

# Is Emotional Intelligence And Work-Life Balance Interdependent? ----- A Study On Female School Teachers Of Private High Schools Of Kolkata

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## ABSTRACT

**Purpose of the study:** The present study focuses to explore the relationship of emotional intelligence with the work-life balance of working women at the private high schools of Kolkata. The objectives of the study are: i) to determine the level of emotional intelligence and work-life balance of working women of private high schools of Kolkata; ii) to find out the relationship between emotional intelligence and work-life balance of working women of the private high schools of Kolkata.

**Methodology:** The study was quantitative in nature and the survey method was used to collect data. The population consisted of working women of private high schools of Kolkata. The sample of the study consisted of 550 working women randomly selected from 60 private high schools of Kolkata. In this respect, two research instruments were developed one for measuring work-life balance and the second for measuring Emotional Intelligence. Data were collected after seeking consent from the working women. The data were analyzed by using statistical techniques.

**Main Findings:** It was found that the majority of the working women had high emotional intelligence with a high work-life balance. A significant correlation was found between emotional intelligence and the work-life balance of working women.

**Conclusion:** It was concluded that high emotional intelligence leads to a high work-life balance.

**Keywords:** emotional intelligence, work life balance, high school, private, teachers.

very serious problem in the life of a working professional i.e Work Life Imbalance. Emotional Intelligence (EI) and Work Life Balance (WLB) are two concepts of high interest in the modern work environment. Especially in the present environment they serve as a competitive edge in individual and organizational Life. Also in this century rapid changes in working environment, multi-cultural diversity, changes in demography have made it difficult for the average person to adopt and sustain in the global scenario.

## Emotional Intelligence

Emotional intelligence is a part of the genetic makeup of an individual but just like any other intelligence this too can be developed. EI improves individual and organizational performance. It plays a significant role in the work of an employee, and the relationship he or she enjoys in the organization. EI describes the ability, capacity, skill or, a self-perceived ability to identify, assess, manage and control the emotions of one's self, of people around and of groups. Emotional intelligence is considered to play a crucial role in the modern work life. It's principles help in evaluating employee behavior, management styles, attitudes, interpersonal skills and potential. It is also considered to have great relevance in areas like job profiling, planning, recruitment and selection etc. Another major advantage of emotional intelligence is that it allows people to better understand and manage emotions. It also helps in understanding one's own conduct as well as relationship with others. Psychological studies have shown that understanding and controlling emotions play significant role in gratifying one's life and work environment.

## I. INTRODUCTION

Globalization, overload of information and communication and technology have given rise to a

### **Work LifeBalance**

“Work-life balance is the term used to describe those practices at the workplace that acknowledge and aim to support the needs of employees in achieving a balance between the demands of their family (life) and work lives.” Work Life Balance is a challenging issue for managers in all sectors and at all levels of one’s career and therefore has also attracted the attention of researchers. Work life balance, in its broadest sense, is defined as a satisfactory level of involvement or fit between the multiple roles in a person’s life. In this competitive climate, managing the boundary between home and work is becoming more challenging.

Competition in the global scenario has forced organizations to not only ensure but encourage a practical and workable work life balance meeting the needs of both the organization and its employees. A major reason for attrition at the highest levels of management is because of the inability of the employee to have a work life balance. Organizations not providing real opportunity for employees work/life balance are opening themselves up to increasing numbers of dissatisfied and unproductive employees and hence increased attrition rates. Merely creating a work/life policy framework is not enough; fostering an organizational culture that supports the use of available policies is also of great importance. Further there is a need for employers and employees alike to find flexible and innovative solutions that maximize productivity without damaging employees wellbeing, their family relationships and other aspects of life.

### **Relationship Between Emotional Intelligence And Work LifeBalance**

It is generally considered that employees with higher emotional intelligence will have higher work life balance. This is because the employees with higher emotional intelligence are able to cope with consequences which may arise out of stress whereas those with less emotional intelligence won’t be in a position to overcome the stress situations. In addition, in a group setting employees with higher EI will be able to influence the emotions of others in such a manner that, they will be able maintain a satisfied personal and

professional life.

This paper tries to bring into focus the major challenges encountered in these areas and the solutions that will aid organizations to deal more significantly in increasingly their effectiveness. The review on the related literature in the area of emotional intelligence and work life balance studied in this research has provided the researcher an insight into many factors.

### **Methodology**

The study was quantitative in nature and the survey method was used to collect data. The population consisted of working women of private high schools of Kolkata. The sample of the study consisted of 550 working women randomly selected from 60 private high schools of Kolkata. In this respect, two research instruments were developed one for measuring work-life balance and the second for measuring EI . Data were collected after seeking consent from the working women. The data were analyzed by using statistical techniques.

### **Development of measuring tool**

The questionnaire was developed related to Emotional intelligence and Work-life balance with the relevant demographic descriptions of the respondents as well. The EI consisted of five factors where each factor contained five statements relevant to the theme. Thus, there were twenty-five statements in the questionnaire. The second variable work-life balance of the working women consisted of ten factors. The statements of this questionnaire were also ranked on a 5 point Likert Scale. These instruments were pilot-tested where again some minor discrepancies were removed and finally Cronbach Alpha was applied which revealed reliability of EI .84, and WLB .87 respectively. Thus both the instruments were reliable for data collection.

### **Data collection and analysis**

The requisite data were collected, through google forms. Data are organized, described, and analyzed by the researchers. Descriptive and inferential statistics were applied to analyze the data. For measuring the relationship between the two variables the Pearson’s r generally known as ‘Pearson product-moment correlation coefficient’ was used.

## II. RESULTS

**Table 1:** Level about EI of Respondents

Levels	F	%
Low	86	15.6
Medium	138	25.0
High	326	59.4
Total	550	100.0

Table 1 shows that 59.4% of the participants had a high level of emotional intelligence.

**Table 2:** Levels of WLB of the Respondents

Levels	F	%
Low	81	14.7
Medium	144	26.2
High	325	59.1
Total	550	100.0

Table 2 is indicative of the situation where mostly women teachers develop a balance between work and home activities easily.

**Table 3:** Relationship between WLB and EI of High School Female Teachers

Factors	R	P
Work-life balance and Emotional intelligence	0.951**	0.01

The above table reveals that there is a strong significant correlation between the Emotional Intellect and the Working Lifecycle of respondents. There is a positive correlation

coefficient which shows that there is a strong relationship. The higher the scores in Emotional Intelligence: the higher the Working Life Balance of the respondents.

**Table 4:** Relationship between Dimensions of WLB with EI

Dimensions of WLB			
	N	R	p
Official Provision	550	0.840	0.01
Work-Life Balance Policies	550	0.848	0.01
Work Place Support	550	0.826	0.01
Workload Management	550	0.722	0.01
Work Expectations	550	0.698	0.01
Workplace Satisfaction	550	0.867	0.01
Societal Support	550	0.855	0.01
Child Care	550	0.862	0.01
Self-management	550	0.906	0.01
Personal LifeExpectations	550	0.855	0.01

Table 4 is about the relationship between the dimension of work life balance and the emotional intellect of the respondents. The statistical values show that there is a strong

significant relationship between the sub-factors of Work- Life Balance and EmotionalIntelligence.

**Table 5:** Correlation between Dimensions of EI with WLB

Sub factors of EI	Work-LifeBalance		
	N	r	P
Emotional Self-awareness	550	0.755	0.01
Self-Management	550	0.855	0.01
Social Awareness	550	0.869	0.01
Relationship Management	550	0.895	0.01
Self-confidence	550	0.904	0.01

Table 5 is about co-relation between the dimensions of emotional power on one hand and the work-life stability of the respondents. All these sub-factors have a significant correlation with Work-Life Balance.

### III. FINDINGS AND DISCUSSION:

It was found in the study that the higher the Emotional Intelligence the higher the Work-Life Balance among the respondents. This is pertinent to mention here that with a fast-changing world scenario work-life balance has become a challenging phenomenon for women. This is much influenced by growing prerequisites of specific jobs in all walks of life. The familial style has radically changed. Few decades back, husbands were supposed to earn and the wives at home were to keep up the household affairs, whereas nowadays the wives are also earning individual of the family. However, in most cases, the wives are still performing their traditional duties at home besides being equal financial contributors to the family. Despite the enormous entry of women into the economic arena, they are still performing their traditional responsibilities at home. This phenomenon poses a challenging situation for the working women, hence, the issue of work-life balance arises.

It has been found that the employees that exhibited higher regulation of emotion in the self, and recognition of emotion in others, use emotion to facilitate performance & motivate self and expression of emotion in the self. The influence of emotional intelligence on work life balance dimensions was observed to be not so strongly related but significant, while motivation & expression of emotions in self and use of emotions to facilitate performance displayed larger influence.

Employees with higher emotional Intelligence were those who were fairly happy with their salary and benefits and had a better work life balance. According to a study done by Madipelli, Sarma&Chinnappaiah, ‘in the Indian context employees not satisfied with pay and benefits often

result in monotony, frustration and stress towards work and home, which leads to work life imbalance.’ It has been truly seen from the survey that employees gave importance to connection between pay and performance, (i.e appraisals, hikes, incentives, increments). Those who were satisfied with the pay with regard to their performance had a better work life balance. Employees who scored high in EI also believed that they had higher opportunity for advancement. Employees who had lower EI found their work monotonous, more pressure and no job satisfaction at work and had no work life balance.

Srividhya andSharmila (2014) opined that through a high level of EI working women were at a better level of handling both home and workplace-related responsibilities. Researchers Kumarasamy et al. (2016), Thorat and Dharwadkar (2016), and Shylajaand Prasad (2017) found in their respective investigations that a direct relationship exists between EI and attaining WLB, both at the management and employee level.

The findings of this study showed that all sub-factors of WLB have a strong correlation with EI. The results showed the strong relationship of Workplace satisfaction, institutional support, and self-management with EI. Those who possess a high level of EI are rarely confronted with stressful situations such as role conflict and are better at performing their respective responsibilities at the workplace and the family level. The possible reason behind this phenomenon could be that individuals with better EI levels possess a high level of motivation and interest in their work (Gupta, 2016).

It was explored in the study that all the sub-factors of EI have a strong relationship with WLB. Self-confidence and relationship management plays a very significant role in work-life balance. Similar to that, othersimilar studiesmentioned that EL plays an integral role in services organizations, where quality is associated with the service as EI strengthens individuals to exhibit constructive behavior with co-workers, subordinates, managerial hierarchy, and even the

clients as well. Moreover, researchers also discovered that EI empowers an individual's level of positively perceiving work environment which in turn leads to a better level of jobsatisfaction.

As an interesting fact, it should be mentioned that differences were found between age and work related factors interfering with personal life. Work related factors interfering with personal life were highest for the 30 -40 years age group, followed by the 40- 50 years age group and was lowest for employees above 50 years

#### IV. CONCLUSION

By conducting this study, it was identified that Work Family Conflict is an important factor in employee performance and one of the reason for employee turnover. Emotional intelligence has a significant effect on persons work life equation and contributes significantly towards maintaining a proper balance in professional and personal life.

WFC (work family conflict) has serious repercussions on the Employees and therefore on organizations too. So recruiting employees with good EI would be a first step towards reducing this conflict and reducing the turnover. Moreover the demographic changes happening in the workforce need also to be considered by Organizations as their image is at stake.

Organizations should come up with effective and efficient work life balance policies and programs and foster an organizational culture that supports the use of available policies. This will help reduce the work – life conflict for employees. Organizations should take initiative to improve the emotional intelligence of their employees as it plays a significant role in the kind of relationship he or she enjoys in the organization and improve individual and organizational performance.

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