



## IMPACT OF EMOTIONAL INTELLIGENCE ON WORK LIFE BALANCE IN INDIAN IT SECTOR

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### Abstract

**Purpose:** The concept of work life balance is ubiquitous in all organizations. Simply put, it is the harmonious interface between work demands and personal demands in an employee's life. The work demands in IT sector generally do not let the demarcation between personal life and work life, especially with the intrusion of latest communication technology making the situation more challenging. Considering the premise that Emotional Intelligence evens out complexities in one's life, this study aims to understand the influence of Emotional Intelligence on balancing work and personal demands of employees.

**Methodology:** This empirical paper is the outcome of Secondary research followed by quantitative research using work life balance scale by Udai Pareek and TEIQue SF (Petrides & Furnham,) which measures Trait Emotional Intelligence.

**Findings:** Based on the research undertaken with a sample size of 80 IT employees, it was found that Emotional Intelligence significantly contributes to Work Life Balance of employees.

**Practical Implication:** This study emphasizes the view point that organizations should strive to improve emotional intelligence of employees to help them balance their work related and personal chores and challenges.

**Originality / Value:** This paper provides a conceptual linkage between Trait Emotional Intelligence and work life balance and provides a base for future research.

**Keywords:** Work-Life Balance, Trait Emotional Intelligence, Indian IT Sector.

## INTRODUCTION

### WORK LIFE BALANCE

Work life balance has become a key focus for any progressive organization, thanks to the media touting work life balance as one of the most sought after work place component. According to the survey conducted by Accenture in 2012 November, which involved around 4000 employees of 33 countries, it was found that 52% of the respondents turned down job offers which affected their work life balance (Visser, A. 2013). Companies like Google ensures work life balance of employees by providing for almost all basic employee needs at work place, to ensure stress free minds. Many companies have incorporated employee assistance program in their policies to ensure that employee comes for work without the need to worry about running personal errands.

The need to balance the demands of work life and the life outside the work for leading a harmonious life can never be understated. Multiple roles played by the same individual at varied walks of life make the situation even more complex. For many years, there is a debate on whether multiple roles of a human being are harmful or beneficial to him. There are two competing hypotheses which can be put forward & discussed. The "**scarcity hypothesis**" posits that individuals have limited time and energy, and adding extra roles and responsibilities necessarily creates tensions between competing demands and a sense of overload and inter-role conflicts (cf. Coser, 1974; Goode, 1960; Slater, 1963). The "**expansion hypothesis**" argues that the rewards that accrue with multiple roles (such as greater self-esteem and recognition) offset the costs of multiple roles (cf. Marks, 1977; Sieber, 1974). Although much of the research on multiple roles and emotional well-being supports the expansion hypothesis (cf. Crosby, 1984; Gove & Tudor, 1973), there is also evidence that women and men with multiple roles experience role overload and role conflict (Holahan & Gilbert, 1979). Several researchers have argued that multiple roles can be a



source of role gratification and at the same time, a source of strain or conflict as well. (Crouter, 1984; Gerson, 1985).

Adding on to the confusion created by multiple roles played by the individual, the advancement in communication technologies contributed to increased expectations in ourselves and the significant people in ones lives. Communication through internet and mobile phones has become more common than personal interaction. Besides, telephonic applications like Whatsup, which is used by people of all generations alike indicates the time when the application last accessed, putting an individual under tremendous stress to live up to the expectations of others. This, along with cut throat competition and opportunities galore, has toppled the apple cart.

Poor work life balance can have a cascading effect in an individual's life. Conflict between work and other life responsibilities can diminish the quality of both work and home life for employees, which in turn can affect organizational outcomes such as productivity, absenteeism, and turnover.

Work Life Balance is a better established concept in western countries than in India, though it is picking up momentum in Indian corporate houses too. The lower awareness in India could be partially due to the gendered distribution of work and family roles in India (Bhalla & Kaur 2011). Traditional Indian sentiments expect women to be the home maker and men to be the bread winner of the family. Such situations will preempt the very concept of work life balance. But in contemporary India, work force demographics have taken a shift towards inclusion of larger share of women employees. More women take up higher education and also hold responsible positions in organizations. Growth in dual career households in India, coupled with increased number of nuclear families in India (Roy 2000) has made work life integration a major challenge in India.

An individual has to put constant effort to ensure harmony in life by having both a satisfactory personal life as well as a successful career as a high performer by delivering excellent results with the limited resources at work while maintaining a peaceful home-life. Sometimes these two goals seem contradictory and belonging to two ends of life spectrum. To understand the contributing factors of work life balance, the model derived by Pareek, U., & Purohit, S. (2010) was used in this study. The work life balance consists of six components viz a viz : Social needs, Personal needs, Time management, Team work, Compensation and Benefit, and Work . Social Needs refer to the needs connected to catering to the societal requirement like religious functions, family ceremonies and the like. If a person is unable to fulfill these needs, it alienates him from the society and he feels isolated, causing stress in the individual. Personal needs consists of taking care of day to day family chores, giving care and attention to family members, keeping track of his/her investment/financial needs, going for family outing, caring of health including exercise, meditation, morning/evening walk etc. When an individual is not able to fulfill these needs, it could lead to frustration due to work life imbalance. Time Management is the next component because time affects human life in any situation such as how an individual utilizes his time and how he divides his time between work and life. When time is not utilized productively, it causes work life imbalance. The next component, Team Work is more related to the work place context. The work environment and work culture will affect working style of the person. It has a direct effect on his emotional and social bearing. Employee should be in the state in which he can rely on his colleagues and thus feel satisfied at workplace. Good team cohesion will improve work satisfaction and will have a spillover effect on personal life. Compensation and Benefits consists of the monetary part of work. Money accrued out of work is an important factor contributing towards the work-life balance of the individual. It also includes the benefits and privileges offered by the organization. Various other items as reimbursement and compensation for extra efforts lead to work place satisfaction. A person deprived of monetary satisfaction will feel used by the organization, which leads to frustration and poor productivity. The last component is Work itself. The type of work/job also contributes to work-life balance. The pride a person takes in his job makes the person happy and satisfied. Hence it is very important for organization to assign the right kind of job to the right person, based on the competence. The nature of job performed also affects the work schedule of an individual, which can in turn impact work life balance. A poorly performed work in the office set up can impact the peace at home.

It can be clearly seen that the first three of the six components of work life balance are connected to personal self and latter three components to the work life. The personal components take primacy over work components due to Emotional Intelligence. Well enhanced emotional and social skills will invariably contribute to better job performance that ultimately leads to career enhancement.

### **EMOTIONAL INTELLIGENCE**

Emotional intelligence (EI) is a broad term which captures a broad collection of individual skills and dispositions, usually refers to soft skills or inter and intra-personal skills. It involves being aware of emotions and how they can affect and interact with traditional intelligence. The pioneers in Emotional intelligence, Peter Salovey and John D. Mayer (1990) defined emotional intelligence as, "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions".

Models of emotional intelligence have been developed on three aspects that is, ability, traits and combination of ability and traits which is called a mixed model of emotional intelligence.

John Mayer and Peter Salovey developed Ability model of Emotional Intelligence. This model mentioned that emotional intelligence is the ability to perceive and to express emotions, assimilate emotions in thought, understand and reason with emotion and regulate emotion in self and others. Daniel Goleman developed mixed model of emotional intelligence and focused on the abilities, which include self-control, zeal and persistence and the ability to motivate oneself. Major areas are (1) Knowing one's emotions (2) Management of emotions (3) Motivating oneself (4) Recognizing emotions (5) Handling relationship (R. Sternberg, 2000).

Konstantin Vasily Petrides proposed Trait model of EI which refers to an individual's self-perceptions of their emotional abilities. TEI refers to a conglomeration of emotion related self-perceptions and dispositions measured by self-report, as opposed to the ability based model which refers to actual abilities, which have proven highly resistant to scientific measurement. Trait EI should be investigated within a personality framework. It is defined as a personality trait and is referenced as emotional self-efficacy (Petrides, Frederickson & Furnham, 2004). Petrides & Furnham (2001) found 15 facets of Trait Emotional Intelligence model, which basically captures Self-control, Wellbeing, Emotionality and Sociability. Self-control indicates emotion regulation, impulsiveness and stress management. Emotionality indicates emotion expression, trait empathy, emotion perception and quality of relationships. Sociability indicates emotion management (influencing others), assertiveness and social awareness. Well-being indicates optimism; self-esteem beliefs and trait happiness. All the four factors together provide the Trait Emotional Intelligence of the assessed.

Emotional Intelligence, unlike cognitive ability is not ascribed at birth. EI evolves over a period in time, through experiences in life. Emotional Intelligence was found to increase with the increase in age and experience (Bar-on, 1997). According to the findings of varied researchers, emotions are the pivotal point of our feelings and thereby, behaviors. (Antonakis et al., 2009; Ashkanasy and Daus, 2002; Ashforth and Humphrey, 1993). Therefore, emotions play a major role in the work as well as family sphere. Appropriate expression of emotions through behavior in both contexts can bring harmony within the individual. Hence this research is conducted to understand and test the premise that Emotional Intelligence impacts the work life balance of individuals

### **LITERATURE REVIEW**

The studies conducted in the context of work life balance are very divergent. Carmeli & Josman (2006) studied the relationship among Emotional Intelligence, Task Performance and Organizational Citizenship Behaviors. It was found that emotionally intelligent employees may better handle these conflicts. The integration of work-family programs and an emotionally intelligent workforce can better achieve the desired balance.

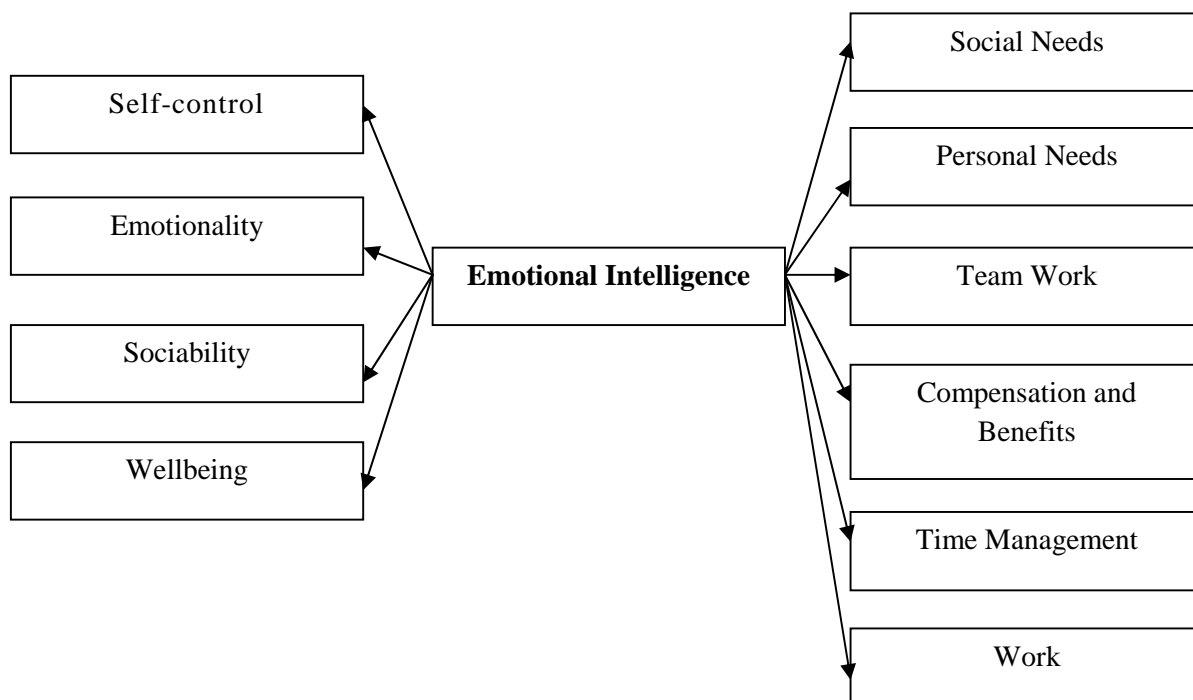
Dalip Singh (2001) mentioned that "application of emotional intelligence supports the managers and employees to recognize and understand emotions and using emotional intelligence to manage oneself and his/her relationship

with others”. The application of emotional intelligence in the organization includes the areas like personnel selection, development of employees, teams and the organization. “The organizations must coach their employees in developing their interpersonal skills and coach them to perform effectively on the job with other employees in the organization” (Reuven Bar-On et al, 2007).

Employees need to enhance their emotional intelligence skills, apart from technical skills, which in turn will enhance their productivity on the job. Management of emotional intelligence by the team members will help in developing interpersonal skills of the team members. “Organization’s to be successful, need to develop employee’s emotional intelligence skills to work effectively in the organization” (Bob Wall, 2008). “In order to achieve work-life balance, one must develop emotional intelligence- your ability to monitor your own and other’s feelings and emotions, to discriminate among them and to use this information to guide your thinking and actions” (Engelberg & Sjoberg, 2004; Salovey & Mayer, 1990). Professionals who exercise emotional intelligence are more balanced in that they know their own emotions and attempt to understand the emotions of others. In addition, “emotional intelligence encourages to utilize your emotions for flexible planning, creative thinking and motivating to accomplish goals and problems” (Mayer & Salovey, 1990). Recent findings suggest “high Trait EI individuals employ better emotional responses in dealing with and managing stressful effects of emotional dissonance experienced at work” (Mikolajczak & Luminet, 2007).

A conceptual frame work to connect Trait Emotional intelligence and Work life balance is made to identify the variables of research. The following diagram depicts the conceptual framework used in this study.

### Conceptual Framework



### METHODOLOGY OF RESEARCH

The undertaken research is an exploratory study to understand the application of emotional intelligence in the work-life balance of the employees of IT companies in Bangalore. The study attempts to identify the work-life balance of IT employees from the perspective of trait model of Emotional intelligence. The survey research was conducted on work-life balance based on the model of Udai Pareek and on Trait Emotional Intelligence based on a validated psychometric tool (TEIQue SF – Petrides & Furnham, 2001, University of London, UK). Work-Life Balance model of Udai Pareek consists of six components: Social needs, personal needs, Time management, Team work, compensation & benefits and Work. On the basis of these six components WLB research was conducted.

The 15 subscales of TEIQue by Petrides & Furnham that measures Trait Emotional Intelligence are clubbed under 4 factors to gauge global trait emotional intelligence using TEIQue-SF. The four factors of Trait EI, measured using this instrument are Self-control, Emotionality, Sociability and Wellbeing.

Drawing from the evolutionary secondary literature study, the areas that need to be explored and objectives of the study were identified. The major research objectives are to understand the work life balance and Emotional Intelligence of IT sector employees and explore the connect between each of the six components of work balance and emotional intelligence.

## RESEARCH PROCEDURE

The study was conducted between April 2014 and June 2014 for 80 IT employees. For measuring work-life balance, questionnaire consisting 36 items (Pareek, U and Puohit, S, 2010), standardized for Indian conditions was used. The total WLB score is formed of six components: Social Needs: items 1,7,13,19,25,31. Personal Needs: items 2,8,14,20,26,32. Time Management: items 3,9,15,21,27,33. Team Work: items 4,10,16,22,28,34. Compensation & Benefits: items 5,11,17,23,29,35. Work; items 6,12,18,24,30,36. Out of 36 questions, 18 questions were reverse scored to ensure that the responses were consistent and correct. Five point Likert scale varying from 0 to 4 (Not true to definitely true) was used in the questionnaire. Six questions were used to measure each of the components of the WLB index. Cumulative score of six questions of each factor of WLB is multiplied by 4.17 to arrive at the results which ranges from 0 to 100.

For measuring trait emotional intelligence, we used 30 questions of a validated psychometric tool (TEIQue SF – Petrides & Furnham, 2001, University of London, UK) for the same employees. Out of which 15 questions were reverse scored to ensure that the responses were consistent and correct. Seven point Likert scale varying from 1 to 7 (Completely disagree to completely agree) was used in the questionnaire. Cumulative score of all the questions was multiplied by 0.476 (100/210) to calculate the total EI of an employee and then mean of emotional intelligence of all the employees was calculated to compare it with work life balance and its components.

## HYPOTHESIS

Hypotheses were set keeping in mind the objectives of the research. To understand the application of trait emotional intelligence on work–life balance, 7 hypotheses were set.

H1 posited that emotional intelligence has no significant correlation with work-life balance.

H2 states that emotional intelligence of employees has no significant impact on their social needs.

H3 proposes that EI of an employee does not have any significance impact on personal needs.

H4 states that emotional intelligence does not impact Time Management significantly.

H5 proposes that EI has no significant impact on Team Work.

H6 states that emotional intelligence does not have significant impact on Compensation & Benefits of the employees.

H7 proposes that EI does not impact type of work significantly.

## DEMOGRAPHIC PROFILE OF RESPONDENTS

Table 1 in the annexure shows the demographic profile of IT employees whose age ranged from 20 to 60 years and had an average age of 40 years. 70% of the employees are male while 30% of the employees are female. Educational qualification ranged from graduation (43.75%) to post graduation (56.25%). 51.25% of the employees were single while 42.5% of the employees were married but having no children in education and 6.25% of the employees were married with children in education. The work experience ranged from zero to more than 8 years, of them maximum 25% of the employees had 2 to 4 years of experience as well as employees having more than 8 years of experience were also 25%. Annual income of employees ranged from 1 lakh to above 15 lakhs, of them maximum 27.5 % of the employees had annual income of 1 to 5 lakhs. Total number of promotions so far for the employees ranged from nil to more than 4 times, of them maximum 22.5% of the employees had 2 promotions in their career so far.

## DATA ANALYSIS

Data were analyzed using SPSS in two stages. Data analysis was done to check the reliability of the questionnaire. Internal consistency of the questionnaire was tested using Cronbach's alpha. For the Emotional Intelligence study the Cronbach's alpha was found to be 0.875 whereas for the Work Life balance study, it was found to be 0.884. This is considered acceptable reliability as per the standard (above 0.7) set by Nunnally. Hypotheses were tested at 0.05 level of significance. To assess the relationship & impact of emotional intelligence on work life balance and its components, a series of separate regression analyses were performed.

Table 2 in the annexure shows the WLB index scores of the six components of work Life balance of employees of the IT Company. These six components represent work related and person related factors of work life balance. These results are close to the results found in a study on work life balance as a function of demographic variables at an IT Company in Bangalore done by Uma Warriar (2013).

Table 3 in the annexure shows the descriptive statistics of six components of work-life balance and emotional intelligence which includes their mean as well as standard deviation. All the variables have above average scores which mean that the employees have an above average ability to manage their work life balance and its components. It also shows high level of emotional intelligence in the respondents.

Table 4 in the annexure shows that there is a significant relationship between work life balance and emotional intelligence. Also, all the six components of work life balance are showing significant relationship with emotional intelligence.

## RESULTS OF THE STUDY

To test H1, Pearson correlation test (independent, two tailed) was conducted to ascertain whether the emotional intelligence is correlated to work life balance. Test results showed that there is a significant & positive correlation between emotional intelligence & work-life balance. Student t test and ANOVA were used to test other hypotheses and to find out whether emotional intelligence impacted work life balance and its different components. Test results revealed that EI impacted WLB significantly ( $t=6.39$ ;  $p=0.0$ ) and its adjusted r square values show good predictability which means one percentage change in EI can predict 0.35 % of WLB as per study, rejecting H1. It was found that all the components of work life balance are significantly impacted by emotional intelligence which can be ascertained by their significant p values. Social needs ( $t=3.895$ ;  $p=0.0$ ), Personal needs ( $t=4.397$ ;  $p=0.0$ ), Time Management ( $t=3.176$ ;  $p=0.002$ ), Team Work ( $t=3.677$ ;  $p=0.0$ ), Compensation & Benefits ( $t=6.637$ ;  $p=0.0$ ) and Type of Work ( $t=6.705$ ;  $p=0.0$ ). So, all the hypotheses H2, H3, H4, H5, H6 & H7 got tested and then rejected which reveals the application of trait emotional intelligence on work life balance & its components.

## FINDINGS OF THE STUDY AND DISCUSSION

The study indicates that emotional intelligence impacts work life balance significantly. The results were in an expected direction showing a positive correlation between EI & WLB index which shows that higher the emotional intelligence of a person, more balanced for work and life. This is in line with the findings of a study conducted by Farnaz Namin & Hedayati (Alliant International University, 2007). This is also supported by a study done by Abraham Carmeli, (2003) which indicated that "emotional intelligence augments positive work attitudes, altruistic behavior and work outcomes, and moderates the effect of work-family conflict on career commitment". When allowed for emotions to take place in work-life balance framework, both the depletion argument (Lenaghan *et al.*, 2007) and the enrichment argument (Graves *et al.*, 2007) can possibly occur.

Social needs and Team Work seem to be impacted significantly by EI which comes under the Sociability factor of Trait EI. This is supported by results of a study by Brackett *et al.* (2004) who found that "males with lower EI reported having poor quality peer relations, suggesting that individuals with low level of EI find it difficult to establish and maintain meaningful social interactions". Personal Needs and Time Management can also be seen to be impacted by EI significantly and it comes under Self Control which is an important factor of Trait EI. It was found that employees satisfied with their compensation & benefits and type of work / job were high on emotional

intelligence. It means job satisfaction directly affects EI which comes under the well-being, one of the four components of trait emotional intelligence. Also, Lenaghan *et al.* (2007) found that “high EI positively influences well-being and serves as an important factor when facing work-family conflicts”. This result is also supported by a study done by Abraham Carmeli (2003) who found that intelligent individuals with high emotional intelligence experience continuous positive moods and feelings that generate higher levels of satisfaction and well-being compared to individuals who experience such feelings and moods as disappointment, depression and anger, because they can reach a higher level of general satisfaction and fulfillment. He suggested a positive relationship between emotional intelligence and job satisfaction of senior managers.

## **CONCLUSION & RECOMMENDATIONS**

The study concludes that emotional intelligence has a significant relationship with work life balance and it's all six components. Emotional intelligence seems to help an employee to balance his work and life in a better way. Most often the employees sacrifice their personal life for their professional life and this unequal trade off creates work life imbalance. 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 learn to say NO to unreasonable demands, set realistic goals for self, better team harmony, pride in one's work and makes the employee more approachable. Implementing the work life balance policies in an organization may not be enough to provide complete solution to the conflict between the personal and professional life of an employee. The result of this study clearly revealed that there is a significant relationship between the emotional intelligence and the work life balance. For a progressive organization, it is mandatory to adopt and implement work life balance policies and practices. Nurturing an emotionally intelligent workforce can go a long way in ensuring organizational sustainability. Ensuring that emotionally intelligent candidate is hired during the talent acquisition makes the work life balance practices more effective. Training the existing work force on emotional intelligence may help in enhancing the employees' capability to balance their work & life efficiently. It may help in developing leadership as well as people management skills and finally helps in balancing work and life effectively. It also can help in enhancing the skills of self-awareness for employees with the help of which they can have better idea about their actual needs and priorities in life. It may guide an individual to fine tune the job performance style and become more acceptable and socially networked. Further it also helps employees use their emotions to facilitate performance by directing them toward constructive activities and improving personal performance. Any person highly capable in this dimension would be able to encourage him or herself to do better continuously and direct his or her emotions in positive and productive directions. Hence emotional intelligence may help to retain & maintain the desired work life balance of an employee.

Both the Employees and employers need to accept the fact that emotions are an integral part of their lives and showing restrained emotions in personal and professional life can only augment the quality of life. Proper regulation of our emotions will avoid conflict between work and life. This study emphasizes the need to understand the necessity of the balance between work & life and the role of emotional intelligence for balancing it. Only with this clear understanding can these programs be effectively & efficiently implemented for the benefit of employees. Organizations need to understand the facts that interface between employees working life and personal life can be complex, varied and many a times very specific and acknowledging the same will go a long way in improved organizational performance.

## **LIMITATION OF THE STUDY AND SCOPE FOR FUTURE RESEARCH**

There are several limitations which constrain the interpretation, application and generalization of the study's findings. The study relies on the response of the sample of employees of IT companies. Since the sample size is limited to 80 respondents from IT companies of Bangalore, findings of the study cannot be generalized and applied to other sectors. Prospective research can be directed to explore the application of emotional intelligence on work life balance in other sectors as well and may be with greater sample size. Cross-country research can be done in the same field in any multinational organization to reveal the nature & facts related to Indian and foreigner employees. Organizational perspectives can also be included in future research study as currently it revolves around the employees' perspective of work life balance.

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**Annexure**  
**Table 1: Demographic profile of sample N=80**

AGE		
Characteristic	Frequency	Percentage
20-30	43	53.75
30-40	32	40
40-50	4	5
50-60	1	1.25

Educational Qualification		
Characteristic	Frequency	Percentage
Graduates	35	43.75
Post graduates	45	56.25

Gender		
Characteristic	Frequency	Percentage
Male	56	70
Female	24	30

Marital Status		
Characteristic	Frequency	Percentage
Married with children in education	5	6.25
Married with no children in education	34	42.5
Single	41	51.25

<b>Work Experience</b>		
<b>Characteristic</b>	<b>Frequency</b>	<b>Percentage</b>
Less than 2 yrs.	13	16.25
2-4 yrs.	20	25
4-6 yrs.	15	18.75
6-8 yrs.	12	15
More than 8 yrs.	20	25

<b>Annual income in Lakhs</b>		
1-5	22	27.5
5-10	18	22.5
10-15	19	23.75
Above 15	21	26.25
<b>Total No. of Promotions so far</b>		
Nil	6	7.5
1	15	18.75
2	18	22.5
3	16	20
4	12	15
More than 4	13	16.25

**Table 2: Work-Life Balance Index**

<b>WLB Parameter</b>	<b>Score On 100</b>
Social Needs	57
Personal Needs	63
Time Management	54
Team Work	63
Compensation & Benefits	68
Work	63

**Table 3: Descriptive Statistics**

<b>Descriptive Statistics</b>	<b>Mean</b>	<b>Std. Deviation</b>
Social Needs	57.2333	18.42289
Personal Needs	63.7489	17.17662
Time Management	54.5749	16.48346
Team Work	63.801	13.987
Compensation & Benefits	68.6486	16.92814
Work	63.7489	16.06416
WLB	61.9593	13.05768
EI	71.1131	10.19626

**Table 4: ANOVA (Dependent Variable: Emotional Intelligence)**

Predictors		Sum of Squares	df	Mean Square	F	Sig.
Social needs	Between Groups	1337.175	1	1337.175	15.169	.000
	Within Groups	6875.952	78	88.153		
	Total	8213.126	79			
Personal Needs	Between Groups	1631.251	1	1631.251	19.332	.000
	Within Groups	6581.876	78	84.383		
	Total	8213.126	79			
Time Management	Between Groups	940.459	1	940.459	10.087	.002
	Within Groups	7272.667	78	93.239		
	Total	8213.126	79			
Team Work	Between Groups	1213.470	1	1213.470	13.522	.000
	Within Groups	6999.657	78	89.739		
	Total	8213.126	79			
Compensation & Benefits	Between Groups	2964.448	1	2964.448	44.054	.000
	Within Groups	5248.679	78	67.291		
	Total	8213.126	79			
Work	Between Groups	3002.860	1	3002.860	44.954	.000
	Within Groups	5210.267	78	66.798		
	Total	8213.126	79			
WLB	Between Groups	2822.250	1	2822.250	40.835	.000
	Within Groups	5390.877	78	69.114		
	Total	8213.126	79			