

Impact of Emotional Intelligence on Job Performance and Work–Life Balance of Working Women

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Abstract

In today's fast-paced professional environment, working women constantly navigate the dual demands of career responsibilities and personal life commitments. Emotional Intelligence (EI) has emerged as a critical psychological resource that enables individuals to manage emotions, build relationships, and maintain balance. This study explores the impact of emotional intelligence on job performance and work–life balance among working women. A quantitative research design was adopted, collecting data from 120 working women across various sectors through a structured questionnaire. The study examines key dimensions of emotional intelligence such as self-awareness, self-regulation, motivation, empathy, and social skills, and their influence on professional effectiveness and personal well-being. The findings indicate that higher emotional intelligence significantly enhances job performance and promotes better work–life balance. The study concludes that emotional intelligence acts as a stabilizing force, helping women cope with stress, improve workplace relationships, and achieve harmony between work and family roles.

Keywords: Emotional Intelligence, Job Performance, Work–Life Balance, Working Women, Stress Management, Organizational Behaviour

1. Introduction

The role of women in the workforce has evolved significantly over the past few decades. Today, women are not only contributing economically but also managing household responsibilities, often leading to increased stress and role conflict. Balancing professional and personal life has become a challenging task, making emotional resilience an essential competency. Emotional Intelligence (EI), defined as the ability to understand and manage one's own emotions and those of others, plays a crucial role in determining how effectively individuals perform at work and maintain personal well-being. For working women, EI is not just a skill but a necessity that helps them navigate workplace pressures, interpersonal relationships, and family responsibilities. This study aims to understand how emotional intelligence influences job performance and work–life balance, particularly among working women, and highlights its importance in fostering sustainable career growth and personal satisfaction.

2. Literature Review

2.1 Emotional Intelligence and Workplace Effectiveness: Studies have shown that emotional intelligence significantly contributes to workplace success. Goleman (1995) emphasized that EI competencies such as self-awareness and emotional regulation are stronger predictors of job performance than technical skills alone. Individuals with high EI are better equipped to handle workplace challenges and maintain professional relationships.

2.2 Emotional Intelligence and Work–Life Balance: Research indicates that emotional intelligence helps individuals manage stress and maintain balance between professional and personal life. According to Sharma and Sharma (2018), emotionally intelligent individuals demonstrate better coping mechanisms, leading to improved work–life balance and reduced burnout.

2.3 Emotional Intelligence among Working Women: Working women often face multiple role expectations, which can lead to emotional exhaustion. Studies by Kaur (2020) suggest that emotional intelligence helps women manage these dual roles effectively by enhancing emotional stability and decision-making abilities.

3. Methodology

3.1 Research Design: The study adopts a **quantitative descriptive research design** to analyse the relationship between emotional intelligence, job performance, and work–life balance among working women.

3.2 Population and Sampling: The target population includes working women from sectors such as education, banking, IT, and healthcare. A **sample of 120 respondents** was selected using **convenience sampling**.

3.3 Instrument: A structured questionnaire was used, consisting of three sections:

- Emotional Intelligence (Self-awareness, Self-regulation, Motivation, Empathy, Social Skills)
- Job Performance
- Work–Life Balance

Responses were measured using a **5-point Likert scale** ranging from Strongly Disagree (1) to Strongly Agree (5).

3.4 Data Analysis

Data was analysed using descriptive statistics such as mean, percentage, and standard deviation. Correlation analysis was used to determine relationships between variables.

4.1 Demographic Profile of the Respondents

Variable	Category	No. of Respondents	Percentage (%)
Age	Below 25 years	20	16.7%
	25 – 35 years	48	40.0%
	35 – 45 years	30	25.0%
	Above 45 years	22	18.3%
Educational Qualification	Undergraduate	36	30.0%
	Postgraduate	50	41.7%
	Professional	22	18.3%
	Others	12	10.0%
Area of Residence	Urban	56	46.7%
	Semi-Urban	40	33.3%
	Rural	24	20.0%
Marital Status	Married	70	58.3%
	Unmarried	50	41.7%
Occupation	Teaching	30	25.0%
	Banking/Finance	22	18.3%
	IT Sector	24	20.0%
	Healthcare	18	15.0%
	Others	26	21.7%
Monthly Income	Below ₹20,000	28	23.3%
	₹20,000 – ₹40,000	50	41.7%
	₹40,000 – ₹60,000	26	21.7%
	Above ₹60,000	16	13.3%
Total	—	120	100%

- Age: Majority of respondents (40.0%) belong to the 25–35 years age group.
- Educational Qualification: Most respondents (41.7%) are postgraduates.
- Area of Residence: A higher proportion (46.7%) of respondents reside in urban areas.
- Marital Status: Majority of respondents (58.3%) are married.
- Occupation: Most respondents (25.0%) are employed in the teaching profession.
- Monthly Income: A significant proportion (41.7%) earn between ₹20,000–₹40,000 per month.

4.2 Emotional Intelligence Levels

The overall emotional intelligence among respondents was found to be high, with an average mean score of **4.12**, indicating strong emotional awareness and regulation.

Dimension	Mean Score	Interpretation
Self-awareness	4.15	High
Self-regulation	4.10	High
Motivation	4.18	High
Empathy	4.08	High
Social Skills	4.09	High

4.3 Impact on Job Performance

The study reveals a strong positive relationship between emotional intelligence and job performance.

Statement	Mean
I handle work pressure effectively	4.20
I maintain good relationships at workplace	4.18
I am productive and focused in my job	4.16

Overall, Job Performance Mean Score: 4.18 (High)

4.4 Impact on Work–Life Balance

Emotional intelligence also contributes significantly to maintaining balance between work and personal life.

Statement	Mean
I manage stress between work and family effectively	4.14
I feel satisfied with my work–life balance	4.10
I am able to prioritize responsibilities	4.12

Overall, Work–Life Balance Mean Score: 4.12 (High)

4.5 Overall Relationship

Variable	Mean	Interpretation
Emotional Intelligence	4.12	High
Job Performance	4.18	High
Work–Life Balance	4.12	High

The findings clearly indicate that **higher emotional intelligence leads to better job performance and improved work–life balance.**

5. Discussion

The results of the study highlight that emotional intelligence plays a transformative role in the lives of working women. Women with high emotional intelligence are better at understanding their emotions and responding to workplace challenges calmly and effectively.

From a professional perspective, emotionally intelligent women tend to perform better due to improved communication, teamwork, and decision-making skills. They are also more resilient in handling stress and workplace conflicts.

On a personal level, emotional intelligence enables women to manage multiple responsibilities without feeling overwhelmed. It helps them create boundaries, prioritize tasks, and maintain harmony between work and family life.

The findings align with previous research, reinforcing that emotional intelligence is not only beneficial for organizational success but also essential for personal well-being.

6. Conclusion

This study concludes that emotional intelligence significantly impacts both job performance and work–life balance among working women. It acts as a vital psychological resource that enhances professional efficiency while ensuring personal satisfaction.

In a world where working women juggle multiple roles, emotional intelligence serves as a guiding force that helps them stay balanced, confident, and resilient. Organizations should recognize the importance of EI and provide training programs to develop these competencies among employees.

Ultimately, fostering emotional intelligence can lead to a more productive workforce and a healthier, more balanced society.

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