

**A STUDY ON TESTING THE RELATIONSHIP BETWEEN
EMOTIONAL INTELLIGENCE AND WORK LIFE BALANCE
ON CAREER DEVELOPMENT OF WOMEN EMPLOYEES IN
TIDEL PARK, COIMBATORE**

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ABSTRACT

In the modern-day world, Emotional Intelligence (EI) of employees is also widely acknowledged in organizations for its exceptional production outcomes. As not many researchers have done explicitly on women employees in Coimbatore, the aim of this study was to study the influence of emotional intelligence and work life balance on career development of women employees in IT industry. A sample data of 320 women employees of IT companies was collected randomly. Work life balance includes work life and life in general. The EI scores of the respondents were measured by means of Daniel Goleman's four-factor taxonomy. The four factor competencies consist of: self-awareness, self-management, social awareness and relationship management. The checklist manual developed by Daniels and McCarragher for the Industrial Society (2000) was used for Work life balance. A career satisfaction scale item by Greenhaus, Parasuraman, and Wormley (1990) was used for career development. Pearson's Correlation and regression analysis was used to determine relationship between the variables

KEYWORDS

Emotional intelligence (EI), Work life balance (WLB), career development(CD).

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INTRODUCTION

. Emotional intelligence may help them in setting their priorities at the right time, make use of alternative sources of help that bring better balance, be more assertive and set realistic goals for self, better team harmony, pride in one's work and makes the employee more approachable. Emotions are extremely important to individual health, happiness and social harmony. Many researchers have found Intelligent Quotient to contribute only 20% of one's success in life with the remaining majority of one's success being accounted for by emotional intelligence¹. An employee with high emotional intelligence can manage his or her own impulses, communicate with others effectively, manage change well, solve problems, and use humour to build rapport in tense situations. Emotional intelligence is an important indicator of a person's knowledge, skills and abilities in workplace, school and personal life. It helps improve relationship with human beings, better communication with people, improves career prospects. Emotional intelligence plays an important role in enhancing the quality of work life, quality of life, work life balance and career development.

REVIEW OF LITERATURE

This section presents a gist of some of the studies made previously which are of relevance to the current study though they are not directly related to the study in terms of context, scope and variable covered.

Velayudhan & Kemlit (2013)¹ studied the difference between Working and Non-Working women on their Emotional Intelligence. The sample consisted of 120 women of which 60 were working and 60 were not working drawn from Staff Quarters. The results indicated that Emotional Intelligence does not significantly differ between Working and Non-Working women. In some dimensions, working women were better on qualities such as Accurate Self Assessment, Self Confidence, Achievement orientation, Initiative, Inspirational leadership, Influence and change Catalyst compared to Non-working women.

Sharma, et al. (2014)² studied on Emotional intelligence among employees of government and public sectors in India and then to find the significance of sensitivity, maturity and competency between males and females responses. The relevance of the three parameters of Emotional Intelligence was checked and then the significance of male and female responses was checked.. On the basis of the test done, no major difference between male and female responses was found for the three parameters of Emotional Intelligence. The main reason could be the facilities, amenities and easy environment of public and government sectors. It may differ in private sector. The work life balance is found better in the public and government sectors.

Rathore (2015)³ explored the relationship between emotional intelligence, organizational stress and employee commitment in IT and hospitality sectors. A comparative study was done between two industries. The sample size was 250 from each industry was taken. Stratified purposive sampling was adapted. Correlation and regression was used to find the relationship between variables. The findings reveal that Emotional Intelligence has a significant role to play

¹ Goleman, D. P. (1995). *Emotional intelligence: Why it can matter more than IQ for character, health and lifelong achievement*. New York: Bantam Books.

on Organizational Stress & Employee Commitment in both the industries. Development of Emotional Intelligence would help on reducing Organizational Stress and building Employee Commitment.

Purohit M. (2013)⁴ compared Work Life Balance in Various Industrial Sectors in Pune Region. This study presents the results of the study on organizational policies and provisions regarding work-life balance of the employees, which was carried out among a cross-section of leading corporate entities in Pune representing equally the four industrial sectors, namely, Manufacturing, Information technology, Educational and Banking sector. The results reveal the commonalities and differences in work-life balance provisions across the four sectors.

Saravanan & Dharani (2014)⁵ examined the Factors Influencing Work Life Balance of School Teachers in Coimbatore. A total of 150 teachers' responses from private sector schools were included in the study. Independent sample t-test is used to analyze the effect of independent variables on work life balance with respect to private school teachers. From the study Deadlines and schedules, Working hours, Taking additional work home, Interpersonal relationship, Poor social support influence, Travel required, Expectation of superiors, Low occupational pride influence WLB.

Goyal K.A, Agrawal A (2015)⁶ identified the Issues and Challenges of Work Life Balance in Banking Industry of India. The challenges faced by the banks' managements are that of retaining the prevailing employees and providing a satisfying work environment for all employees. The study attempts to find out the issues related with managing professional and personal life of employees in banking industry. Imbalance leads to health problems, detachment from family, depression were major issues. Suggestions such as flexible working practices, time management, telecommuting, compressed work week, job sharing were given to improve work life balance in banking industry.

Kaya, et. al (2014)⁷ examined the impact of career development programs in organizations, and organizational commitment on employees' job satisfaction,. A survey is applied in a sample group working in various industries. At this point, a questionnaire that consists of two sections of 43 questions rated on a 7-point Likert attitude scale is prepared. The survey was conducted on 204 employees that work in different sectors. In the study, the data obtained from the evaluation of the survey results was interpreted by using SPSS statistics software program. Results of the analysis indicate that career development programs and organizational commitment have a partial effect on employee's job satisfaction, organizational commitment affects job satisfaction directly and positively, and career development programs in organizations do not affect the level of employee's job satisfaction.

OBJECTIVES OF THE STUDY

To study the influence of emotional intelligence and work life balance on career development of women employees in IT industry.

RESEARCH METHODOLOGY

RESEARCH DESIGN:

Descriptive research design has been adapted which describes the current/existing scenario in the population. The researcher studies the existing state of affairs of women employees as it exists in ITeS companies at present and does not have control over the variables. Hence the research design is descriptive in nature.

SAMPLING

Sampling design used is probability sampling and random sampling technique was used. In this design every item of the universe has an equal chance of inclusion in the sample. A total of 6300 employees working in TIDEL Park, Coimbatore as listed in Information Technology Department, Government of Tamilnadu, ELCOT website was taken as the population. A random sample of 320 employees were selected for this research.

Name of the Company	Constructed area (Sq.ft.)	No. of employees
WIPRO	3.5 lakhs	300
TIDEL PARK, COIMBATORE LIMITED	17 lakhs	6000

Source: IT department policy note: 2015-16, Govt. of Tamilnadu

SAMPLE UNIT

Women employees in IT industry with special reference to Tidel Park in Coimbatore are taken as the sample units.

DATA COLLECTION

A well-structured questionnaire was framed under the guidance of research supervisor and experts. Direct oral investigation method was used to collect the primary data.

DATA ANALYSIS AND INTERPRETATION

.A simple correlation measures the relationship between two variables. The variables have equal status and are not considered independent variables or dependent variables. In the current study, Pearson's correlation was used to measure a linear relationship between two variables .The relationship between two variables such as Emotional Intelligence and Quality of Work Life, Emotional Intelligence and Quality of Life, Quality of work Life and Work Life Balance, Quality of Life and Work Life Balance, Work Life Balance and Career Development has been explored.. Linear relationship between the variables indicates either positive or negative relationship between the variables. Positive relationship indicates that if one variable increases

the other variable also increases which denotes that there is significant relationship between the two variables.

TABLE 1: CORRELATION ANALYSIS OF VARIABLES

Variables	EI	QWL	QL	WLB	CD
EI	1	.553**	.162**	.093	.572**
		.000	.004	.098	.000
QWL	.553**	1	.312**	.294**	.536**
	.000		.000	.000	.000
QFL	.162**	.312**	1	.672**	.382**
	.004	.000		.000	.000
WLB	.093	.294**	.672**	1	.217**
	.098		.000		.000
CD	.572**	.536**	.382**	.217**	1
	.000	.000	.000	.000	

** . Correlation is significant at the 0.01 level (2-tailed). EI- Emotional Intelligence, QWL- Quality of Work Life, QL- Quality of Life, WLB- Work Life Balance, CD- Career Development.

Table 1 shows that Emotional Intelligence has high positive correlation with Quality of work life (0.553) and low positive correlation with Quality of life (0.162). Emotional Intelligence is the ability of a person to manage and control their emotions and to understand the emotions of others that helps to take personal and organizational decisions. According to a study on emotional intelligence, people with high emotional intelligence can cope with the organizational problems more effectively than those with low emotional intelligence. (Siddiqui & Hassan, 2013)⁸. It is considered to be a strong predictor of the performance of employees in the work place. It is generally observed that employees who perform well in the organization stayed for a longer period in the organization and maintain a lively work environment. (Prentice & King , 2011)⁹. Furthermore, emotional Intelligence is proved to improve the quality of life of employees by helping tremendously in many areas such as to be less impulsive and control the temper better, coping more effectively with stress, being more positive about oneself and make better decision, interact better with others, positively influence people and being emotional resilient (Ayesha & Swathi, 2014)¹⁰ which helps

women that lead to goodness and well being of an individual. In the current study, positive correlation indicates higher the emotional intelligence, higher will be the quality of work life and quality of life.

Quality of Work Life has low positive correlation with Work Life Balance (0.294) and high positive correlation with Career Development (0.536). Quality of work life initiatives are both advantageous to both employees and employers. The presence of quality of work life initiatives makes the employees feel safe, relatively well satisfied and provides them the opportunities to grow. The employees believe that quality of work life enhances their dignity through job satisfaction and humanizing work by assigning meaningful jobs, ensuring job security, making provisions for adequate pay and benefits, providing safe and healthy working conditions, giving opportunities to develop human capacity, ensuring growth and security, social integration, constitutionalism, getting freedom to self-expression and thus help to increase individual productivity that supports to achieve organizational effectiveness. Family friendly policies at work place are becoming a challenge for the employers to provide. They commonly refer to policies that enable employees to balance the demands of paid work and personal life. (Subramanian, 2010)¹¹. The success of any organization depends on the efforts and career advancement (i.e., salary, goal achievement, promotion prospect) of its employees. Fulfillment of health and safety needs, economic and family needs, social needs, esteem needs, knowledge needs and aesthetic needs and actualization needs leads to career advancement of their employees. (Sirgy et al., 2001)¹². In this study positive correlation indicates that higher the quality of work life, higher will be the work life balance and career growth.

Quality of life has high positive correlation with Work Life Balance (0.672) and low positive correlation with Career Development (0.382). Greenhaus et al. (2003)¹³ found that equal investment of time involvement in work and family would increase the quality of life. To exhibit positive time balance, an individual should commit a considerable amount of time to their combined work and family and to be able to distribute this time equally. Success on balancing work and social roles becomes a strong contributor to an individual's mood. Work life balance was found to predict well-being and the overall quality of life (Gropel and Kuhl, 2009)¹⁴ Social support outside of work, such as that provided by spouses and friends is one factor that may have a positive impact on work life balance by reducing work family conflict (Carlson & Perrwe, 1999)¹⁵ which enhances the career growth of an employee. This study highlights that positive correlation indicates that higher the quality of life, higher will also be work life balance and career growth.

Work Life Balance has low positive correlation with Career Development (0.217). Individuals experiencing greater work-life balance have better health and wellness, greater organizational commitment, greater job satisfaction, better goal achievement, and family happiness. At the family level, work-life balance promotes greater marital and family stability, family cohesion, and marital and family happiness. Work-life balance reduces turnover, improves performance, and lowers the incidences of lateness and absenteeism. (Rao & Indla 2010)¹⁶. Gordon et al. (2007)¹⁷ also found that the work life balance was positively associated with job satisfaction, organizational commitment and career accomplishment. The current study highlights that positive correlation indicates that higher the work life balance, higher will also be the career advancement of women employees.

Further analysis using regression was performed to explore the relationship between the factors.

Regression Analysis

To develop and test the relationship between emotional intelligence, work life balance and career development factors regression analysis is performed. This analysis also examines the influence of emotional intelligence on quality of work life and quality of life of IT employees'. The hypothesis verifies the significant influence of quality of work life and quality of life on work life balance and the influence of work life balance on career development.

INFLUENCE OF EMOTIONAL INTELLIGENCE ON QUALITY OF WORK LIFE

The influence of the independent variable emotional intelligence on the dependent variable quality of work life is determined using regression analysis.

Hypothesis

H₀: There is no significant influence of emotional intelligence on Quality of Work life of Women IT employees

TABLE 2: INFLUENCE OF EMOTIONAL INTELLIGENCE ON QUALITY OF WORK LIFE

R	R ²	Adjusted R ²	Std. Error	df	F	Sig.
.553	0.306	0.304	0.30731	1	140.410	0.000*
Coefficients						
Variable	β	Std.Error	Beta	Sig.	Result	
(Constant)	1.194	0.190		0.000*		
Emotional Intelligence	0.573	0.048	0.553	0.000*	Significant	

*p < 0.05, Predictors: (Constant), Emotional Intelligence; Source: Primary Data

Dependent Variable: Quality of Work Life

The Table 2 shows the R, R² and significance of the relationship of the variables. It can be observed that the independent factor explains 30.6 per cent of employees' quality of work life (R² =.306). F value displays the overall significance (p =0.000) of the relationship. The analysis reveals that the emotional intelligence (β =0.573, p-value=0.000) has significant influence on quality of work life of women IT employees. Therefore, null hypothesis is rejected and it can be concluded that there is a significant influence of emotional intelligence on quality of work life of employees.

INFLUENCE OF EMOTIONAL INTELLIGENCE ON QUALITY OF LIFE

The influence of the independent variable emotional intelligence on the dependent variable quality of life is determined using regression analysis.

Hypothesis

H₀: There is no significant influence of emotional intelligence on Quality of life of Women IT employees

TABLE 3: INFLUENCE OF EMOTIONAL INTELLIGENCE ON QUALITY OF LIFE

R	R²	Adjusted R²	Std. Error	df	F	Sig.
.162	0.026	0.023	0.78430	1	8.592	.004 ^a
Coefficients						
Variable	β	Std.Error	Beta	Sig.	Result	
(Constant)	1.867	0.484		0.000		
Emotional Intelligence	0.362	0.124	0.162	0.004	Significant	

*p < 0.05, Predictor: Emotional Intelligence; Dependent Variable: Quality of Life

The Table 3 shows the R, R² and significance of the relationship of the variables. It can be observed that the independent factor explains 2.6 per cent of employees' quality of life (R² =.026). F value displays the overall significance (p =0.004) of the relationship. The analysis reveals that the emotional intelligence (β=0.362, p-value=0.004) has significant influence on quality of life. Therefore, null hypothesis is rejected and it can be concluded that there is a significant influence of emotional intelligence on quality of life of employees.

INFLUENCE OF QUALITY OF WORK LIFE ON WORK LIFE BALANCE

The influence of the independent variable quality of work life on the dependent variable work life balance is determined using regression analysis.

Hypothesis

H₀: There is no significant influence of quality of work life on Work life balance of Women IT employees

TABLE 4: INFLUENCE OF QUALITY OF WORK LIFE ON WORK LIFE BALANCE

R	R²	Adjusted R²	Std. Error	df	F	Sig.
.294	0.086	0.084	.89525	1	30.108	.000*
Coefficients						
Variable	β	Std.Error	Beta	Sig.	Result	
(Constant)	0.637	0.470		.176		
Quality of Work Life	0.747	0.136	0.294	.000	Significant	

*p < 0.05, Predictors: (Constant), Quality of Work Life;

Dependent Variable: Work Life Balance

Table 4 shows the R, R² and significance of the relationship of the variables. It can be observed that the independent factor explains 8.6 per cent of employees' work life balance (R² =.086). F value displays the overall significance (p =0.000) of the relationship. The analysis reveals that the quality of work life (β =0.747, p-value=0.000) has significant influence on work life balance. Therefore, null hypothesis is rejected and it can be concluded that there is a significant influence of quality of work life on work life balance of employees.

INFLUENCE OF QUALITY OF LIFE ON WORK LIFE BALANCE

The influence of the independent variable quality of life on the dependent variable work life balance is determined using regression analysis.

Hypothesis

H₀: There is no significant influence of quality of life on Work life balance of Women IT employees.

TABLE 5: INFLUENCE OF QUALITY OF LIFE ON WORK LIFE BALANCE

R	R²	Adjusted R²	Std. Error	df	F	Sig.
.672	0.451	0.449	0.69398	1	261.310	.000 ^a
Coefficients						
Variable	B	Std.Error	Beta	Sig.	Result	

(Constant)	0.604	0.165		.000	
Quality of Life	0.791	0.049	0.672	.000	Significant

* $p < 0.05$, Predictors: (Constant), Quality of Life; Source: Primary Data

Dependent Variable: Work Life Balance.

Table 5 shows the R, R^2 and significance of the relationship of the variables. It can be observed that the independent factor explains 45.1 per cent of employees' work life balance ($R^2 = .451$). F value displays the overall significance ($p = 0.000$) of the relationship. The analysis reveals that the quality of life ($\beta = 0.791$, $p\text{-value} = 0.000$) has significant influence on work life balance. Therefore, null hypothesis is rejected and it can be concluded that there is a significant influence of quality of life on work life balance of employees.

INFLUENCE OF WORK LIFE BALANCE ON CAREER DEVELOPMENT

The influence of the independent variable work life balance on the dependent variable career development is determined using regression analysis.

Hypothesis

H₀: There is no significant influence of work life balance on career development of women it employees

TABLE 6: INFLUENCE OF WORK LIFE BALANCE ON CAREER DEVELOPMENT

R	R^2	Adjusted R^2	Std. Error	df	F	Sig.
.217	0.047	0.044	0.55633	1	15.678	.000 ^a
Coefficients						
Variable	B	Std.Error	Beta	Sig.	Result	
(Constant)	3.360	0.111		.000		
Work life balance	0.132	0.033	0.217	.000	Significant	

* $p < 0.05$, Predictors: (Constant), Work Life Balance; Dependent Variable: Career Development

Table 6 shows the R, R^2 and significance of the relationship of the variables. It can be observed that the independent factor explain 4.7 per cent of employees' career development ($R^2 = .047$). F value displays the overall significance ($p = 0.000$) of the relationship. The analysis reveals that the work life balance ($\beta = 0.132$, $p\text{-value} = 0.000$) has significant influence on career development. Therefore, null hypothesis is rejected and it can be concluded that there is a significant influence of work life balance on career development of employees. .

FINDINGS:

Emotional Intelligence has high positive correlation with Quality of work life and low positive correlation with Quality of life. It is considered to be a strong predictor of the performance of employees in the work place. It is generally observed that employees who perform well in the organization stayed for a longer period in the organization and maintain a lively work environment. Furthermore, emotional Intelligence is proved to improve the quality of life of employees by helping tremendously in many areas such as to be less impulsive and control the temper better, coping more effectively with stress, being more positive about oneself and make better decision, interact better with others, positively influence people and being emotional resilient which helps women that lead to goodness and well being of an individual. In the current study, positive correlation indicates higher the emotional intelligence, higher will be the quality of work life and quality of life.

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life balance was positively associated with job satisfaction, organizational commitment and career accomplishment. The current study highlights that positive correlation indicates that higher the work life balance, higher will also be the career advancement of women employees. Influence of Emotional Intelligence on Quality of work life, Quality of life, Work Life Balance and Career Development.

The influence of the independent variable emotional intelligence on the dependent variable quality of work life is analyzed. The independent factor emotional intelligence explains 30.6 per cent of employees' quality of work life ($R^2 = .306$). F value displays the overall significance ($p = 0.000$) of the relationship. The analysis reveals that the emotional intelligence ($\beta = 0.573$, $p\text{-value} = 0.000$) has significant influence on quality of work life of women IT employees.

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The influence of the independent variable quality of work life on the dependent variable work life balance is analyzed. It can be observed that the independent factor explains 8.6 per cent of employees' work life balance ($R^2 = .086$). F value displays the overall significance ($p = 0.000$) of the relationship. The analysis reveals that the quality of work life ($\beta = 0.747$, $p\text{-value} = 0.000$) has significant influence on work life balance.

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CONCLUSION

An employee's emotional intelligence is highly associated with quality of life and quality of work life. Higher emotional intelligence is associated with great social functioning because the employees possess good intrapersonal management. A good social well being needs good stress management in addition to good interpersonal management. Work life balance itself says both life and work life should be balanced which means if both quality of work life and quality of life is good, a women employee will definitely be able to achieve work life balance with the help of emotional intelligence which helps them to grow in their career. As the saying goes "If your emotional abilities aren't in hand, if you don't have self-awareness, if you are not able to manage your distressing emotions, if you can't have empathy and have effective relationships, then no matter how smart you are, you are not going to get very far." —Daniel Goleman

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