

AN IMPACT OF EMOTIONAL INTELLIGENCE ON WORK–LIFE BALANCE IN IT INDUSTRY IN AHMEDABAD

Harleen Kaur*, Dhruvi Prajapati**

*Assistant Professor, Chimanbhai Patel Institute of Management & Research (CPIMR), Ahmedabad, Gujarat, India. Email: harleenkaur@dpi.edu.in

**Student, Chimanbhai Patel Institute of Management & Research (CPIMR), Ahmedabad, Gujarat, India.

Abstract: *Instead of making life easier, globalization, the pace of information, and technology are causing information overload, which puts strain on the workplace and work–life balance. Usually referred to as “soft skills” or “interpersonal or intrapersonal skills” emotional intelligence is a set of abilities that is not strictly measurable. Conventional areas of knowledge are addressed. A crucial component of greater performance in both job and personal life is emotional intelligence, which also helps to reduce stress. In this study, the impact of emotional intelligence on work–life balance is studied. The data collected for this research is collected through a questionnaire method by the employees of IT industry-specific to Ahmedabad. Data was statistically analysed by ANOVA. The research paper aims to know the level of emotional intelligence and work–life balance and secondly, to examine the dependence level of EI and WLB on one another. The study concludes that EI has serious repercussions on employees, so the organisation should make efforts to increase the EI of their employees.*

Keywords: *Emotional Intelligence, Work–Life Balance, Employees, IT Industry*

INTRODUCTION

Information Technology is one of the most robust industries in the world. More than any other industry or economic facet, this industry has increased productivity, particularly in the developed world, and, therefore, is a key driver of global economic growth. The IT industry is heavily influenced by factors like the global market and the sustenance of its rate of growth.

Work–life balance is a challenging issue for IT leaders and managers and also attracted the attention of researchers. Work–life balance, in its broadest sense, is defined as a satisfactory level of involvement of “fit” between the multiple roles in a person’s life. In this climate managing, the boundary between home and work is becoming more challenging. Organisations need to ensure they not just encourage but mandate a practical and workable work policy, benefiting and meeting the needs of both the organisation and its employees.

Emotional Intelligence

Emotional intelligence is most commonly referred to as the ability to perceive, use, understand, manage and handle

emotions. People with high emotional intelligence can understand their own emotions and also of others. It is essential that a person should possess the ability to express and control emotions but it is also important to have the ability to interpret, understand and respond to other person’s emotions.

Work–Life Balance

Work–life balance is the idea that a person can split their time and energy in a way that balances work demands with their personal life. Work–life balance basically means a person’s satisfaction level by getting involved between the multiple roles in a person’s life. In this era, managing both work and home is becoming a challenge.

LITERATURE REVIEW

(Nanda & Randhawa, 2020) Emotional Intelligence, Work-Life Balance, and Work-Related Well-Being: A Proposed Mediation Model: In this study, the author’s goal was to review the existing literature relating to emotional intelligence, work–life balance, and work-related well-being

in order to build a model describing relationships between the variables of the study which are job satisfaction, job stress and work engagement. This paper suggested that work–life balance mediates the relationship between emotional intelligence and work-related well-being.

(Afni & Amar, 2019) *The Effect of Emotional Intelligence and Work Life Balance on Organisational Citizenship Behaviour with Career Development as Mediating Variable*: The aim of this research was to analyse the effect of EI and WLB on organisational citizenship behaviour with career development as mediating variable at PT. This is the first study to examine career development as a mediating variable that plays the effect of emotional intelligence and work–life balance of organisational citizenship behaviour. In this EI and WLB are treated as independent variables.

(Faldu & Trivedi, 2020) *A Study on Impact of Emotional Intelligence on Work–Life Balance of Teaching Professionals with special reference to Saurashtra Region*: In this research paper, the author examines WLB as an individual issue and EI plays a very important role. EI consists of five factors which are self-awareness, empathy self-motivation, emotional stability and managing relations. This study aims to understand the impact of emotional intelligence on balancing the work and personal life of employees.

(Rafiq, Naz & Nisar, 2019) *The Impact of Emotional Intelligence on Employee Performance and Employee Engagement: Mediating Role of Job Satisfaction*: The objective of this study is to explore the way that can link the EI with the employees' performance accurately. The variables which were being used in the study were self-awareness, self-management, self-motivation, social awareness, and relationship management.

(O'Connor, Hill, Kaya & Martin, 2019) *The Measurement of Emotional Intelligence: A Critical Review of the Literature and Recommendations for Researchers and Practitioners*: The purpose of this article is to review measure, widely used measures of EI and make recommendations regarding their appropriate use. This article was written primarily for academics and practitioners who are not currently experts on EI but who are considering utilizing EI in their research and/or practice.

(Bandi & Chauhan, 2019) *Effect of Emotional Intelligence on Employee Performance*: In this study, the effect of emotional intelligence on employee performance in an organisation has been investigated and the gap in the existing literature on emotional intelligence has been identified. EI is also one of the important factors in organisational commitment and there is a strong relationship between emotional intelligence

and job satisfaction and employee performance with leads to organisational commitment.

(Raghavan & Mariappan, 2019) *A Study on Emotional Intelligence and its Role on Job Performance*: According to the author, EI combines two of the three states of mind cognition and affect, or intelligence and emotion. The aim for conducting this study was to survey the determinants of emotional intelligence of employees at workplace. The study was conducted using the random sampling method.

(Issah, 2018) *Change Leadership: The Role of Emotional Intelligence*: This paper focuses on the role of EI in dealing with a specific HR problem which is change management. This concept of HRM is evolving with time and currently, a new dimension of it has evolved. This dimension is called emotional intelligence. The word EI or emotional quotient is given due importance by the corporate world nowadays.

(Yüksekbilgili, Akduman & Hatipoğlu, 2015) *A Research about Emotional Intelligence on Generations*: The main question of the study is to analyse the EI according to the generations. EI is the ability to identify and manage personal emotions and the emotions of others. EI is significant and useful for various fields. In this study, it is proved that there is no significant difference about EI in different generations.

(Moh & Bakir, 2018) *The Impact of Managers' Emotional Intelligence on Employees' Work–Life Balance: A Field Study at Jordanian Private Hospitals*: This paper aims at testing the influence of managers' EI on employees' WLB in Jordanian private hospitals. The most important findings of the study show that the managers in the examined hospitals have EI skills and the studied hospitals provide their employees with work–life balance.

(Shylaja & Prasad, 2017) *Emotional Intelligence and Work Life Balance*: Due to increase in information overload, there is a lot more pressure being created on the employees in the workplace. In organisations, when it comes to employee management, WLB has become a challenge for many managers, employers, leaders and organisations. In this study, the aim was top to find the impact of EI on employees and organisations. The study was based on the variables such as knowing our own emotions, managing them, motivating own self, identifying emotions in others, and handling relationships.

(Ealias & George, 2012) *Emotional Intelligence and Job Satisfaction: A Correlational Study*: The primary aim of this research paper is to find out the relationship between EI and job satisfaction. It also tries to analyse how the designation, experience and marital status of an employee affect his/her

emotional intelligence and job satisfaction. The findings reveal that there is a very high positive relationship between emotional intelligence and job satisfaction.

PROBLEM STATEMENT

The present study focuses on the impact of emotional intelligence on work–life balance of employees working in the IT sector in Ahmedabad city. Problem statement investigates the impact of emotional intelligence on work–life balance of the employees working with the IT sector in Ahmedabad city. Learning how to be emotionally intelligent is not simply an issue for the employees of the IT sector in Ahmedabad, but there are many things that can get affected by the emotional intelligence of a person. So to examine this, we made research on the impact of emotional intelligence on the work–life balance.

OBJECTIVES OF STUDIES

- To determine the level of emotional intelligence and work–life balance of employees in the IT sector.
- To know the impact of the relationship between emotional intelligence and work–life balance of working employees in Ahmedabad.
- To examine the dependence level of EI and work–life balance with one another.
- To study the positive association of work–life balance with emotional intelligence.

RESEARCH METHODOLOGY

Sources of Data

Face-to-face interview with the respondent was conducted with the aid of a questionnaire. The questions were structured and non-disguised. The respondent was informed of the purpose of the study. The questionnaire consists of a combination of open-ended and close-ended question.

Primary Data

The primary data was generated by making significant use of structural questions, both open-ended and close-ended. Primary data is fact and information collected specifically for the purpose of investigation at hand:

- Questionnaire

- Interviews with employees

Secondary Data

Secondary sources are research reports that use primary data to solve research problems. Secondary data has been gathered by others for their own purposes, but the data could be useful in the analysis of a wide range of real property. In general, secondary data exists in published sources:

- Internet
- Magazine
- Newspapers and Journals
- According to the Survey conducted on over 150 IT professionals, the various findings are as under.

Sample Size

The sample unit for the research includes the employees who are from IT industry reference to the Ahmedabad city. The sample size of the research is 214 respondents. The various findings are as under.

Descriptive of Demographic Variable

Table 1: Gender of Respondents

Gender	Frequency	Percentage
Male	120	56.07
Female	94	43.93
Total	214	100

Table 2: Ages

Age	Frequency	Percentage
Above 18 Years	00	00
18 to 30 years	117	54.67
30 to 45 years	88	41.13
45 to 60 years	8	3.73
Above 60 years	1	0.46
Total	214	100

Table 3: Marital Status

Status	Frequency	Percentage
Married	127	59.35
Unmarried	87	40.65
Other	00	00
Total	214	100

Table 4: Income (Per Annum)

Income	Frequency	Percentage
Less than 1.5 Lakhs	10	4.67
1.5 to 3 lakhs	99	46.27
3 to 4.5 lakhs	78	36.45
More than 4.5 lakhs	27	12.61
Total	214	100

Anova**Anova Test**

- *Independent Variable:* Age

Dependent Variable: Work–life balance and emotional intelligence.

H0: Age has an impact on emotional intelligence which affects work–life balance.

H1: Age does not have an impact on emotional intelligence which does not affect work–life balance.

Table 5

		Sum of Squares	Df	Mean Square	F	Sig.
WLB	Between Groups	.185	3	.062	.324	.808
	Within Groups	39.914	210	.190		
	Total	40.099	213			
EI	Between Groups	1.861	3	.620	2.482	.062
	Within Groups	52.502	210	.250		
	Total	54.363	213			

Interpretation

The above table of ANOVA analysis shows that the significance value of work–life balance is 0.808 and of EI is 0.062 which is more than 0.05. This means that the null hypothesis has been accepted. This means that age has an impact on EI which affects the work–life balance of an individual. This means that employees with more age have less emotional intelligence which impacts the work–life balance.

Anova

- *Independent Variable:* Income.

- *Dependent Variable:* Work–life balance, emotional intelligence.

H0: Income has an impact on emotional intelligence which affects work–life balance.

H1: Income does not have an impact on emotional intelligence which does not affect work–life balance.

Table 6

		Sum of Squares	Df	Mean Square	F	Sig.
WLB	Between Groups	.821	3	.274	1.463	.226
	Within Groups	39.279	210	.187		
	Total	40.099	213			
EI	Between Groups	.098	3	.033	.127	.944
	Within Groups	54.265	210	.258		
	Total	54.363	213			

Interpretation

The above table shows that the significance value of WLB is 0.226 which is more than 0.05 and of EI is 0.944 which is more than 0.05. This means that the null hypothesis

is accepted. This means that income has an impact on EI which affects the work–life balance of an individual. This means that employees who have higher incomes have less emotional intelligence which affects their work–life balance of employees in the IT industry in Ahmedabad.

Regression Analysis

Model Summary

Table 7

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.424 ^a	.179	.176	.45870	.622

a. Predictors: (Constant), WLB

b. Dependent Variable: EI

Interpretation

- The r value represents the correlation between the dependent and independent variables. The value

more than 0.4 is taken for further analysis. In this case, the value is 0.424, which is good.

- R square value shows the total variation for the dependent variable that could be explained by the independent variables. A value greater than 0.5 shows that the model is effective enough to determine the relation. In this case, the value is 0.179 which is less so it is not good.
- Adjusted r square shows the generalisation of the results that is the variation of the sample results from the population in multiple regressions. It is required to have a difference between r square and adjusted r square minimum. In this case, the value is 0.179, which is equal to r square. So it is good.

Anova

Table 8

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	9.758	1	9.758	46.376	.000 ^b
	Residual	44.606	212	.210		
	Total	54.363	213			

a. Dependent Variable: EI

b. Predictors: (Constant), WLB

Interpretation

In ANOVA, generally, the p-value is used to study. The p-value should be less than 0.5. Thus, in this case, the p-value

is 0.000 which is less than 0.05 which is the standard value for comparison. Thus, the result is significant.

Coefficients

Table 9

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.725	.191		3.791	.000		
	WLB	.493	.072	.424	6.810	.000	1.000	1.000

a. Dependent Variable: EI

Interpretation

In the above table, only one value is important which is the significance value. The value is below the tolerable level of

significance for the study. In this case, the value is 0.000 which is less than 0.05 that is a 95% confidence interval. That means there is an impact of EI on WLB.

T-Test Analysis

Group Statistics

Table 10

	Marital Status	N	Mean	Std. Deviation	Std. Error Mean
WLB	1	127	2.6417	.40558	.03599
	2	87	2.5536	.46968	.05036

Interpretation

The table above represents the descriptive statistics. As shown in the table, the mean of married employees in the IT Industry is 2.64 with the standard deviation of 0.41. On

the other hand, the mean of unmarried employees in the IT Industry is 2.55 with the standard deviation of 0.05. The mean values indicate that the results are in favour of married employees in the IT Industry.

Independent Samples Test

Table 11

		Levene's Test for Equality of Variances		T-Test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
WLB	Equal variances assumed	4.121	.044	1.463	212	.145	.08809	.06022	-.03062	.20681
	Equal variances not assumed			1.423	166.625	.157	.08809	.06189	-.03411	.21029

Interpretation

In the above table, the significance value for 2-tailed came out to be 0.145 for married and 0.157 for unmarried which is more than the standard value of 0.05. This implies that conducting T-Test for equality of the means of both married and unmarried employees both have an impact on work–life balance.

FINDING

- From the research report, it was found that emotional intelligence does have an impact on work–life balance of employees working in the IT sector.
- The employees who are unable to balance their work in the organisation do not have higher emotional intelligence and end up suffering from diseases like hypertension and stress relieving programs.
- Out of 214 respondents, 158 respondents strongly agree that work–life balance enables people to work better in the organisation.
- Only 35% of them strongly agree that they were able to perform consistently in their organisation. It can also be said that these respondents were able to balance their work and life.
- Almost 78% of respondents were unable to control their emotions in an appropriate manner.
- The employees who prioritise jobs more than their personal life experience unhappiness in their personal life which has an impact on work–life balance of an employee.
- It was also found that almost 205 respondents of 214 respondents agree that they are able to motivate themselves whenever they feel low in some or another way.

- In ANOVA analysis, it was interpreted that both age and income both have an impact on emotional intelligence which affects the work–life balance of the employees of the IT industry in Ahmedabad.
- In T-Test analysis, it was confirmed that the means of both married and unmarried employees both have an impact on work–life balance of the employees working in the IT Industry.

SUGGESTION/RECOMMENDATION

- IT industry should come up with various policies on work–life balance which will support the organisational culture in reducing the work–life-related conflicts faced by employees of the IT industry in Ahmedabad.
- The HR teams should make efforts in organising various programs and events which would increase the emotional intelligence of the employees.
- Organisations should make efforts to promote emotional intelligence among employees by conducting various training programs.
- The organisation should make effort to make an organisational culture that would support the implementation of the work–life balance related policies.
- The organisations should provide various facilities which will enhance the relationship between the top managerial and the subordinates and helps them to reduce job-related stress.

CONCLUSION

By conducting this research, it was identified that emotional intelligence has an impact on work–life balance of employees working in the IT industry. Work–life balance plays an important role in employees' performance and employees' efficiency.

Emotional intelligence has serious repercussions on employees, so the organisation should make efforts to increase the emotional intelligence of their employees. Organisations should come up with effective work–life balance policies and programs and foster an organisational culture that supports the use of policies.

Workshop on work–life balance and providing awareness on how to be emotionally intelligent in the workplace and consequently in other areas of life can be provided by organisations for employees to have a happy and satisfied workforce.

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