

ROLE OF EMOTIONAL INTELLIGENCE IN MANAGING DUAL ROLES OF WOMEN

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Abstract: With the increased pace of urbanization and modernization, majority of the women have entered paid occupation irrespective of their classes. The opportunities for education, technology support have accelerated the women employment. The economic pressure and the rising cost of living has also made an impact for the women to join the workforce. Women try to balance their role as homemaker and working professional in the midst of challenges from the family and society. This paper analyses the role of Emotional Intelligence in solving challenges faced by women due to their dual roles.

Keyword: Emotional Intelligence, Dual role, Gender

Introduction:

Gender Studies: Gender studies have become an important aspect of human resource management (HRM). In recent years some of the major challenges of HRM are the issues of career choices, work designs, motivation and human resource development. Gender plays role in beliefs and ideology, arrangement of activities, meanings and experiences, diversity and changes at the place of work. Women constitute about fifty per cent of national population and are important as human resources. The importance of gender at workplace is considered as an important aspect of human resource management which has called for gender processes and gendered practices in organization

Indian Women & Their Dual Role: For the last 2 decades with the increased pace of urbanization Indian families are undergoing rapid changes. Majority of women have entered into paid occupations irrespective of their classes. At the present time, Indian women's exposure to educational opportunities is substantially higher than it was some decades ago, especially in the urban setting. This has opened new vistas, increased awareness and raised aspirations of personal growth. This, along with economic pressure, has been instrumental in influencing women's decision to enter the work force. Most studies of employed married women in India have reported economic need as being the primary reason given for working. Taking up the dual role is a challenge.

Kirsty-Lee McLellan; Koos Uys(2009) Dual roles as mothers and executives require exceptional coping capacities and skilful balancing to ensure that the needs of all those who depend on them are met and that they are still able to meet their own needs. This indeed requires an artful balancing act of these roles and it could be argued that a potential imbalance in either of these roles could lead to role conflict. It is therefore of interest to know how these women balance their dual roles and to consider the effect that this may have on their well-being.

Emotional Intelligence: Salovey and Mayer (1990: 189) defined EI as “The ability to monitor one's own and others' feelings, to discriminate among them, and to use this information to guide one's thinking and action”. Theoretical perspectives and empirical studies on what abilities comprise EI differ somewhat, although one of the most widely reported models includes four dimensions

(1) Perceive one's own and others' emotions and accurately express one's own emotions; (2) facilitate thought and problem solving through use of emotion; (3) understand the causes of emotion and relationships between emotional experiences; (4) manage one's own and others' emotions. This is an “ability model”, but other perspectives (e.g., Goleman, 1998) reflect “mixed models”; combining abilities with a broad range of personality traits. Both the ability and the mixed models have strengths and limitations (Caruso, Mayer & Salovey, 2002; Mayer, Salovey & Caruso, 2000).

Methodology: This study aims in analyzing the problems of working women, hence the respondents were women. For this study 330 samples has been chosen based on convenience sampling. Self design questionnaire was administered.

Analysis:

1. **Ranking The Factors Providing Satisfaction In Personal Life:** Women constitute the new workforce in an organization and are entering into most of the professions. In fact they are considered as workforce of future India, taking equal share of responsibilities like men. To identify the factors which provide satisfaction in their personal life ranking was performed in Table 01

Table 01- Ranking of factors providing satisfaction in personal life

Factors	N	Mean	Ranks
Career development	330	2.70	4
Self esteem	330	4.22	1

Prosperous family life	330	2.18	5
Monetary status	330	3.12	2
Fame	330	2.78	3

The results infer that women respondents give more preference for self esteem (rank 1), their next preference is for monetary status (rank 2). They feel getting fame provides them satisfaction in personal life (rank 3), growth in career (rank 4). It is inferred that they give last preference for prosperous family life.

2. Ranking the Factors Which Drive Women to Go For Jo: Globalization has provided opportunities for not only working men, but also women, who are becoming a larger part of the workforce. With new jobs for women, there are opportunities for higher pay, which raises self-confidence and brings about independence. To identify the dominant factors which drive women to go for job the following ranking was done (Table 02).

Table 02- Ranking of factors which drive women to go for job

Factors	N	Mean	Ranks
Financial security	330	4.23	1
Social Identity	330	3.92	2
Being in power	330	3.44	6
Desire to do something	330	3.72	3
Better Utilization of time	330	3.50	5
Add meaning to life	330	3.67	4
Kill boredom	330	2.90	7

The results infer that financial security has been stated as (rank 1) for driving women to go for job, getting social identity was identified as (rank 2). Many women go for job with a desire to do something (rank 3) and prefer to work for creating a meaningful life (rank 4). The least rank was given to being in power (rank 6) and to kill boredom (rank 7).

1. Relationship Between Marital Status And The Level Of Emotional Intelligence Of The Women Respondents

Null Hypothesis: There is no relationship between marital status and level of emotional intelligence of women respondents

Table 3 Chi square test to analyze the relationship between marital status and the level of Emotional Intelligence of the women respondents

Marital status	Level of EI			Total	Chi-square value	P value
	Low	Average	High			
Single	49 (25.7)	86 (45.0)	56 (29.3)	191 (57.9)	11.45	0.020*
Married	51 (41.1)	42 (33.9)	31 (25.0)	124 (37.6)		
Divorced / Separated	2 (13.3)	9 (60.0)	4 (26.7)	15 (4.5)		
Total	102	137	91	330		

Note: ** denotes significance at 1% level * denotes significance at 5% level

The calculated p value is less than 0.05. Null hypothesis is rejected at significant level of 5%. Analyses among the group of women respondents who have high EI majority (29.3%) are single, (25%) are married and (26.7%) are separated. When compared among the women respondents who have average EI majority (60%) of respondents are divorced / separated, 45% are single and 33.9% are married. With regard to women respondents who have less EI 41.1% are married, 25.7% are single and 13.3% are separated. The table infers that married respondents have less EI compared to other employee. Women respondents who are single were found to have high EI and women respondents who are separated / divorced were found to have average EI.

4. Reason for Misunderstanding: Due to the working timings and job nature majority of the BPO employees are isolated from the society. Table 4 analyses the reason for misunderstanding.

Table 4- Reason for misunderstanding with family members

S. No.	Factors	Not Applicable	Never	Seldom	Some Times	Often	Very Often	Total
1	Work pressure	40 (15.63)	6 (2.34)	4 (1.56)	88 (34.38)	61 (23.83)	57 (22.27)	256
2	Stress & Burnout	38 (14.84)	6 (2.34)	29 (11.33)	36 (14.06)	79 (30.86)	68 (26.56)	256

3	Lack of Time	42 (16.41)	2 (0.78)	16 (6.25)	47 (18.36)	58 (22.66)	91 (35.65)	256
4	Different Job timing	60 (23.44)	12 (4.69)	18 (7.03)	40 (15.63)	39 (15.23)	87 (33.98)	256
5	Miscommunication	39 (15.23)	10 (3.91)	10 (3.91)	71 (27.73)	49 (19.14)	77 (30.08)	256
6	Children issues	116 (45.31)	28 (10.94)	2 (0.78)	30 (11.72)	35 (13.67)	45 (17.58)	256

Source: Primary data

From the table it is inferred that majority of the respondents (35.65%) very often had misunderstanding due to lack of time, 33.98% very often they had misunderstanding due to different job timings, 30.08% respondents stated miscommunication, 26.56% respondents very often had misunderstanding due to stress and burnout. Work pressure and children issues are stated as very

frequent reason for misunderstanding by 22.27% and 17.58% respectively.

5. Discrimination of Women Respondents in Work Environment: Discrimination has been reported has common problem faced by women respondents in their work environment. Women have been discriminated because of gender, ethnic. Table o6 interprets the discrimination faced by women respondents in BPO.

Table 5- Discrimination of women respondents in BPO

Factors of discrimination	Yes		No		Total
	Frequency	Percentage	Frequency	Percentage	
Age	109	33.03	221	66.97	330
Ethnic	48	14.55	282	85.45	330
Gender	150	45.45	180	54.55	330

From the table it is inferred that 150 (45.45%) percentage of women respondents have faced discrimination in their working place because of their gender and 109 (33.03%) of women respondents have been discriminated because of age and 48 (14.55%) of women respondents have been discriminated because of ethnic.

6. Correlation Coefficient to Identify the Relationship among Emotional Intelligence and Job Attributes: Emotional Intelligence has been suggested to be a factor of paramount importance in adjustment to life in general, and to work and work performance in particular. The following Table o7 analyses the relationship between EI and other job attributes (work family conflict, social support, job

tension, job dissatisfaction, physical ailment, burnout and over all life position) taken for the study.

It was analysed from the table that Emotional Intelligence (EI) was positively correlated with social support (0.1773**) and overall life position (0.1549**) which infers that women respondents who are able to handle their emotion and other people emotion are able to have a good social support with friends, family and society. When analysed for the EI correlation with overall life position it was found that women respondents with good EI have better life position. The analysis infer that EI was negatively correlated with job dissatisfaction (-0.1787**), job tension (-0.1830**) and burnout (-0.2247**)this infers that women respondents with high level of EI are found to have less job dissatisfaction, reduced job tension and reduced burnout.

Table o6- Correlation coefficient to identify the relationship among emotional intelligence and job attributes

	1	2	3	4	5	6	7	8
Overall Emotional Intelligence (EI) (1)	1.000	-0.047	0.1773	-0.1787	-0.1830	0.0199	-0.2247	0.1549
Work Family conflict (2)		1.000	0.3663	0.2370	0.6188	0.4991	0.3064	-0.1479
Social support (3)			1.000	-0.4926	-0.4933	-0.4693	-0.3311	0.1219

Job Dissatisfaction (4)				1.000	0.4290	0.3249	0.2571	-0.1971
Job tension (5)					1.000	0.5206	0.4357	-0.2489
Physical ailment (6)						1.000	0.3911	-0.2437
Burnout (7)							1.000	-0.3065
Overall life position (8)								1.000

Conclusion: Women playing dual role face multiple challenges and pressure of role expectation. It was inferred from the study that Emotional Intelligence

has an impact on balancing their roles. Organisation can adopt strategies to understand their problems and follow suitable measures to improve their wellbeing.

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