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A STUDY ON THE IMPACT OF EMOTIONAL INTELLIGENCE ON QUALITY OF WORK LIFE AMONG WOMEN EMPLOYEES OF ITES COMPANIES WITH SPECIAL REFERENCE TO SELECTED COMPANIES IN COIMBATORE DISTRICT

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ABSTRACT

Numerous decades have been conceded when the concept of Quality of Work Life (QWL) came into existence. In the contemporary world, QWL is incorporated as a process that enables its members at all levels to actively participate in shaping the organization environment. In the same way, Emotional Intelligence (EI) scores of employees are also widely acknowledged in organizations for its exceptional business outcomes. As not many researches have been carried out explicitly on women employees, the aim of this study was to analyze and measure the impact of EI on QWL through the sample data collected randomly from150 women employees of ITES companies. 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. Whereas QWL was measured using the factors developed by Boisvert and Theriault. The assessment provides the overall impact of EI on QWL as well as its individual factors.

KEYWORDS

emotional intelligence (EI), quality of work life (QWL), self-awareness, self-management, social awareness, relationship management.

INTRODUCTION

motional Intelligence (EI) refers to the ability to manage emotional mind with intelligence in every facet of life. It is a form of intelligence relating to the emotional side of life, such as the ability to recognize and manage one's own emotions to motivate oneself and restrain impulses to handle interpersonal relationships. Emotions & feelings 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 and social intelligence. An employee with high emotional intelligence can manage his or her own impulses, communicate with others effectively, manage change well, solve problems, and use humor to build rapport in tense situations. This "clarity" in thinking and "composure" in stressful and chaotic situations is what separates top performers from weak performers in the workplace. Also, Quality of Work Life (QWL) is a set of beneficial consequences of working life for the individual, the organization and society.

Women employees, in a qualitative manner are resourceful, determined, dynamic, resilient, and compassionate because they battle it out with pregnancy, childbirth, child rising, heartbreak, and husband raising being the career women and running the household. Trying to be the best at workplace, trying to be the best mother and world's best wife requires high emotional intelligence which impacts on the entire life of individuals and organizations involved. As a result, this study helps in portraying the overall impact of EI and its factors on QWL hence providing benefit to the organization.

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.

Belal A. Kaifi, Selaiman A. Noori (2010)¹ did a Study on Middle Managers, Gender, and Emotional Intelligence Levels highlighted that as organizations continuously evolve, it is important to know who can lead and manage an organization to be effective, efficient, and productive. Managers with human skills are needed to help an organization mature and develop; just like a toddler needs a parent to help him or her mature and develop into a independent, sustainable, and self-sufficient adult. This study on 200 middle managers shows that female middle managers have higher emotional intelligence skills when compared to male middle managers, and that those who have more managerial experience have had more time to enhance their emotional intelligence skills. Implications for researchers, managers, and human resource professionals are considered.

Laura Guillén , Elizabeth Florent-Treacy (2011)² carried out a research on Emotional Intelligence and Leadership Effectiveness that examined the effects of emotional intelligence on getting along and getting ahead leadership behaviors at work. Results from an analysis of a dataset derived from a 360° leadership behavior survey completed by 929 managers indicated that emotional intelligence has a significant effect on collaborative behaviors at work, and collaborative behaviors directly affect the inspirational side of leadership performance. Further, getting along behaviors were found to fully mediate the relationship between emotional intelligence and getting ahead behaviors. Theoretical and practical implications are discussed.

Mohammadkarim Bahadori (2012)³ provided an insight to the effect of emotional intelligence on entrepreneurial behavior in organizations. A sample of 107 managers from a medical science university in Iran participated in the main study. Findings showed that all four dimensions of emotional intelligence have a positive effect on entrepreneurial behavior. This study has theoretical and practical implications for managers and leaders in organizations.

Pahuja, Dr. Anurag, Sahi, Anu, (2012)⁴ in their study on Emotional Intelligence (EI) among Bank Employees unveils the perception of bank employees towards emotional quotient, factors affecting their emotional intelligence and its effect on their performance. This study showed that there is significant difference between male and female on various EI traits. However, females scored better on overall emotional intelligence than males. The study also highlighted that the surveyed employees consider self-management, self-awareness and empathy as the major emotional intelligence traits required by anyone. The survey respondents also agree that individuals who are more emotionally intelligent have much more life satisfaction, partake in others emotion, and also usually are more ordered, warm, prosperous, and optimistic.

Deshmukh. N.H et.al, (2010)⁵ in the study entitled "Self concept, emotional intelligence and adjustment of adults" reviewed the relationship among self concept, emotional intelligence and adjustment among adults. The study showed that there is a significant positive correlation between self concept and emotional intelligence. It suggests that high self concept (i.e) physical, social, temperamental, educational, moral & intellectual and dimension of self are associated with high adjustments in various fields of life. Emotional Intelligence of the adults is significantly associated with high adjustments. The person with high Emotional Intelligence has the ability to know his own as well as others healthy emotions, gain empathy, establish healthy relationship. He is able to express his emotion in

socially approved way. Adults with high self concept perceives himself to be able, confident, adequate and worthy of respect. Thus he may adjust better with social and home environment. High emotional intelligence is associated with increased intellectual capacity and emotion skills. The highly emotional intelligent person is more secure.

N.Muthukumar, A.Subburaj (2012)⁶ in their study on Quality of Work Life at HCL technologies Limited, Chennai. Primary data were collected with the help of the structured questionnaire from the existing employees of this concern from lower level employees of non voice & voice department. The sampling method adapted to this study is stratified sampling and the sample size of 200 is considered for the study. The tools for the analysis include Descriptive analysis, Cross tabulation, Chi-square test, weighted average analysis, one way ANOVA, correlation, factor analysis. The employees are highly qualified. Employee satisfaction does not depend on gender or experience. From the study it is inferred that most of the employees were satisfied with the quality of work life provided by the company. The commitment, the morale and the motivation of the employees and workers of both the skilled and unskilled are generally found very well. Legitimate welfare measures may perhaps add still better working conditions and best of performances of the company.

Minati Panda (2013)⁷ in the study followed a co-relational design of research. The study aimed at finding if there were differences between the technical and administrative officers of the organization as how they perceive QWL. The stratified random sample consisted of thirty technical officers and thirty administrative officers from each office. As such the total sample consisted of two groups and sixty subjects. QWL developed by Jain (1990) was used to measure quality of work life. The findings of the study reveal that there was roe number of insignificant differences between technical officers and administrative officers in perceiving QWL. The results were interpreted in the light of current Indian Organizations.

Nandi Majumdar et.al (2012)8 The empirical study investigates the relationship between QWL and its effect on job performance. The determinants of QWL variables that have been examined under this study includes organizational culture, workplace relationships i.e. relationship with superiors and among colleagues, training and developmental facilities, reward systems, fringe benefits, job security, autonomy, variations in work schedules. Job Performance parameters include both the financial and non financial dimensions such as current ratio, return on capital employed (ROCE), return on net worth/equity (ROE), net profit margin ratio and return on assets (ROA) whereas non financial indicator signifies individual performance standard. Based on empirical analysis from the responses of employees, working in public and private telecom sector companies in India, the study aims to identify how QWL leads to improve individual performance as well as the performance of the organization.

Prasaath. G.N (2015)⁹ in his study about a survey on QWL of employees in Sakthi sugars Ltd found out the over the overall satisfactory level of employee. The design used in the project is descriptive type and sampling techniques used in the study are sample survey and data collection method used in the project used in the study is primary data to questionnaire. The analytical tool used in the survey is percentage analysis, Chisquare, Correlation, Weighted average.

Nayak, Joshi . G (2015)¹⁰ in their study highlights QWL for IT professionals engaged in software services and development in small and medium enterprises in India by selecting 3 cities which are known for small and medium enterprises (SME's) in IT sector. The study was carried out by giving a questionnaire to 32 IT professionals in the cities of Bangalore, Goa and Pune. The researcher has used representative random sampling method as this was found appropriate to retain its representatives and make the study manageable. Regular assessment of Quality of Work Life (QWL) can potentially provide organizations with important information about the welfare of their employees such as job satisfaction, work-family balance, job security and job stress. The global recession has led to the decline in the margins of the Indian IT industry as a result of which salaries of IT professionals have reduced and feelings of insecurity are increasing. The study highlights the fact that SME's particularly are at a disadvantage as they are unable to justify the best talents in the industry, owing to their limitations in infrastructure. Information Technology professionals are highly educated with high career aspirations and have a growing consciousness of their rights. Hence it is only imperative that organizations that employ them must be concerned about their quality of work life.

NEED FOR THE STUDY

In India, the IT industry comprises of software and Information Technology Enabled Services which also includes BPO industry. The industry's growth was tremendous in the past decades due to factors like liberalization and globalization of the Indian economy along with the favourable government policies.

It is also one of the fastest growing sectors of the Indian economy. The direct contribution of IT/ITES to industry in Indian economy plays an important role in the economic development. It accounts for a 5.19% of the country's GDP and export earnings as of 2009 while providing employment to a significant number of its territory sector workforce. More than 2.5 million people are employed in the sector either directly or indirectly, making it as the biggest job creators in India and a mainstay of the national economy (Seema Bhat et.al 2008)¹¹.

In the recent years the field of IT is highly competitive providing more job opportunities and challenges to human resource and they have to prove themselves in the challenging situations and trends in the recent global economy which affects the job security in the long term and creates stress among the employees. Emotional Intelligence helps the individual to achieve "clarity" in thinking and "composure" in stressful and chaotic situations to avoid adverse effects. The reasons for leaving jobs are lack of opportunities for career development, lack of flexibility and freedom, lower compensation, discrimination in rewards and benefits, conflict between management and employees, forceful downsizing of workforce due to inconsistent economic conditions. All these factors are essentially related with QWL as it deals with both the intrinsic and extrinsic aspects of job.

Productivity of employees in the service sector more than any other depends on the balance and hence on "quality "in the work life. It reflects spontaneously on mental and physical wellbeing and duly gets transferred as quality in the service towards customers in general. The importance of work life gains more significant in the lives of the people. QWL provides healthier, satisfied and productive employees which provide efficient and profitable organization. Hence people with knowledge, administrative efficiency, good human relations and stable temperament, patience and friendliness are considered. Though many researches have been done in this field however focuses on women employees have not been done so far. This has made the study to focus in the area of QWL and EI of women employees because they play a major role in multitasking. This research will assist management and employee in understanding the Quality Work Life and also help them in designing to improve the working environment. It will also help women employees and develop effective coping strategies.

OBJECTIVES OF THE STUDY

Based on the subsequent needs that were identified, the following objectives were formed:

- 1. To assess emotional intelligence and the factors influencing emotional intelligence of the respondents.
- 2. To study quality work life and the factors influencing quality work life of the respondents.
- 3. To identify and analyze the impact of emotional intelligence on quality work life of women employees.

HYPOTHESES

NULL HYPOTHESES

 $\textbf{H}_{\text{o}}\text{:}\hspace{0.1cm}$ There is no significant relationship between the factors of EI and QWL.

ALTERNATIVE HYPOTHESES

Ha: There exist a significant relationship between the factors of EI and QWL.

RESEARCH METHODOLOGY

SAMPLING DESIGN

The geographical area of Coimbatore, ITES companies were chosen as the universe. The main reason for choosing the above region was, Coimbatore city have been a growing hub for many IT Companies. Convenience sampling was used to select participants. Convenience sampling allows the researcher to draw a sample from the larger population, which is readily available, and convenient (Bartlett, Kotrlik, & Higgins, 2001). Participants were the ITES professionals working in Coimbatore city. The questionnaire was sent to 250 subordinates; 150 respondents completed the survey, yielding a response rate of approximately 60 percent.

RELIABILITY TEST

The data collected from the pilot study was subjected to reliability test using Cronbach Alpha. The alpha values for the items of EI and QWL are in the Table shown. From the table I, it has been found that the reliability coefficients for EI and QWL are more than 0.60, which is an acceptable value (Malhotra, 2004). So, the items constituting each variable under study have reasonable internal consistency.

TABLE 1: RELIABILITY STATISTICS

Cronbach's Alpha	No. of Items
.724	30

DATA ANALYSIS AND INTERPRETATION DEMOGRAPHIC ANALYSIS

TABLE 2: AGE OF THE RESPONDENTS

S. No.	Age (in years)	Frequency	Percent
1	18-25	61	40
2	26 – 35	64	43
3	36& above	25	17
	Total	150	100

From the above table shows that out of the total respondent taken for the study, 40% of them belong to the age group of 18- 25 years, 43% of them belong to the age group of 26 to 35 years and 17% of them belong to the age group of 36 years and above.

TABLE 3: EDUCATIONAL QUALIFICATION OF THE RESPONDENTS

S. No.	Education Qualification	Frequency	Percent
1	Engineering	54	36
2	PG	25	17
3	UG	71	47
	Total	150	100

The above table illustrates that out of the total respondent taken for the study, 36% of them are Engineers, 17% have post-graduation qualification, and 47 % are under graduates working in ITES companies in Coimbatore.

TABLE 4: DESIGNATION OF THE RESPONDENTS

S. No.	Designation	Frequency	Percent
1	Upper Level	36	24
2	Middle Level	55	37
3	Lower Level	59	39
	Total	150	100

From the above table shows that out of the total respondent taken for the study, 24% of them belonged to Upper Level, 37% belonged to Middle Level and 39% of them belonged to Lower Level.

TABLE 5: EXPERIENCE OF THE RESPONDENTS

S. No.	Experience (In years)	Frequency	Percent
1	Less than 2	87	58
2	2-10	44	29
3	More than 10	19	13
	Total	150	100

From the above table shows that out of the total respondent taken for the study, 58% of them belong to the experience of 2 – 10 years, 29% of them has less than 2 years of experience and 13% of them has more than 10 years of experience.

DESCRIPTIVE STATISTICS

TABLE 6: DESCRIPTIVE STATISTICS

Variables	Mean	Std. Deviation
Self Awareness (V ₁)	3.84	1.184
Self Awareness (V ₂)	3.66	0.869
Self Awareness (V ₃)	3.58	1.126
Self Awareness (V ₄)	3.85	0.918
Self Awareness (V ₅)	3.79	1.107
Self Management (V ₁)	3.87	0.915
Self Management (V ₂)	3.68	1.047
Self Management (V ₃)	3.73	1.148
Self Management (V ₄)	4.08	0.976
Self Management (V ₅)	3.34	1.256
Social Awareness (V ₁)	2.41	1.266
Social Awareness (V ₂)	3.47	1.179
Social Awareness (V ₃)	3.14	1.298
Social Awareness (V ₄)	2.98	1.319
Social Awareness (V₅)	2.90	1.319
Relationship Management (V ₁)	3.03	1.283
Relationship Management (V ₂)	2.93	1.319
Relationship Management (V ₃)	2.82	1.207
Relationship Management (V ₄)	3.07	1.341
Relationship Management (V ₅)	2.85	1.158
QWL (V ₁)	3.29	1.382
QWL (V ₂)	2.65	1.340
QWL (V₃)	2.53	1.256
QWL (V ₄)	3.42	1.258
QWL (V ₅)	3.01	1.259
QWL (V ₆)	3.03	1.361
QWL (V ₇)	3.36	1.272
QWL (V ₈)	3.34	1.264
QWL (V ₉)	3.28	1.342
QWL (V ₁₀)	3.68	1.294

The table VI shows the mean and standard deviation of the responses of the various variables included in the study. The mean and standard deviation is calculated in order to measure the central tendency.

CORRELATION ANALYSIS

TABLE 7: CORRELATION BETWEEN EI AND QWL

	EI	QWL
EI	1	
QWL	0.39**	1

N=150; **Significant at 1% level.

Correlation Analysis in the table above shows that EI and QWL were significantly positively related, thereby supporting the hypotheses.

FINDINGS

- Majority of the respondents belong to the age group of 18- 25 years.
- 47% of the respondents are under graduates working in ITeS companies.
- The designation of respondents highlights that 39% of them belonged to lower level management.
- 58% of them belong to the experience of 2 10 years.
- It is found that EI and QWL were significantly positively related, thereby supporting the hypotheses.

CONCLUSION

Organizations can be successful if they attract and retain people who have high emotional intelligence and. should also be cognizant of employees' various job-related needs by having open communication with employees and conducting regular opinion surveys. This study insight that emotional intelligence and quality work life are positively related and play a major role in everyday lives of women employees. As there were not much studies done in this area and remained unexplored, this study provides preliminary evidence on the importance of emotional intelligence on quality work life exclusively for women employees thereby benefitting the individual and the organization.

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