

The Impact of Emotional Intelligence in Managing Work-Life Balance in the IT Industry

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ABSTRACT

Emotional Intelligence plays a major role in the business world today, whether it's taking strategic business decisions or to go ahead with mergers and acquisitions. The entire research focussed on how do people in the corporate IT industry are able to cope up with the day to day work pressure and attain a better work-life balance.

This research paper evaluates the role of emotional intelligence in managing work-life balance in the IT Industry. The study helped us to determine how in corporate world people are able to manage their emotions and have a better work-life balance. We also tend to find out that do employees of the IT industry actually need emotional intelligence? The independent variable of the study was emotional intelligence and the dependent variable was a work-life balance. The respondents were from the IT Industry and 73 responses were collected from 150 people who are team leaders. These employees were from one of the top 5 IT companies in India.

The results indicated that EI is strongly positively correlated to work-life balance and the EI increases, employees tend to have a better work-life balance and vice versa. The statistical tool used for finding the association between the variables was Pearson's correlations and the impact of EI on work-life balance was done through linear regression.

KEYWORDS: Emotional Intelligence (EI), work-life balance, IT Industry

I. INTRODUCTION

Emotional Intelligence (EI) is the ability to critically reasoning out the reason for certain emotions and to enhance emotional empathy. It includes the capabilities to precisely perceive emotions of own as well as others, to access and evaluate emotions so as to help others think, to understand emotions and emotional knowledge, and to effectively develop and handle emotions so as to promote emotional and intellectual growth (Mayer, 2008).

EI represents a set of competencies for identifying, processing and managing emotion. Emotional intelligence allows an employee to become more sound in terms of handling their emotions. These skills can be used more creatively to solve problems at an organizational level (Robertson-Schule, 2014). It has been proved that EI seems to be a significant mix of cognitive abilities that pertain to the balance in work-life and corporate life progress and it is the perceived ability of social leadership capabilities as well as communication skills that will be the main agenda to work-life equity and personally knit relationships (Chrusciel, 2006). The competence to evaluate and analyze feelings and have a healthier work life is the major aspect of EI that has been fabricated to be critically significant for a successful and long-lasting career (Gupta, 2016). EI has a lot more correlation with knowing when and how to project emotions as it does with controlling these emotions. Empathizing with people and understanding how to show the emotional reactions are equally important dimensions of EI. Emotions are equally significant in work as well as in social and personal lives. EI is also considered to be an important dimension of organizational factor (Goleman, 2017). The data assembled was subjected to quantifiable examination and the results obtained were that there exists a constructive association between the emotional intelligence and the idea of work life of the general population. It has been seen EI can have a broader impact in the IT Industry is by creating an ambiance where emotions are handled in a better way. EI doesn't tell us about being emotionless rather it explains how to overcome emotional setbacks at the organizational context (Raziq, 2008).

Work-life balance is defined here as an individual's ability to meet both their work and family commitments, as well as other non-work responsibilities and activities (Guest, 2014). (Dundas, 2008) argues that work-life balance is about effectively managing the juggling act between paid work and all other activities that are important to people, such as, family, community activities, voluntary works, personal development, and leisure and recreation.

The IT industry today is under tremendous pressure. With the attrition rate crossing 17% (Jochelle Mendonca, 2018), the HR department faces a lot of issues with respect to the attrition rate both at the millennial level as well as managerial level.

Lastly, when in the discussion about emotional intelligence, it should be kept in mind that the emotional intelligence at an individual level, group level, and organizational level are entirely different from each other in terms of its context and dimensions (Côté, 2014).

II. REVIEW OF LITERATURE

In the article, the author highlighted that emotional intelligence expected as a basic part in the existence of corporate life, be it in the working environment or in the individual life. Nature of work life is noteworthy in the achievement and fulfillment of work life. Along these lines, this entire research was conducted for finding the relationship between emotional intelligence and the nature of work life. (Kumar, 2012)

The researcher although explained numerous investigations mirror the effect of work-related weight on job performance and job fulfillment, look into on word related worry in connection to life fulfillment or work-life adjust is fairly constrained. The work-life balance tends to create a better environment to work in. (Ukil, 2016)

The author in his article found that work stress is inclined to invigorate difficulties can be viewed as 'sound stress'; and the other kind that prompts distress, hardship or strain can be named 'undesirable stress'. According to the author, work stress is a circumstance of the disappointment of people's contestability and quality and occupation-related psychosocial system of the association and is estimated as far as function admirably being a file. (Kanjji, 2012)

The author in their article pointed out that corporate employees usually struggle to attain a work-life balance. Recent developments in technology have proved that people tend to spend more time relatively on social media than past due to which their focus from their own work is hampered. The statistical tool used for this research was Spearman's correlation and hence there was a negative correlation between the use of social media and work-life balance. Thus, this also proves people are low on EI as they are not able to understand what is important for them and what's not. (Sudhesh, 2018)

The researcher in his article focussed on the fact what is the impact of acquiring emotional intelligence in the learning of management courses and for people who are joining the workforce. Lastly, the research let to the scope of greater research of a virtual environment and the role of emotional intelligence. (Niemi, 2016)

The author in his article explained that the workers in foster care had an emotional kind of role to be played as they had to deal with children who didn't have a family because of some past incidents in future. At the same point in time, they made sure that their emotional quotient was intact and there didn't take too much stress because of the emotional environment. A sample of 200 was taken the factors taken into consideration were absenteeism because of the emotional stress in the job. In the study, it was found out that there is no significant relationship between absenteeism and emotional intelligence. (Sansbury, 2017)

The researcher in his articles took various factors like empathy, self-control, and outlook to analyze the corporate life of managers. As a manager of such a big organization, the author has explained how emotional has helped managers of his company to grow, evolve and prosper as individuals and help them in enhancing in their career. The author also focuses on the factor of the emotional quotient as a part of emotional quotient and how emotional bonds between employees help to foster healthier organizational growth and development. There were several dimensions considered for analyzing EI. (Goleman, 2017)

The author in her article focused on the relationship between EI and the perceived job-related stress among the caretakers in the hospitals. The various instruments were utilized: the EI Scale, Survey on personal views and survey on job stress. The EI adjusted scores were slightly greater than the test author's calculated values which proves that emotional intelligence would lead to a future where the job would be defined based on the scale of emotional intelligence. (Tjong, 2014)

The author in his article explained that Emotional intelligence is the capacity to screen one's very own and others' reasoning and activities. Poise and emotional strength are considered to postpone the beginning of a decrease in execution from over the top occupation requests. Social aptitudes, uprightness, dependability, and honesty help to advance trust, which thus may fabricate cohesiveness among individuals from work gatherings. A mix of unrivaled social abilities and good faith may improve the benevolence of big-hearted workers to increased levels of steadfastness and thought process. At last, emotional trustworthiness, fearlessness, and emotional versatility can advance unrivaled execution, if positive criticism is conveyed in a useful way, and can alleviate the unfavorable impacts of negative input. (Abraham, 2016)

The author in his research focussed to examine the impacts of emotional intelligence on basic theories of leadership and performance. MANOVA was used as a statistical tool to establish the correlation between EI and elementary leadership performance. Descriptive data analysis was used to understand the emotional intelligence and leadership performance of elementary principals. The analysis of this research concluded that emotional intelligence has a direct positive impulse on leadership and performance. (Cook, 2016)

The researcher in his article tries to prove the dimensions of EI, emotional workforce strategies and attrition among HR consultants. It creates a system to drill our knowledge of the processes evaluating the secured impacts of trait EI on employee attrition. The study comprised of 143 HR professionals from the financial institution of Malaysia which have a large employee base. Results suggested that EI as a trait predicted personal- and job-related stress but not client handling related stress. EI was also established to be partly correlated to emotional labor showing a relatively negative variation with surface acting but not with the broader scope. (Santos, 2014)

The author proved in their article that work-life balance is deeply affected by the EI in the Indian banking sector. The study tries to convey a message that training employees on EI would help banks to sustain in the competition of the banking industry for a much longer time. The banks organize events, workshops, and training that aims to improve the level of interaction between the management and the workforce so that a better work-life balance can be attained. This also helps female employees to have better organizational perspective. This article stands out as the base article for the entire research as it mentions that an increase in EI leads to better work-life balance. (Neha Pandey, 2016)

The authors focus on their article about the factors that lead to better work-life balance and how organizations tend to create pressure on employees based on their job profiles. This article explains that lack of autonomy in the work environment leads to job dissatisfaction which further disunites the work-life balance. We also tend to evaluate the employees who tend to perform routine tasks are usually the ones who don't have a work-life balance. (Sathyanarayana S, 2018)

III. RESEARCH GAP

After a critical review of the literature, it is visible that EI will play a major role in defining job roles in future but to what extent will these factors of EI make a difference in the job roles remains the gap for the research and scope for further study. The various dimensions of EI as mentioned by will play a key role in determining which dimension has how much impact on future job roles and work-life balance. How would employees in IT industry attain a mix of various significant factors of EI and a work-life balance remains an unanswered question.

IV. NEED FOR STUDY

The study was required as today companies are not able to evaluate the factors which lead to a very high level of attrition. The study was also significant because of the sole reason of in that IT professionals are facing health hazards and what can avoid these occupational hazards. This study will help organizations to understand the need for succession planning and finding future leaders.

V. RESEARCH DESIGN

The research conducted is a quantitative study conducted in the context of working professionals in the IT industry.

Statement of Problem

The research is based on that problem that to what extent is Emotional Intelligence related to work stress and also the impact of work stress on EI. The statement of the problem was taken into consideration from the fact that over a period what factors can help IT professionals to have a healthy work-life balance and where the equilibrium between personal and professional can be maintained to the maximum.

Objectives of the study

- To assess if there is a relationship between EI and work-life balance.
- To measure the impact of EI on a work-life balance among IT Team Leaders.

Scope of the study

This study is applicable for the team leaders in IT Industry who handle teams of any number of members. This research would help them to reduce the attrition rate, improve productivity and also to have a healthier work environment in the future. Lastly, this would also help as a factor for future promotions for future managers. The study will also help IT businesses to identify future leaders.

Sample Design

The sample was selected based on the fact that IT job roles working in one of the top 5 IT software companies of the countries. Snowball and convenience sampling were done and the questionnaire was circulated to people. IT Industry is one of the most relevant industry where EI can play the role of game changers as with such a tremendous amount of work pressure it would be very necessary to attain a considerable equilibrium. Thus, IT professionals were focussed upon.

Hypothesis

H₀₁: There is no significant relationship between EI and work-life balance

H_{A1}: There is a significant relationship between EI and work-life balance.

H₀₂: There is no impact of EI on work-life balance.

H_{A2}: There is an impact of EI on work-life balance.

Tools for Data Collection

Data were collected from respondents through a questionnaire. The questionnaire was floated through google form and responses were administered. The EI questionnaire was adapted from (Kannaiah, 2015) and the work-life balance scale was adapted from (Shah, 2015), other than that there was a background check on the demographics of the respondents. Since the distribution of data was normal hence the statistical analysis was done through SPSS and correlation & regression analysis was done. The scale for evaluation was the Likert Scale.

Reliability Analysis for Questionnaire

The testing tool used for the validation of data was the reliability test. The reliability test was conducted for a small sample of 30. The value α for EI was .796 and the value of α for work-life balance was 0.605. The final value of the Cronbach Alpha was .718. Since α of each construct is EI or work-life balance is more than 0.5, we are able to assess that the scale taken for the research is reliable and valid.

Cronbach Alpha	0.718
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Limitations of the study

- This study focuses on the EI of IT Industry professionals and not any other industry.
- The study focusses on the EI competence at the managerial level only.

VI. FINDINGS AND DISCUSSION

The study had 56.2% male respondents and 43.8% female respondents. Almost half the respondents had an age of more than 40 years with more than 4 years of work experience in IT Industry.

Correlation Analysis

The results show that there is a very high positive correlation between EI and work-life balance. The correlation is .812 which is highly positive. Thus, which proves that as the EI increases so does the work-life balance improves. This shows that as EI is a major factor of work-life balance. If companies strive to provide training on EI then it won't be difficult for companies to provide a stress-free work life to its employees. Also, since this correlation is so high focusing on improving EI for employees can improve productivity in the long run. Hence H_{1A} is valid in case of correlation which further neglects the H_{0A} .

Correlation	EI	WLB
Pearson Correlation	1	.812
EI Sig. (2 – tailed)		0
N	73	73
Pearson Correlation	.812	1
WLB Sig. (2- tailed)	.000	
N	73	73

Regression Analysis

In this research, EI was the independent variable and work-life balance was the dependent variable. Hence the results of the regression are as follows:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.812 ^a	.660	.655	3.06653

a. Predictors: (Constant), E

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1295.851	1	1295.851	137.804	.000 ^b
1 Residual	667.656	71	9.404		
Total	1963.507	72			

a. Dependent Variable: W

b. Predictors: (Constant), E

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.671	1.361		3.432	.001
E	.364	.031	.812	11.739	.000

a. Dependent Variable: W

Hence it is very evident from the table that the value of R is .812² which shows a high level of impact of EI on work-life balance. As per the results Work, life balance has 81.2% impact on EI. From this study, we can infer that if IT companies focus on the EI of their employees then the work-life balance can be attained more easily.

Hence H_{A2} is valid in case regression analysis. Thus, there is an impact of EI on work-life balance.

VII. CONCLUSION

This study will help define how EI affects the work-life balance and what were its determinants. Also, it has been found that in niche industries such as IT, EI can play the role of a dominant attribute to improve on work-life balance.

A positive correlation can be determined between EI and compensation and rewards as when employees are emotionally stable then they can put more effort due to which they have higher chances of getting better prospects in their corporate lives. Also, with a better work-life balance, higher rewards and compensation, and employees bonding, a relationship can be built and prosperity and values can be shared within the organization. So, it can be concluded that emotionally intelligent employees will be more satisfied and will further have better prospects in terms of their career.

Work-life balance is all about how much an employee is aware and stable in terms of his/her emotions and how well an individual is able to manage his/ her work life. So, if an employee is happy with his/her job life and able to maintain personal and professional commitments, then having a work-life balance won't be an issue.

It was also found that job satisfaction along with emotional intelligence has a positive association. So, if the emotional intelligence is high, the level of job satisfaction will also be high which further proves that there is a positive relationship between job satisfaction and work-life balance. Positive work life has a positive impact on compensation packages which highlights that people with a good relationship with their colleagues and bosses usually have a better compensation package for the obvious reason that behaviors lead to results. EI helps to evaluate people on the basis of how good can an employee be, in terms of building relationships. Better the people in building these relations more is the probability for them to have a balanced corporate life and higher chances for them to climb the corporate ladder. Lastly, an important factor is the duration of service. As the duration of the service increases, employees tend to become more mature and their EI increases which further helps them to have to have better work-life balance.

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