed that Emotional Intelligence (EI) competencies are considered to be extremely important. The study concludes that there is full integration of Emotional Intelligence (EI) elements to assess leadership competence and style and the effect it has on organisation culture.

*Gardner, Lisa, and Con Stouger.*, in their study investigated emotional intelligence measured by Swinburne University Emotional Intelligence Test (SUEIT) to predict transformational, transactional and laissez-faire leadership styles. Effective leaders were identified as those who reported transformational rather than transactional behaviours.

*Downey, L.A., V. Papageorgiou, and C. Stough.*, conducted a study to assess the relationship between leadership style, intuition and Emotional Intelligence (EI) among senior female managers. The results indicated that female managers displaying transformational leadership behaviours were more likely to display higher levels of Emotional Intelligence (EI) and intuition than female managers displaying less transformational leadership behaviours.

*Rosete et al.*, conducted a study to investigate the relationship between Emotional Intelligence (EI), personality, cognitive intelligence and leadership effectiveness. The results show that higher Emotional Intelligence (EI) was associated with higher leadership effectiveness.

#### B. Work-Life Balance:

*Hobson et al.*, studied the difficulties faced by US workers trying to balance excessive work and life/family demands. Failure to achieve balance led to a variety of serious negative consequences for both individuals and organisations, including higher stress levels, increased absenteeism and lower productivity.

*Scholarios et al.*, in their study examined the impact of employer flexibility to work-life issues and negative spill-over from work to non-work life on the attitudes of software developers. The results suggest that employees' attachment to organisation, gains for employee and employer can be obtained by an accommodating approach to non-work commitments which may lead to greater organisational attachment.

*Haar, Jarrod M., et al.*, in their study investigated the effects of Work-Life Balance (WLB) on several individual outcomes across cultures. The analysis showed that Work Life balance was positively related to job and life satisfaction and negatively related to anxiety and depression across the seven cultures. Overall, the study found strong support for Work Life balance being beneficial for employees from various cultures and for culture as a moderate of these relationships.

*Margo et al (2008)*, carried out in-depth interview of 18 teleworking mothers working in Canadian Financial Corporation. The questions asked were related to their work, leisure and their perception of Work-Life balance. The outcome of their study suggested that the mother's viewed teleworking positively because of the flexible schedule that can go with the rhythm of their children's school and holiday.

*Reddy et al (2010)*, researched Work Life balance among married women employees. The study revealed the need for meditation by the management of work-family conflicts at organizational level as these affect occupational satisfaction and employee performance.

#### C. Emotional Intelligence and Work-Life Balance:

*Rashmi Bharti and Dr. Uma Warriar (2015)*, conducted a study on impact of Emotional Intelligence on Work-Life balance in Indian IT Sector among 80 employees. The research shows that there is a significant and positive correlation between EI and Work-Life balance.

*Monoshree Mehanta (2015)*, conducted an empirical study to investigate the relationship between Emotional Intelligence, age, gender and Work-Life balance and its dimensions. The results of the study indicate that there is a significant relationship between Emotional Intelligence and Work Life balance. The findings of this study are in agreement with the findings of previous researchers (Gardner and Stough, 2003).

*Vasumathi et al.*, in their study prove that married respondents have less Emotional Intelligence and feel difficult to manage Work-Life Balance than the unmarried respondents. The study also concludes that Emotional Intelligence has a direct impact on Work-Life balance which is reflected in the performance of the faculty members.

*T. Ravikumar.*, in his study analysed the role of Emotional Intelligence on Work-Life balance of Women IT Professionals in Bangalore City. The results exhibited that people having more than 20 years of experience have higher level of Emotional Intelligence perception. The study also found that there is a significant impact on Emotional Intelligence (EI) on Work-Life balance of Women IT Professionals in Bangalore City.

*P. Julia Grace and N. Nasreen Banu.*, in their study analysed the level of Emotional Intelligence of employees and suggested ways to enhance the Emotional Intelligence of employees. It is concluded that Emotional Intelligence (EI) has a greater impact on performance on employees. Secondly, an emotionally intelligent organization is based on an organisational strategy to improve business performance.

### 1.2 Gaps in Literature:

The researcher found that the national and international researchers concentrated more on stress, conflict, workload, and work family support variables rather than variables relating to Emotional Intelligence, impact of Work-Life balance on individuals and on organisation has not been given due importance. The researcher also found that there is a big gap between men and women employees as women working in the corporate world are still fighting to meet the changing priorities of women depending on their stages of life. The restrictive factor of EI pertaining to women employees in a particular geographical area was also not addressed conspicuously. Therefore, the

researcher is very much interested to fill in the gap based on the identified research gap, the specific objective of the present study is to identify and analyse the Impact of Emotional Intelligence on Work-Life Balance of Women IT Professionals in Chennai City.

### 1.3 Objective of the Study:

- To find the relationship between Emotional Intelligence and Work-Life Balance of Women IT Professionals in Chennai.

### 1.4 Hypothesis:

- There is no relationship between Emotional Intelligence and Work-life Balance of Women IT employees.

### 1.5 Research Methodology:

This study is completely based on primary data collected from women IT professionals in the geographical base of Chennai city. The primary data is collected through a structured questionnaire which has four parts namely demographic background of women employees, their work profile, statements pertaining to Emotional Intelligence and work life balance.

This questionnaire is composed of both optional type questions as well as statements in Likert's 5 points scale, in particular the first two sections demographic profile and work profile of women employees are completely obtained through optional type questions, whereas Emotional Intelligence and work life balance are ascertained from the women employees of IT companies in Likert's 5 points scale.

#### 1.5.1 Data Collection:

Since the study is based on primary data obtained from Women IT professionals in Chennai City, the researcher conveniently took top five IT companies distributed over the greater part of Chennai city. The researcher circulated 50 questionnaire each in top five IT companies and was able to receive completed and usable 226 responses. Hence the sample size of the research is 226 collected through convenient sampling method.

#### 1.5.2 Data Analysis

The researcher systematically tabulated and numerically converted the responses and the data sheet and applied higher order Multi variate statistical tools namely Exploratory Factor Analysis, Linear Multiple Regression Analysis, KMO and Bartlett's test and One-Way Analysis of Variance. Besides them, the researcher also used T-test to compare and order the influence.

## II. Analysis and Discussion

In the first step of analysis the researcher applied Exploratory factor Analysis on the 5 points scale statements of Emotional Intelligence as well as Work-life balance. This attempt would help the researcher to downsize the variables and to extract properly explained factors. This process is also called as data reduction process. In this Exploratory Factor Analysis, the researcher performed KMO & Bartlett's test at the point of inception and the results are clearly stated below:

**Table 1.KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.888
Bartlett's Test of Sphericity	Approx. Chi-Square	3822.071
	df	595
	Sig.	.000

From the above table, it can be ascertained that KMO measure of sampling adequacy and Bartlett's Test of Sphericity designates and conforms the normal distribution of variables considered for Emotional Intelligence and Work-Life balance. This also shows that the sample size for the present research is adequate and can be considered further in the analysis.

The following communalities express the individual variances of all the variables of Emotional Intelligence and Work-life balance,

**Table 2. Communalities**

	Initial	Extraction
SA_EI1	1.000	.505
SA_EI2	1.000	.546
SA_EI3	1.000	.483
SA_EI4	1.000	.574
SA_EI5	1.000	.562
ER_EI1	1.000	.500
ER_EI2	1.000	.669
ER_EI3	1.000	.519
ER_EI4	1.000	.599
ER_EI5	1.000	.433

M_EI1	1.000	.669
M_EI2	1.000	.560
M_EI3	1.000	.499
M_EI4	1.000	.658
M_EI5	1.000	.534
IPS_EI1	1.000	.606
IPS_EI2	1.000	.697
IPS_EI3	1.000	.681
IPS_EI4	1.000	.679
IPS_EI5	1.000	.628
EI_EI1	1.000	.583
EI_EI2	1.000	.615
EI_EI3	1.000	.590
EI_EI4	1.000	.556
I_EI1	1.000	.646
I_EI2	1.000	.665
I_EI3	1.000	.624
I_EI4	1.000	.601
I_EI5	1.000	.574
C_EI1	1.000	.454
C_EI2	1.000	.642
C_EI3	1.000	.583
C_EI4	1.000	.780
C_EI5	1.000	.771
C_EI6	1.000	.679

Extraction Method: Principal Component Analysis.

In fact it is found that the required minimum variance of 40% is found in all the variables considered for the research.

The following table gives out the total Number of factors extracted from the variables of Emotional Intelligence and Work-life balance:

**Table.3. Number of factors**

Rotation Sums of Squared Loadings		
Total	% of Variance	Cumulative %
3.929	11.225	11.225
3.497	9.991	21.217
3.417	9.764	30.981
3.024	8.641	39.622
2.863	8.180	47.802
2.372	6.776	54.578
1.860	5.314	59.892

From the above table it can be ascertained that the variables of Emotional Intelligence are reduced into 7 pre-dominant factors of Emotional Intelligence and 12 factors of Work-life balance. This leads to the variable loading in the factors of Emotional Intelligence and their reliability values as shown below:

**Table 4. Reliability Cronbach Alpha values.**

S.No	Emotional Intelligence	Values	S.No	Work Life Balance	Values
1	Self-awareness	0.785	1	Time Factor	0.871
2	Emotional Resilience	0.754	2	Elderly and Child care	0.792
3	Motivation	0.884	3	Health Factor	0.799
4	Inter personal sensitivity	0.895	4	Self-Management	0.823
5	External Influence	0.862	5	Organisational Support	0.815
6	Intuitiveness	0.753	6	Role conflict	0.857
7	Conscientiousness	0.899	7	Organisational commitment	0.844
			8	Work expectation	0.766
			9	Work load	0.872
			10	Technological	0.852

				Advancement	
			11	Financial assistance	0.750
			12	Socialisation	0.749

From the above table it is found that the Reliability Cronbach Alpha values are all greater than 0.75 which is a steadfastly fixed Bench mark values. These values above 0.75 reveals that all the 7 factors of Emotional Intelligence and 12 Factors of Work-life Balance are highly reliable and to be validated.

#### Validation:

The Exploratory factor analysis in this research derived 7 factors of Emotional Intelligence and 12 factors of Work-life balance with 4-5 underlying variables. Those have to be validated and must be verified whether the underlying variables surmount their representation for their factor meaning. Hence, the researcher exploits Confirmatory Factor Analysis (CFA) which is applied on 7 factors of Emotional Intelligence and 12 factors of Work-life balance. The following fit Indices are obtained and tabulated:

**Table 5. Fit Indices-Emotional Intelligence**

S.No	Emotional Intelligence	Value	Bench Mark
1	Chi-Square Value	2.340	insignificant
2	Probability Value	0.421	>.05
3	Goodness of Fit Index	0.941	>0.9
4	Comparative Fit Index	0.947	>0.9
5	Normed Fit Index	0.934	>0.9
6	Root mean Square Error of Approximation	0.08	<=0.08

**Table 6. Fit Indices –Work-Life Balance**

S.No	Work Life balance	Value	Bench Mark
1	Chi-Square Value	3.211	insignificant
2	Probability Value	0.544	>.05
3	Goodness of Fit Index	0.987	>0.9
4	Comparative Fit Index	0.954	>0.9
5	Normed Fit Index	0.927	>0.9
6	Root mean Square Error of Approximation	0.07	<=0.08

From the above 2 tables regarding Fit Indices all the six indices satisfy the bench mark values. This shows that the 7 factors of Emotional Intelligence (EI) and 12 factors of Work-life balance are validated completely. It also proves that each and every statement constructed by the researcher is well understood by the respondents and that motivate them to express their transparent opinion in Likert's 5-point scale.

After validating this, the second part of the analysis is intended to verify and establish the relationship between Emotional Intelligence and Work-life balance pertaining to Women IT professionals. Since there are multiple number of Emotional Intelligence factors and Work life balance factors this scenario compels the researcher to exploit a higher order multi variate statistical tool to handle multiple independent and multiple dependent situation. Therefore, the researcher ingeniously used multiple general linear model which is combination of several linear multiple regression analysis and the results are clearly presented below:

**TABLE-7**

#### Tests of Between-Subjects Effects

Source	Dependent Variable	Type III Sum of Squares	df	Mean Square	F	Sig.
EIs	WLBs	9.894	1	9.894	5.856	.016
		22.385	1	22.385	16.963	.000
		9.379	1	9.379	7.392	.007
		21.173	1	21.173	16.934	.000
		27.559	1	27.559	18.529	.000
		22.191	1	22.191	24.896	.000
		13.007	1	13.007	14.731	.000
		11.163	1	11.163	14.099	.000
		12.395	1	12.395	14.361	.000
		10.305	1	10.305	10.829	.001
		47.344	1	47.344	55.851	.000
		19.983	1	19.983	14.159	.000

From the above table it is found that the GLM indicators are all statistically significant at 5% level. The individual 'F' values for all the dependent variables are also statistically significant @ 5% level. This shows that there is a significant relationship that exist between Emotional Intelligence and Work-Life balance of Women IT employees, in particular self-awareness, Emotional Resilience, Motivation, and inter-personal sensitivity are found to influence Elderly & Child care, Health factor and Organisational Commitment.

**I. Findings & Conclusion:**

The research revealed that the Women IT employees in Chennai city strongly agree that their intelligence with Emotional Factors like Self-awareness, Emotional Resilience, Motivation, Inter-personal sensitivity, External influence, Intuitiveness and Conscientiousness are necessary for them in their work environment as well as in their home to balance their work life and their personal life. It is predominantly concluded that the time factor is the most predominant one affecting the Work life balance of Women IT Professionals. Sometimes their Emotional Intelligence is hampered and nullified by the stress created during time management.

The second factor dominating Women IT professionals is Elderly and Child care in their personal life environment. They strongly agreed that the Emotional Intelligence replete within them are highly useful in managing the time, elderly & child care and their own health. The Women IT professionals expect very good optimistic and conducive organisational support along with their Emotional Intelligence to resolve the conflicts that arise in the work environment. With this twin support of Organisational support and Emotional Intelligence they are able to manage their workload and motivate themselves to acquire innovative technological skills and financial benefits.

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