A STUDY ON EMOTIONAL INTELLIGENCE AND SOCIAL INTELLIGENCE ON QUALITY OF WORK LIFE OF THE EMPLOYEES OF IT COMPANIES IN CHENNAI

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ABSTRACT

Emotional Intelligence (EI) and Social Intelligence (SI) are the main constituents for ensuring the Quality of Work Life (QWL) in any Organization. The current Study pertaining to the EI and SI fixed as the independent variables is based on the new integrated concept propounded by Daniel Goleman in 2006 and QWL fixed as the dependent variable is based on the dimensions of QWL designed by Nadler, Lawler, Gulowsen and other standard dimensions. This research study for EI comprises of two different dimensions namely, Self-Awareness and Self-Management. Self-Awareness consists of the EI Factors such as, Accurate Self-Assessment, Emotional Self-Awareness, Self-Confidence, and Self-Management consists of Achievement, Adaptability, Conscientiousness, Emotional Self-Control, Initiative, Optimism and Transparency. SI comprises of Social Awareness which consists of Attunement, Empathetic Accuracy, Primal Empathy and Social Cognition and Social Facility includes Concern, Influence, Relationship Skills, Self-Presentation and Synchrony. QWL comprises of Autonomous Work Team, Empowerment, Job Involvement, Job Satisfaction, Social Integration in Work Force, Workers' Participation in Management and Work-Life Balance. This study is exclusively devoted to the IT Companies Employees in Chennai with the sample size of Six Hundred and Three, which includes three different designations comprise of Programmer Analysts of Three Hundred and Seventy-One, Project Managers of One Hundred and Fifty-Four and Senior Managers of Seventy-Eight. The top twelve IT Companies considered for the study includes, HCL Technologies, Infosys, Larsen & Toubro Infotech Limited, Mindtree Limited, Mphasis Limited, Newgen Software Technologies Limited, R Systems International Limited, Sonata Software Limited, Tata Consultancy Services, Tech Mahindra Limited, Wipro Limited and 3I Infotech Limited. The above companies are selected in accordance with the Companies' Turnover published in the NASSCOM Press Release, 2019 and listed in the BSE and NSE. The results of the Regression Analysis for the overall EI and SI on overall QWL depicts that all the factors of Social Intelligence have positive impact on overall QWL except Primal Empathy and only five factors of Emotional Intelligence, i.e., Self-Confidence, Accurate Self-Assessment, Transparency, Conscientiousness and Optimism have positive impact on overall QWL. From the Structural Equation Model, it is inferred that the Quality of Work Life is directly and positively influenced by Social Intelligence and indirectly and positively influenced by Emotional Intelligence. Rather than direct effect, Emotional Intelligence has more indirect effect on Quality of Work Life through Social Intelligence.
Key Words: Adaptability, Concern, Conscientiousness, Empowerment, Workforce

1. INTRODUCTION

In the current working environment, the employees are experiencing a big challenge in creating a proper fit between their official and personal life. Unless they themselves manage their own emotions and manage others' emotions in their work place, Quality of Work Life cannot be ensured in the Organization. Thus, QWL is impacted by the EI and SI. In the year 1990, John D. Mayer and Peter Salovey introduced the concept of Emotional Intelligence which refers to the capacity of managing emotions, guiding thoughts and behaviour on their own. Edward Thorndike, an American Psychologist in 1920 brought the Social Intelligence to the limelight, as it states that the universal capability of coordinating with the individuals, social technique, knowledge about the social aspects and sensitive to impulses from the other team members and intuition into the underlying personality attributes of the strangers. American Society of Training and Development stated that the Quality of Work Life is an activity of work organization which enables its employees of all the designations to engage proactively in converting the organization's setting, techniques, and results into the right form. Daniel Goleman have propounded the Integrated Concept of Emotional Social Intelligence (ESI) in 2006 to identify the differences between the

behavioural manifestation of the self-awareness and intra-personal emotional control and the behavioural manifestation of the social awareness and inter-personal emotional control, perceptions, feelings, needs and navigating the broader social environment and working with others (SI). Intra-Personal Group includes Self-Awareness and Self-Control relabelled as EI skills. Inter-Personal Group Includes Social Awareness and Relationship Management relabelled as SI Skills. QWL is a nebulous concept. Certain factors influencing the QWL are Job Involvement, Job Satisfaction, Social Integration in Work Force, Work Life Balance, Autonomous Work Team, Workers' Participation in Management and Empowerment.

2. REVIEW OF LITERATURE

The researcher deals with the three aspects namely Emotional Intelligence, Social Intelligence and Quality of Work Life. The Review of Literature is categorized under the seven headings:
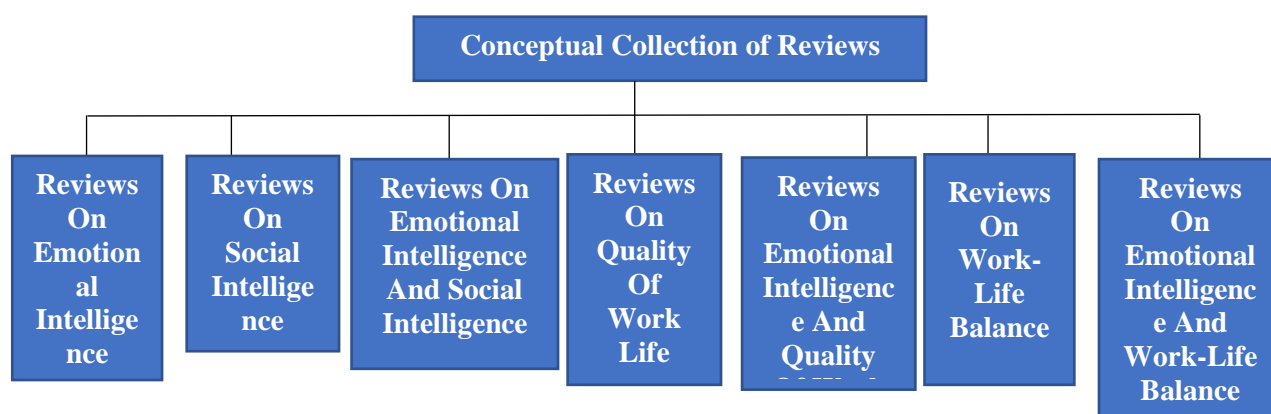

Figure 1. Conceptual Collection of Reviews

1. Reviews on Emotional Intelligence

Anjali (2021) assessed the Emotional skills of the employees of IT companies in Tamil Nadu with the Sample Size of 150 for disclosing the emotional competencies and its impact on their career satisfaction, team effectiveness, person-organizational well-being. The result highlighted that designation, gender, age, and experience are significantly related with emotional competencies. Thus, both personality traits and emotional competencies are significantly related with each other.

Syifa and Risa (2021) conducted the study on Development of EI in Sports Learning Activities at School. Goleman's model of EI was used as the variables. Questionnaire method was used for collecting the responses on trial basis from the small group twenty junior high school students in Cirebon. Results depicted that the development of EI will enable the students to use emotional knowledge with a view to enhance the thinking ability, empower the positive interactions with their environment in daily lives. It is recommended for the Physical Educational Teachers in Junior High Schools to use strategies for enhancing EI for learning activities in schools.

2. Reviews on Social Intelligence

Foo et al. (2019) examined the social intelligence, spiritual intelligence, and its influence on the employees' work performance of the Services Sector in Malaysia with the sample size of 140 respondents. The result depicted that social intelligence towards performance was not significant. This result further disclosed that the spiritual intelligence can be adopted to boost the employees' performance. The outcome of this study recommended the HR People to incorporate certain programs from the perspective of the practical

implications, which includes spiritual intelligence in recruiting, training, compensating, developing, and retaining the employees. These interventions and practices lead to the organizational and its employees' performance.

Lathesh and Vidya (2018) analysed the effect of social intelligence with respect to the performance of the fifty employees in terms of seven variables and the influence of social intelligence on various categories of age groups in the Insurance Sector in Mysore City. By using four dimensions, the SI was measured namely, Relationship Management, Managing Conflicts, Reading Others and Self-Awareness. Similarly, the employees' work performance was measured through motivation, adaptability, and type of work. The research demonstrated that employees with high level of SI can perform their tasks efficiently by adopting new skills. Further, it states that employees of different categories of age are not impacted by SI.

3. Reviews on Emotional and Social Intelligence

Smily et al. (2021) analysed to find the relationship between EI, SI and Therapeutic Relationship (TR) among clinical occupational therapists. Eight participants have been selected from eight different hospitals in Riyadh by adopting the Quantitative non-experimental correlational design. Data were obtained by using the closed-ended questionnaire method. The result revealed that the SI, EI and TR are significantly correlated with each other.

Bavleen and Roopali (2020) undertaken research EI, SI and acclimatization among one hundred university students in Delhi NCR. The outcome of this research highlighted that both gender and factors influencing EI are strongly associated with each other; whereas, both educational qualifications and the factors influencing EI are not associated with each other. Result of this research further indicated that variables such as gender and educational qualifications does not impact the factors influencing the SI of the employees and it further depicted that there is no effect of gender and educational qualifications on EI, SI, and acclimatization among university students.

4. Reviews on Quality of Work Life

Rajshree (2021) comparatively analysed the QWL in context of Participative Management and Organizational Commitment among 400 employees of Private Company in Rajasthan by targeting towards the respondents of Hero Motors Corporation and Honda Cars Limited. The outcome of the study indicates that the perception of the employees varies significantly with respect to the characteristics such as education and experience. The Highest Mean Score obtained by the Honda Cars Limited towards the factors Job Enrichment. It further indicated that the QWL results in Job Satisfaction, trust and commitment on the parts of the employees towards the organization.

Ashwini (2020) analysed the factors influencing the QWL of 560 Women Employees in BPO Sector in Mumbai. Aim of the study is to identify the factors influencing the QWL, study the influence of WLB on QWL, identify the relationship among the QWL, Job Satisfaction and Employees' Work Performance. This Research Result depicts the demographic factors of the employees vary in accordance with the QWL of the Women Employees. QWL is positively related with the employees' performance and job satisfaction.

Jolly (2019) investigated the influence of QWL on employee engagement as well as commitment level in Telecommunication Sector in Saudi Arabia with the sample size of three-hundred and twelve employees and was analysed through Structural Equation Modelling (SEM) and Descriptive Statistics. The Result of this research shows that both QWL and Organizational Commitment are significantly related with each other, whereas QWL and Employee Engagement are not significantly associated with each other.

5. Reviews on Emotional Intelligence and Quality of Work Life

Ganesan and Sukanya (2018) analysed and measured the EI and its impact on QWL among 150 Women Employees of ITES Companies at Tidal Park in Coimbatore. Employees' EI Scores are measured through the four-factor taxonomy propounded by Daniel Goleman which comprises of Self-Management, Relationship Management, Social Awareness, Self-Awareness. The outcomes of this study depicts that the QWL is positively influenced by the EI.

Mallika and Dasgupta (2010) investigated the EI as one of the significant tools for Female IT Professionals in increasing QWL, happiness and managing role conflict. The Variables such as QWL, Perceived Happiness, Role Conflict and Work-Life Balance are included. The sample was collected from 300 employees in Kolkata. This Research result demonstrates that EI is significantly correlated with Other Variables. EI and QWL are positively correlated with each other. Greater Perceived Happiness was negatively correlated with Role Conflict and Work-Life Balance. It is identified that EI tunes downgrade the personnel' perception pertaining to the Role Conflict by reducing the stress. Further the implication of study recommends HR to adopt better strategies to positively synchronize with crucial variables such as WLB, QWL, Discontentment and Job Stress. Training is the best solution to develop Individual and Group Emotional Intelligence among employees rather than resolving all these issues in an isolated manner.

6. Review on Work-Life Balance

Flora and Kalai (2022) analysed the variables of the WLB of 552 women personnel of IT companies. Aim of the research is to identify the degree of possibility in which the employees could balance their professional and family lives. The result of this research depicted that the women must understand their reality and manage their activities in accordance with their time. This study further highlighted that the employers must be sensible enough in terms of dealing with the women employees in IT Sector while implementing the work flexibility policies exclusively in the Chennai City.

7. Reviews on Emotional Intelligence and Work-Life Balance

Deepak (2019) conducted a study on EI and WLB of the 257 Employees in IT companies in Bengaluru. Aim of the study is to find the way for the employees in creating a fit between their family and working life. For this purpose, the WLB was considered for measuring Motivation, Job Satisfaction, Team Effectiveness, Redesigning of Jobs, Working Environment and Employees' Health and Safety measures. The result of this research demonstrates that Motivation, Job Analysis, Job Satisfaction and Work Environment determines the WLB.

Sahar (2018) examined the influence of managers' EI on employees' WLB in private hospitals in Jordan. Six hospitals were chosen and 300 employees from managerial designations were surveyed on random basis. Findings demonstrated that the managers possess EI skills. Multiple Regression Results disclosed that the influence of managers' empathetic and social skills on employees' WLB are statistically significant. Based on the outcomes, the researcher suggested to empower the managers and employees' EI expertise and to widen the spectrum of the activities of WLB.

3. RESEARCH GAP

Previous researchers have conducted a great deal of research on various aspects of Work-Life Balance (WLB), Social Intelligence (SI), Emotional Intelligence (EI), and Quality of Work Life (QWL). These studies have, in part, given a general overview and particular insights pertaining to the current investigation. The literature evaluation enabled the researcher to pinpoint the research gap, which was the lack of studies examining the impact of social and emotional intelligence on the quality of work life across all the industries. Furthermore, very little in-depth research has looked at how the elements of SI

and EI together affect QWL, explored how the two factors relate to one another, and evaluated the direct and indirect impact on QWL of SI and EI. Thus, considering this research gap, this issue is tackled in the current study to investigate how EI and SI affect the QWL of Chennai-based IT company employees. These three factors are extremely important in today's corporate environment. Therefore, the researcher filled the research gap with a view to empirically examine the influence of Emotional Intelligence and Social Intelligence on Quality of Work Life of the Employees of IT Companies in Chennai.

4. OBJECTIVES OF THE STUDY

1. To investigate how the employees in IT Companies view several aspects that affect their Social Intelligence (SI), Emotional Intelligence (EI), and Quality of Work Life (QWL).
2. To examine the factors influencing the Emotional Intelligence (EI) and Social Intelligence (SI) on Quality of Work Life (QWL) of the Employees of IT Companies.
3. To analyze the direct and indirect effect of Emotional Intelligence (EI) and Social Intelligence (SI) on Quality of Work Life (QWL) of the Employees of IT Companies.

5. METHODOLOGY DESIGN

5.1 Research Design

Ex post facto Research Design: Causal Comparative Occurrences. It examines the effect of factors of EI and SI (Independent Variables) on QWL (Dependent Variables) and analyse the direct and indirect effect of EI and SI on QWL of the Employees of IT Companies.

5.2 Sample Design: Proportional Stratified Random Sampling was adopted under the type of Probability Sampling based on the categories of Designation.

5.2.1 Categories of Designation: Programmer Analysts, Project Managers and Senior Managers.

5.3 Data Collection Tools

The primary data was collected through the structured questionnaire consists of Closed-Ended and Rensis five-point Likert rating questions consist of six parts. Secondary Data was retrieved from the Previously published Research Papers, Journals, Articles, and from the source of Internet.

5.4 Scope of the Study

The study was conducted in the IT Companies located in Chennai localities such as Manapakkam, Perungudi, Sholinganallur, Thousand Lights, Siruseri, Kandanchavadi, Tharamani and Navalur, comprises of Tata Consultancy Services, Larsen & Toubro Infotech Limited, Infosys, HCL Technologies, Wipro Limited, Tech Mahindra Limited, Mphasis Limited, Mindtree Limited, Sonata Software Limited, R Systems International Limited, 3I Infotech Limited and Newgen Software Technologies Limited.

5.5 Sampling Procedure

Step – I: As per the National Association of Software and Services Companies (NASSCOM) press release 2020, there are 2232 Companies registered during the F.Y 2020-2021.

Step – II: Out of 2232 registered companies, 1105 companies are the IT Companies.

Step – III: Out of 1105 IT Companies, 1087 IT Companies are active.

Step -IV: Out of 1087 Active IT Companies, only 47 companies are listed in the Bombay Stock Exchange and National Stock Exchange Limited.

Step-V: Among 47 Companies listed in BSE and NSE, there are 20 leading companies in terms of turnover.

Step-VI: Among 20 leading companies, researcher considered 12 companies operating within the jurisdiction of the Chennai City.

5.6 Sample Size: The sample size is 603. Stratified Random Sampling Technique was adopted.

Programmer Analysts – 371, Project Managers – 154 and Senior Managers – 78

5.6.1 Determination of the Sample Size

As the population size is finite, the population proportion is known. The researcher has applied the formula framed by Cochran for ascertaining the Sample Size as follows:

$$= \frac{Z^2 . p . q . N}{e^2(N-1) + Z^2 p . q}$$

where, n = Sample Size

  p = the population proportion from the pilot study of 125 samples (p = 0.648)

  q = 1 – p = 1 – 0.648 = 0.352

  e = acceptable sampling error (e = 0.04)

  z = z value at significance level or confidence level

   = significance level at 0.01 or confidence at 99 per cent; z = 2.576

Hence, *Sample Size* $\quad n = \frac{(2.576)^2 \, (0.648 * 0.352) * 1660}{(0.04)^2(1660-1) + (2.576)^2 \, (0.648 * 0.352)}$

$$n = 602.92; \; n = 603$$

6. Discussion and Results

6.1. Descriptive Statistics of the average values of each factor of Emotional Intelligence, Social Intelligence and Quality of Work Life: The descriptive statistics of the average values of each factor of Emotional Intelligence, Social Intelligence and Quality of Work Life is displayed in the following Tables from 1 to 3.

TABLE 1
Descriptive Statistics of Emotional Intelligence

Components	Mean	SD	Rank	Reliability Coefficient	Overall Mean Value
Emotional Self-Awareness	3.308	0.753	1		
Accurate Self-Assessment	3.248	0.716	3		
Self-Confidence	3.145	0.846	7		
Emotional Self-Control	3.215	0.914	5		
Transparency	3.145	0.914	7	0.781	3.200
Adaptability	3.12	0.798	9		
Achievement	3.143	0.770	8		
Initiative	3.18	0.922	6		
Conscientiousness	3.267	0.775	2		
Optimism	3.233	0.794	4		

Source: Computed from Primary Data

It is observed from the above table that the mean level of agreement for the factors Emotional Self-Awareness (3.307) is more than the other factors. It is followed by the factors Conscientiousness (3.270), Accurate Self-Assessment (3.247), Optimism (3.231), etc. The mean level of agreement for the factor Adaptability (3.118) is the least among all the items of Emotional Intelligence. The overall mean value is 3.200.

TABLE 2
Descriptive Statistics of Social Intelligence

Components	Mean	SD	Rank	Reliability Coefficient	Overall Mean Value
Primal Empathy	3.153	0.708	3		
Attunement	3.15	0.814	5		
Empathetic Accuracy	3.113	0.659	6		
Social Cognition	3.257	0.741	1	0.765	3.158
Synchrony and Self-Presentation	3.21	0.713	2		
Relationship and Influence	3.068	0.715	7		
Concern	3.153	0.703	4		

Source: Computed from Primary Data

It is observed from the above table that the mean level of agreement for the factors Social Cognition (3.258) is more than the other factors. It is followed by the factors Synchrony and Self-Presentation (3.212), Primal Empathy (3.155), Concern (3.152), etc. The mean level of agreement for the factor Relationship and Influence (3.069) is the least among all the items of Social Intelligence. The overall mean value is 3.158.

TABLE 3
Descriptive Statistics of Quality of Work Life

Components	Mean	SD	Rank	Reliability Coefficient	Overall Mean Value
Job Involvement	3.15	0.739	1		
Job Satisfaction	3.071	0.589	7		
Social Integration in Work Force	3.125	0.694	4	0.755	3.124
Work and Personal Life	3.125	0.699	5		
Autonomous Work Team	3.14	0.699	3		
Participative Management	3.14	0.706	2		
Empowerment	3.115	0.694	6		

Source: Computed from Primary Data

It is observed from the above table that the mean level of agreement for the factors Job Involvement (3.149) is more than the other factors. It is followed by the factors Participative Management (3.141), Autonomous Work Team (3.139), Social Integration in Work Force (3.125), etc. The mean level of agreement for the factor Job Satisfaction (3.071) is the least among all the items of Quality of Work Life. The overall Mean Value is 3.124. On an Overall basis, it is observed from the Table 4.74, 4.75 and 4.76, the mean value of Emotional Intelligence Scale is 3.200 which is found to be the highest, followed by the mean value of Social Intelligence Scale is 3.158 and the mean value of Quality of Work Life is 3.124 which is found to be the lowest. Though the researcher has taken sufficient large size of sample for the study, the violation from normality need not be taken seriously,

but still the researcher decided to ascertain the normality. The values of Z skewness and Z kurtosis, for all the factors of Emotional Intelligence, Social Intelligence and Quality of Work Life, exhibit that the values are not exceeding the limit of (2.58 to + 2.58) for Z skewness and Z kurtosis, the data found to satisfy the normality condition. This reliability test (Cronbach's alpha on Emotional Intelligence is 0.781, Social Intelligence is 0.765 and Quality of Work Life is 0.755) reveals that the statements used to measure employees' levels of agreement under each dimension varied significantly from one another. As a result, the internal consistency of the data collection tool has been ensured.

6.2. Impact of Factors of Emotional Intelligence and Social Intelligence on Quality of Work Life – Regression Analysis

The researcher was interested to examine the impact of the factors of Emotional Intelligence and Social Intelligence on Quality of Work Life of the employees working in the IT companies in Chennai. This was examined through the model developed using regression analysis with the factors of Quality of Work Life, viz. Job Involvement, Job Satisfaction, Social Integration in Work Force, Work and Personal Life, Autonomous Work Team, Participative Management and Empowerment as Dependent Variable and the factors of Emotional Intelligence, viz. Emotional Self-Awareness, Accurate Self-Assessment, Self-Confidence, Emotional Self-Control, Transparency, Adaptability, Achievement, Initiative, Conscientiousness, and Optimism, and the factors of Social Intelligence, viz. Primal Empathy, Attunement, Empathetic Accuracy, Social Cognition, Synchrony and Self-Presentation, Relationship and Influence, and Concern as Independent Variables and the summary of these models are being presented in the Table 4.146. The regression equation is represented algebraically in the form of regression line, which describes the relationship between the response and predictor variables. The regression equation takes the form of:

Response = constant + coefficient * predictor + ... + coefficient * predictor

$$\text{or } y = b_o + {}_{b_2X_2} + {}_{b_2X_2} + ... + b_1\ X_1$$

where: Response (y) is the value of the response.

1. Constant (bo) is the value of the response variable when the predictor variable(s) is zero. The other name of the constant is intercept as it ascertains where the regression line intercepts (meets) the Y-axis.

2. Predictor(s) (X) is the value of the predictor variable(s). The predictor can be a polynomial term.

3. Coefficients (b1, b2, ..., bk) represent the estimated change in the mean response for change of every unit in the predictor value. In other words, Y changes, when X increases by every unit.

6.2.1. Model Fitting through Multiple Regression Analysis

Multiple regression analysis is adopted to build a model for the factors of Quality of Work Life viz. Job Involvement, Job Satisfaction, Social Integration in Work Force, Work and Personal Life, Autonomous Work Team, Participative Management and Empowerment influenced by the factors of Emotional Intelligence, viz. Emotional Self-Awareness, Accurate Self-Assessment, Self-Confidence, Emotional Self-Control, Transparency, Adaptability, Achievement, Initiative, Conscientiousness, and Optimism, and the factors of Social Intelligence, viz. Primal Empathy, Attunement, Empathetic Accuracy, Social Cognition, Synchrony and Self-Presentation, Relationship and Influence, and Concern. The level of Quality of Work Life of the employees was obtained based on the responses for the seven factors on a five-point Likert Scale, 1 being the lowest through 5 being the highest. The average score of all these seven statements was taken as the score of the factors of Quality of Work Life. Similarly, the values of all the factors of Emotional Intelligence and

Social Intelligence were taken as the average score of the responses under each factor. The hypothesis for the regression analysis is taken as follows:

H_{04}:   There is no combined effect of the factors of Emotional Intelligence and Social Intelligence on Quality of Work Life.

The following Table 4 gives the results of the regression analysis performed for all the factors influencing the Quality of Work Life. It was found that the correlations among the independent variables, i.e., correlations between the factors of Emotional Intelligence and Social Intelligence were positive and low / moderate. Though the correlations among independent variables are not strong and may not pose any multi-collinearity problem, but however, to take off multi-collinearity problem, step-wise regression method was used to build the models for all the factors of Quality of Work Life, and the grand QWL combining all the factors. The results are being discussed below:

6.2.2. Model fitting for Quality of Work Life through Structural Equation Modelling

The interrelationships among the independent variables Emotional Intelligence and Social Intelligence were examined and ultimately effect of these variables on Quality of Work Life were also tested through Structural Equation Modelling. The conceptual model is depicted in the following Figure 2.
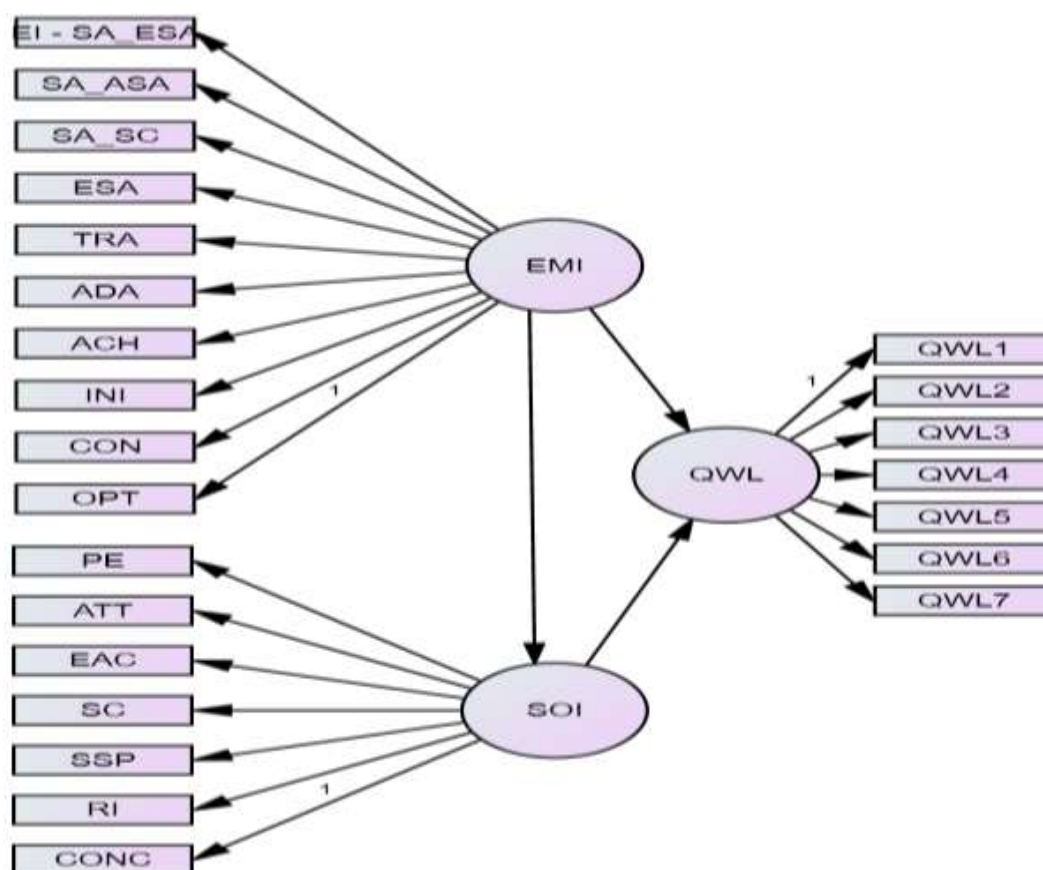

Figure 2. Conceptual Model for Quality of Work Life

EMI – Emotional Intelligence; SOI – Social Intelligence; QWL – Quality of Work Life; ESA – Emotional Self-Awareness; SA ASA – Accurate Self-Assessment; SA SC – Self-

Confidence; ESC – Emotional Self-Control; TRA – Transparency; ADA – Adaptability; ACH – Achievement; INI – Initiative; CON – Conscientiousness; OPT – Optimism; PE – Primal Empathy; ATT – Attunement; EAC – Empathetic Accuracy; SC – Social Cognition; SSP – Synchrony and Self-Presentation; RI – Relationship and Influence; CONC – Concern; QWL1 – Job Involvement; QWL2 – Job Satisfaction; QWL3 – Social Integration in Work Force; QWL4 – Work and Personal Life; QWL5 – Autonomous Work Team; QWL6 – Participative Management; QWL7 – Empowerment

6.3. Hypothesis – I Factors of EI and SI on QWL

$H0_1$: There is no combined effect of the factors of Emotional Intelligence and Social Intelligence on Quality of Work Life.

Table - 4
Results of Regression Analysis

Factors of EI and SI		QWL1	QWL2	QWL3	QWL4	QWL5	QWL6	QWL7	QWL
	Constant	0.162	0.844	0.637	1.057	0.464	0.523	0.215	0.659
EMOTIONAL INTELLIGENCE	Emotional Self-Awareness	0.060	0.013	0.005	-0.044	0.052	0.019	-0.008	
		0.053	0.017	0.005	-0.007	0.026	0.020	-0.008	
	Accurate Self-Assessment	0.052	0.040	0.070	-0.007	0.025	0.059	0.079	0.055
		0.058	0.048	0.072	-0.044	0.056	0.059	0.082	0.079
	Self-Confidence	0.089	0.115	0.050	0.096	0.046	0.098	0.059	0.084
		0.102	0.166	0.061	0.096	0.055	0.118	0.072	0.143
	Emotional Self-Control	0.071	0.003	-0.003	0.047	-0.010	0.062	0.047	
		0.088	0.005	-0.004	0.047	-0.013	0.080	0.062	
	Transparency	0.008	0.034	0.021	0.041	0.048	-0.026	0.084	0.040
		0.010	0.052	0.028	0.041	0.062	-0.033	0.110	0.073
	Adaptability	0.054	0.052	0.016	-0.080	0.006	-0.005	-0.018	
		0.058	0.070	0.018	-0.080	0.006	-0.006	-0.021	
	Achievement	-0.017	-0.040	0.002	-0.060	0.036	0.059	0.011	
		-0.018	-0.052	0.002	-0.060	0.039	0.064	0.013	
	Initiative	0.047	-0.037	-0.035	0.006	0.030	0.044	0.000	
		0.059	-0.058	-0.047	0.006	0.040	0.057	0.000	
	Conscientiousness	-0.022	0.043	0.129	0.116	0.031	0.032	0.121	0.069
		-0.023	0.061	0.144	0.116	0.035	0.035	0.135	0.107
	Optimism	-0.035	0.063	0.060	0.069	0.076	0.071	0.102	0.064
		-0.037	0.085	0.068	0.069	0.086	0.079	0.117	0.102
SOCIAL INTELLIGENCE	Primal Empathy	0.002	0.006	0.019	0.093	0.003	0.074	0.058	
		0.002	0.008	0.020	0.093	0.003	0.074	0.059	
	Attunement	0.012	0.032	0.100	0.038	0.031	0.074	0.039	0.052
		0.014	0.044	0.118	0.038	0.036	0.085	0.045	0.085
	Empathetic Accuracy	0.021	0.096	0.113	0.045	0.083	0.048	0.095	0.084
		0.019	0.108	0.107	0.045	0.078	0.045	0.090	0.112
	Social Cognition	0.074	0.043	0.074	0.024	0.061	0.089	0.015	0.060
		0.074	0.054	0.079	0.024	0.065	0.093	0.016	0.089
	Synchrony and Self-Presentation	0.179	0.087	0.125	0.123	0.114	0.061	0.090	0.115
		0.173	0.105	0.129	0.123	0.117	0.061	0.092	0.165

Relationship and Influence	0.154	0.107	-0.014	0.093	0.173	0.025	0.106	0.087
	0.149	0.130	-0.014	0.093	0.176	0.026	0.109	0.126
Concern	0.192	0.047	0.046	0.050	0.039	0.037	0.032	0.065
	0.183	0.051	0.047	0.050	0.039	0.037	0.033	0.092
R-Square	0.445	0.383	0.318	0.235	0.381	0.33	0.434	0.622
Adjusted R-Square	0.429	0.365	0.299	0.213	0.363	0.311	0.418	0.615
F	27.632	21.396	16.081	10.577	21.165	16.969	26.394	88.495
Significance	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

Source: Computed from Primary Data
Figures in red color font indicate standardized coefficients

QWL1 - Job Involvement; QWL2 - Job Satisfaction; QWL3 - Social Integration in Work Force, QWL4 - Work and Personal Life; QWL5 - Autonomous Work Team; QWL6 - Participative Management; QWL7 – Empowerment

It can be observed from the above table that all the factors of Emotional Intelligence and Social Intelligence significantly impact ($p < .05$, as stepwise regression method followed) all the factors of Quality of Work Life. The factor Job Involvement of QWL is positively affected by all the factors of Social Intelligence and also by the EI factors Emotional Self-Awareness, Accurate Self-Assessment, Self-Confidence, Emotional Self-Control, Transparency, Adaptability, and Initiative (except Achievement, Conscientiousness and Optimism, have negative impact on Job Involvement). It is further evident from the standardized coefficients column that the factor Job Involvement is highly influenced by the Social Intelligence factors Concern (0.183), Synchrony and Self-Presentation (0.173), Relationship and Influence (0.149), followed by Emotional Intelligence factors such as Self Confidence (0.102), Emotional Self-Control (0.088), Initiative (0.059), etc. EI factors such as Achievement (-0.018), Conscientiousness (-0.023) and Optimism (-0.037) have negative impact on Job Involvement. The adjusted R-square for the model reveals that about 43 per cent of variation in Job Involvement is interpreted by the factors of Emotional Intelligence and Social Intelligence and the model is statistically significant ($p < .05$) at 5 per cent level of significance.

The factor Job Satisfaction of QWL is positively affected by all the factors of Social Intelligence and Emotional Intelligence (except Achievement and Initiative, which have negative impact on Job Satisfaction). It is further observed from the standardized coefficients column that the factor Job Satisfaction is highly influenced by the EI factors Self-confidence (0.166), Optimism (0.085), Achievement (-0.052) and Initiative (-0.058) have negative impact on Job Satisfaction and Social Intelligence factors Relationship and Influence (0.130), Empathetic Accuracy (0.108), Synchrony and Self-Presentation (0.105), etc. The adjusted R-square for the model reveals that about 37 per cent of variation in Job Satisfaction is interpreted by the factors of Emotional Intelligence and Social Intelligence and the model is statistically significant ($p < .05$) at 5 per cent level of significance.

The factor Social Integration in Work Force of QWL is positively affected by all the factors of Social Intelligence (except Relationship and Influence, which has negative impact on Social Integration) and Emotional Intelligence (except Emotional Self Control and Initiative). It is further evident from the standardized coefficients column that the factor Social Integration is highly influenced by the EI factor Conscientiousness (0.144), and SI factors namely Synchrony and Self-Presentation (0.129), Attunement (0.118), Empathetic Accuracy (0.107), etc. The adjusted R-square for the model reveals that about 30 per cent of variation in Social Integration in Work Force is interpreted by the factors of Emotional Intelligence and Social Intelligence and the model is statistically significant ($p < .05$) at 5 per cent level of significance.

The factor Work and Personal Life of QWL is positively affected by all the factors of Social Intelligence and Emotional Intelligence (except Emotional Self-Awareness and Accurate Self-Assessment, Adaptability and Achievement) which have negative impact on Work and Personal Life). It is further evident from the standardized coefficients column that the factor Work and Personal Life is highly influenced by the SI factors Synchrony and Self-Presentation (0.123), Primal Empathy (0.093), and Relationship and Influence (0.093), and EI factors namely Conscientiousness (0.116), Self Confidence (0.096). The adjusted R-square for the model reveals that about 21 per cent of variation in Work and Personal Life is interpreted by the factors of Emotional Intelligence and Social Intelligence and the model is statistically significant ($p < .05$) at 5 per cent level of significance.

The factor Autonomous Work Team of QWL is positively affected by all the factors of Social Intelligence and Emotional Intelligence (except Emotional Self-Control, which has negative impact on Autonomous Work Team). It is further evident from the standardized coefficients column that the factor Autonomous Work Team is highly influenced by the SI factors Relationship and Influence (0.176), Synchrony and Self-Presentation (0.117), Empathetic Accuracy (0.078), and by the EI factors namely Optimism (0.086), Transparency (0.062), Accurate Self-Assessment (0.056), and Self-Confidence (0.055). The adjusted R-square for the model reveals that about 36 per cent of variation in Autonomous Work Team is interpreted by the factors of Emotional Intelligence and Social Intelligence and the model is statistically significant ($p < .05$) at 5 per cent level of significance.

The factor Participative Management of QWL is positively affected by all the factors of Social Intelligence and Emotional Intelligence (except Transparency and Adaptability, which have negative impact on Participative Management). It is further evident from the standardized coefficients column that the factor Participative Management is highly influenced by SI factors Social Cognition (0.093), Attunement (0.085), Primal Empathy (0.074), and Synchrony and Self-Presentation (0.061). It is also influenced by the EI factors Self-Confidence (0.118), Emotional Self-Control (0.080), Optimism (0.079), Achievement (0.064), Accurate Self-Assessment (0.059), and Initiative (0.057). The adjusted R-square for the model reveals that about 31 per cent of variation in Participative Management is interpreted by the factors of Emotional Intelligence and Social Intelligence and the model is statistically significant ($p < .05$) at 5 per cent level of significance.

The factor Empowerment of QWL is positively affected by all the factors of Social Intelligence and Emotional Intelligence (except Emotional Self-Awareness and Adaptability, have negative impact on Empowerment). It is further evident from the standardized coefficients column that the factor Empowerment is highly influenced by the SI factors namely Relationship and Influence (0.109), Synchrony and Self-Presentation (0.092) and Empathetic Accuracy (0.090) and EI factors namely Conscientiousness (0.135), Optimism (0.117), Transparency (0.110) and Accurate Self-Assessment (0.082). The adjusted R-square for the model reveals that about 42 per cent of variation in Empowerment is interpreted by the factors of Emotional Intelligence and Social Intelligence and the model is statistically significant ($p < .05$) at 5 per cent level of significance.

The overall QWL is positively affected by all the factors of Social Intelligence (except Primal Empathy) and Emotional Intelligence factors namely, Accurate Self-Assessment, Self-Confidence, Transparency, Conscientiousness and Optimism. It is further evident from the standardized coefficients column that the factor overall QWL is highly influenced by the SI factors Synchrony and Self-Presentation (0.165), Relationship and Influence (0.126), Empathetic Accuracy (0.112), Concern (0.092), Social Cognition (0.089), and Attunement (0.085). Also, the overall QWL is highly influenced by the EI factors such as Self-Confidence (0.143), Conscientiousness (0.107), Optimism (0.102), Accurate Self-

Assessment (0.079), and Transparency (0.073). The adjusted R-square for the model reveals that about 62 per cent of variation in overall Quality of Work Life is interpreted by the factors of Emotional Intelligence and Social Intelligence and the model is statistically significant (p < .05) at 5 per cent level of significance. The results of the regression analysis reveals that the factors of QWL is influenced by the factors of Emotional Intelligence and Social Intelligence. It is also evident that all the factors of Social Intelligence have positive impact on overall QWL except Primal Empathy and only five factors of Emotional Intelligence, i.e., Self -Confidence, Accurate Self-Assessment, Transparency, Conscientiousness and Optimism have positive impact on overall QWL. By combining both the independent variables viz., Emotional Intelligence and Social Intelligence, Job Involvement is highly and positively influenced by Concern (0.183), Job Satisfaction is highly and positively influenced by Self-Confidence (0.166), Social Integration in Work Force is highly and positively influenced by Conscientiousness (0.144), Work and Personal Life is highly and positively influenced by Synchrony and Self-Presentation (0.123), Autonomous Work Team is highly and positively influenced by Relationship and Influence (0.176), Participative Management is highly and positively influenced by Self-Confidence (0.118) and Empowerment is highly and positively influenced by Conscientiousness (0.135). On an overall basis, it is evident that the Job Involvement is highly and positively influenced by Concern (0.183). It is also evident that the Grand QWL is highly and positively influenced by Synchrony and Self-Presentation (0.165). The model for overall QWL on the overall scores of Emotional Intelligence and Social Intelligence also revealed that QWL is highly influenced by Social Intelligence (beta = 0.508), followed by Emotional Intelligence (beta = 0.327), and the model for overall QWL on overall scores of Emotional Intelligence and Social Intelligence explains about 61 per cent of variation in overall QWL. This is evident from the results of the regression analysis for overall QWL, and is exhibited in the following Table 5.

TABLE 5
Results of Regression Analysis for overall QWL on overall EI and SI

Factors	Coefficient	Standardized coefficient	T	Sig.	F	Sig.	R-square
Constant	0.655		7.979	0.000			
Emotional Intelligence	0.302	0.327	8.680	0.000	465.717	.000	0.608 (Adjusted 0.607)
Social Intelligence	0.474	0.508	13.501	0.000			

Source: Computed from Primary Data

6.4. Analysis of Direct and Indirect Effect of Emotional Intelligence and Social Intelligence on Quality of Work Life – Structural Equation Modelling

The effect of various factors of Emotional Intelligence and Social Intelligence on Quality of Work Life of the employees through regression analysis was discussed in the previous section. However, the researcher is interested to examine how the Quality of Work Life could be affected directly and indirectly by the factors of Emotional Intelligence and Social Intelligence, through the relationship between Emotional Intelligence and Social Intelligence. Therefore, the researcher had developed a structural model to examine the relationships between the independent variables of Emotional Intelligence and Social Intelligence to have an in-depth study on their effect on Quality of Work Life and the same is analysed through Structural Equation Modelling. The responses on all these factors of

Quality of Work Life, Emotional Intelligence and Social Intelligence are taken as the average score of each factors grouped them. The relationship between Emotional Intelligence and Social Intelligence is also examined and their direct and indirect effect on Quality of Work Life is discussed in this section.

6.4.1. Model fitting for Quality of Work Life through Analysis of a Moment Structures

This model is tested through SPSS AMOS v 20.0 software and is displayed in Figure 3 with the estimates of the variables in the model.

CHI-SQ = 396.346; DF = 246; P = .000
GFI = .948; AGFI = .936; RMR =.018; TLI = .972; CFI = .975; RMSEA = .032
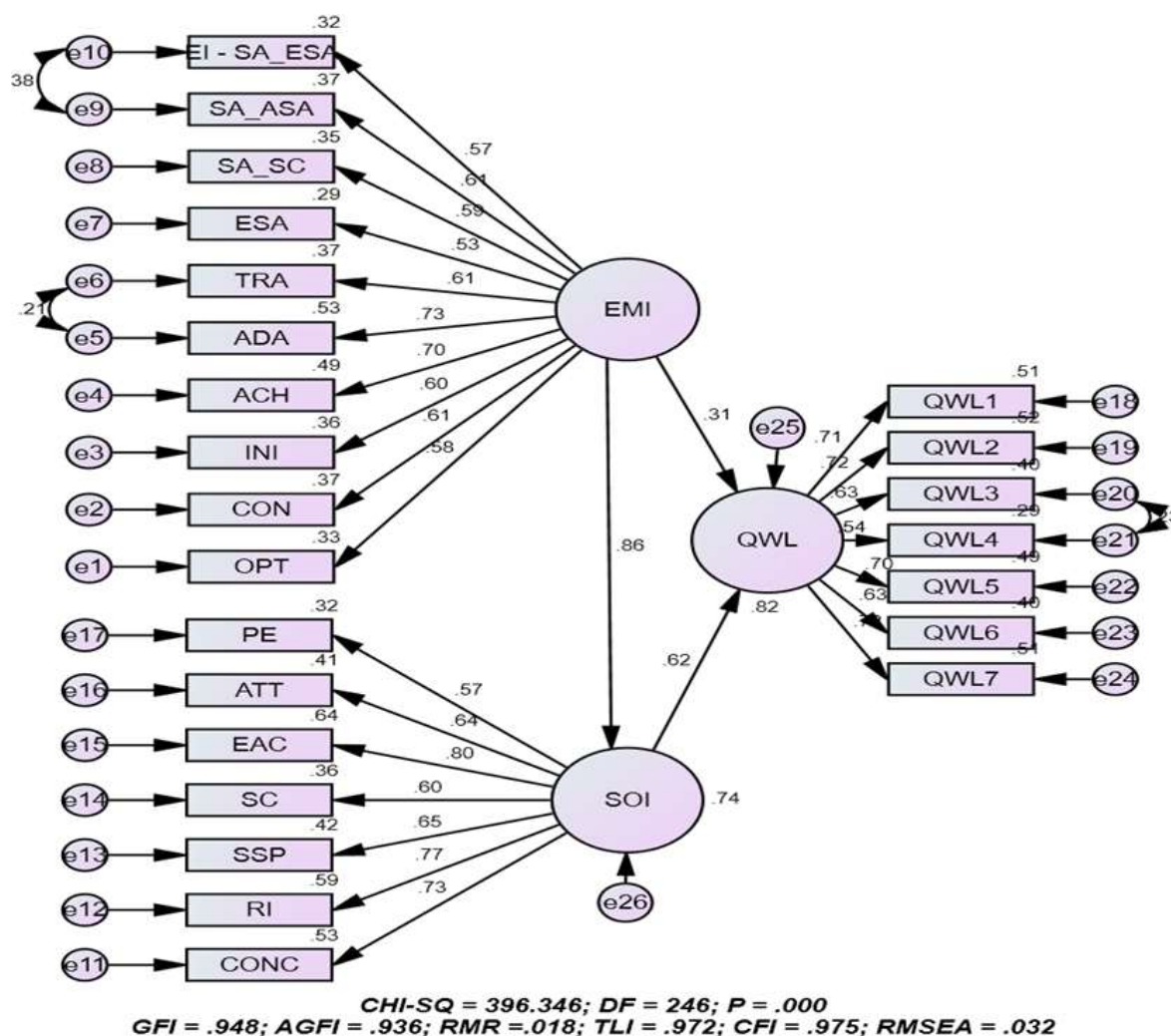
Figure 3. Structural Model with Estimates

EMI – Emotional Intelligence; SOI – Social Intelligence; QWL – Quality of Work Life; ESA – Emotional Self-Awareness; SA ASA – Accurate Self-Assessment; SA SC – Self-Confidence; ESC – Emotional Self-Control; TRA – Transparency; ADA – Adaptability; ACH – Achievement; INI – Initiative; CON – Conscientiousness; OPT – Optimism; PE – Primal Empathy; ATT – Attunement; EAC – Empathetic Accuracy; SC – Social Cognition; SSP – Synchrony and Self-Presentation; RI – Relationship and Influence; CONC – Concern; QWL1 – Job Involvement; QWL2 – Job Satisfaction; QWL3 – Social Integration in Work Force; QWL4 – Work and Personal Life; QWL5 – Autonomous Work Team; QWL6 – Participative Management; QWL7 – Empowerment

All the factors based on the individual reliability were evaluated by using factor loadings (Ce´sar Camiso´n and Ana Villar Lo´pez 2010). Carmines and Zeller (1979) has disseminated that the factor loadings should not be less than 0.707 to establish a valid model. However, some researchers such as Barclay et al., 1995 and Chin, 1998 opined that factor loadings to the extent of 0.5 or 0.6 is admissible. It is very much evident from the above figure that all the factors of Emotional Intelligence have factor loading well above 0.5 (0.53 to 0.73), all the factors of Social Intelligence have factor loading well above 0.5 (0.57 to 0.80), and also all the factors of Quality of Work Life have factor loading well above 0.5 (0.54 to 0.72), and therefore the individual item reliability of all the factors of Emotional Intelligence, Social Intelligence and Quality of Work Life is ascertained.

Further, in terms of the investigation and suggestions of Hau, Wen, & Chen (2004), the researcher have chosen goodness of fit indicators include χ^2, Goodness of Fit Index (GFI), Adjusted Goodness of Fit Index (AGFI), Comparative Fit Index (CFI), Root Mean Square Error of Approximation (RMSEA) and TLI (Tucker Lewis Index) to examine the degree of model fit. GFI should be less than or equal to 1. A value of 1 indicates a perfect fit. The AGFI is bounded above by one, which indicates a perfect fit. CFI values close to 1 indicate a very good fit. CFI is a goodness of fit index with many strong points, which has less impact from sample size. Even though RMSEA is also influenced by the sample size, it is insensitive to the misspecification model with few parameters, so it is also rarely influenced by the sample size, the smaller the value of RMSEA is, the fitter the model is. Practical experience has made us to feel that a value of the RMSEA of about .08 or less would indicate a close fit of the model in relation to the degrees of freedom. This figure is based on the subjective judgement. It cannot be regarded as infallible or correct, but it is more reasonable than the requirement of exact fit with the RMSEA = 0.0. The statisticians are also of the opinion that a value of about 0.08 or less for the RMSEA would indicate a reasonable error of approximation and would not want to employ a model with a RMSEA greater than 0.1. (Browne and Cudeck, 1993). The typical range for TLI lies between 0 and 1, but it is not limited to that range. TLI values close to 1 indicate a very good fit. The results of the above conceptual model show the Chi-square value of 396.346, with p =0.000, GFI = 0.948; AGFI = 0.936; CFI = 0.978, TLI = .972, RMR = 0.018 and RMSEA = 0.032. The values of the goodness of fit indices suggest the norms of a reasonably high-fitting model are satisfied, as the values of GFI, AGFI, RMR, CFI, TLI and RMSEA fall within the norms of the model (> .9), RMR (< .05), and RMSEA (< .08).

It is very much clear from the above figure that both Emotional Intelligence (0.31) and Social Intelligence (0.62) positively influence the Quality of Work Life, and around 82 per cent of variation in Quality of Work Life is explained by the Emotional Intelligence and Social Intelligence. Moreover, there is a positive relationship between Emotional Intelligence and Social Intelligence (0.86), as Social Intelligence is positively influenced by Emotional Intelligence.

6.4.2. The regression weights of the factors in the model are shown in the following Table 6.

TABLE: 6
Regression Weights in Structural Model

Dependent variable		Independent variable	Unstandardized Estimate	Standardized Estimate	S.E.	C.R.	P
SOI	<---	EMI	0.961	0.861	0.077	12.53	< .001
QWL	<---	EMI	0.360	0.313	0.092	3.895	< .001
QWL	<---	SOI	0.638	0.620	0.087	7.378	< .001
OPT	<---	EMI	1	0.576			
CON	<---	EMI	1.029	0.607	0.086	11.897	< .001
INI	<---	EMI	1.206	0.598	0.102	11.766	< .001
ACH	<---	EMI	1.177	0.699	0.090	13.092	< .001
ADA	<---	EMI	1.269	0.727	0.095	13.412	< .001
TRA	<---	EMI	1.214	0.607	0.102	11.845	< .001
ESA	<---	EMI	1.068	0.534	0.099	10.818	< .001
SA_SC	<---	EMI	1.097	0.592	0.094	11.688	< .001
SA_ASA	<---	EMI	0.954	0.608	0.08	11.903	< .001
SA_ESA	<---	EMI	0.935	0.568	0.083	11.313	< .001
CONC	<---	SOI	1	0.726			
RI	<---	SOI	1.072	0.765	0.059	18.176	< .001
SSP	<---	SOI	0.904	0.647	0.059	15.311	< .001
SC	<---	SOI	0.865	0.596	0.061	14.09	< .001
EAC	<---	SOI	1.029	0.797	0.054	18.951	< .001
ATT	<---	SOI	1.017	0.638	0.067	15.087	< .001
PE	<---	SOI	0.789	0.569	0.059	13.427	< .001
QWL1	<---	QWL	1	0.711			
QWL2	<---	QWL	0.807	0.721	0.049	16.585	< .001
QWL3	<---	QWL	0.832	0.630	0.057	14.523	< .001
QWL4	<---	QWL	0.720	0.542	0.058	12.49	< .001
QWL5	<---	QWL	0.935	0.702	0.058	16.166	< .001
QWL6	<---	QWL	0.849	0.632	0.058	14.583	< .001
QWL7	<---	QWL	0.945	0.716	0.057	16.463	< .001

Source: Computed from Primary Data

EMI – Emotional Intelligence; SOI – Social Intelligence; QWL – Quality of Work Life; ESA – Emotional Self-Awareness; SA ASA – Accurate Self-Assessment; SA SC – Self-Confidence; ESC- Emotional Self-Control; TRA – Transparency; ADA – Adaptability; ACH – Achievement; INI – Initiative; CON – Conscientiousness;

OPT – Optimism; PE – Primal Empathy; ATT – Attunement; EAC – Empathetic Accuracy; SC – Social Cognition; SSP – Synchrony and Self-Presentation; RI – Relationship and Influence; CONC – Concern;QWL1 – Job Involvement; QWL2 – Job Satisfaction; QWL3 – Social Integration in Work Force; QWL4 – Work and Personal Life; QWL5 – Autonomous Work Team; QWL6 – Participative Management; QWL7 – Empowerment S.E. – Standard Error; C.R. – Critical Ratio; P – Probability

It is observed from the above table that all the factors of Emotional Intelligence, Social Intelligence and Quality of Work Life have factor loadings well above 0.5 and all these factors significantly (p < .001) explain their respective variables, i.e., Emotional Intelligence, Social Intelligence and Quality of Work Life. Therefore, the item reliability for all the three variables in the model is ascertained. Moreover, the factors of Emotional Intelligence have factor loading ranging from 0.534 to 0.727, which implies that the Emotional Intelligence is highly explained by Adaptability (0.727), followed by Achievement (0.699), Accurate Self-Assessment (0.608), Transparency (0.607), Conscientiousness (0.607), Initiative (0.598), Self-Confidence (0.592), Optimism (0.576), Emotional Awareness (0.568) and Emotional Self-Control (0.534). The factors of Social Intelligence have factor loading ranging from 0.569 to 0.797, which implies that the variable Social Intelligence is highly explained by Empathetic Accuracy (0.797), followed by Relationship and Influence (0.765), Concern (0.726), Synchrony and Self-Presentation (0.647), Attunement (0.638), Social Cognition (0.596) and Primal Empathy (0.569). The factors of Quality of Work Life have factor loading ranging from 0.542 to 0.721, which implies that the variable Quality of Work Life is highly explained by Job Satisfaction (0.721), followed by Empowerment (0.716), Job Involvement (0.711), Autonomous Work Team (0.702), Participative Management (0.632), Social Integration in Work Force (0.630) and Work and Personal Life (0.542).

6.4.3. The various hypotheses fixed in the model are tested for their validity and the result is reproduced in the following Table 7

TABLE 7
Hypothesis Testing of Factors in the Model

Factors	Hypothesis	R^2	P	Inference
Effect of Emotional Intelligence on Social Intelligence	H$_{02}$: Emotional Intelligence does not have impact on Social Intelligence	0.741	< .001	Significant
Effect of Emotional Intelligence, Social Intelligence on Quality of Work Life	H$_{03}$: Emotional Intelligence does not have impact on Quality of Work Life	0.816	<.001	Significant
	H$_{04}$: Social Intelligence does not have impact on Quality of Work Life		<.001	Significant

Source: Computed from Primary Data

It is evident from the above table that both the hypotheses of no impact of Emotional Intelligence on Social Intelligence, as well as Emotional Intelligence on Quality of Work Life and Social Intelligence on Quality of Work Life can be rejected, because of the low significance values (p < .05). It is therefore concluded that Emotional Intelligence positively impact the Social Intelligence, and Emotional Intelligence and Social Intelligence positively impact the Quality of Work Life. Moreover, the coefficient of Social Intelligence (0.62) on Quality of Work Life is more than the coefficient of Emotional Intelligence (0.31) on Quality of Work Life. This implies that the Social Intelligence has

the stronger impact on Quality of Work Life than Emotional Intelligence. Moreover, the direct impact of Social Intelligence on Quality of Work Life is 0.62, and the direct impact of Emotional Intelligence on Quality of Work Life is 0.31, and both are having positive impact. It can be further noticed from the above figure for structural model that the factor Emotional Intelligence has more indirect effect ($0.86 \times 0.62 = 0.533$) on Quality of Work Life. The indirect effect of Emotional Intelligence on Quality of Work Life is more than its direct effect on Quality of Work Life. Therefore, it is inferred through structural model that the Quality of Work Life is directly and positively influenced by Social Intelligence and indirectly and positively influenced by Emotional Intelligence. Rather than direct effect, Emotional Intelligence has more indirect effect on Quality of Work Life through Social Intelligence.

7. MANAGERIAL IMPLICATIONS

Research Study indicated as EI factors such as Achievement, Conscientiousness and Optimism have negative impact on Job Involvement. It is recommended for the management to trust their employees and provide authority to carry out their tasks irrespective of their designations, qualifications, and skill sets. It is suggested for the management to support every employee to motivate them to feel their importance in the Organisation. This would certainly create a sense of dedication and instil self-confidence in the minds of the employees to meet the challenges in all the circumstances. This study further highlights as EI Factor; Initiative has negative impact on Job Satisfaction. It is suggested for the management to persuade their employees to take initiative in doing their tasks. It also discloses that the EI Factors, Emotional Self-Control and Initiative and SI Factors, Relationship and Influence negatively impacts the Social Integration in Work Force. It is being recommended for the management to allow all the employees to mutually collaborate with each other irrespective of the designations, experience, income, etc. which enhances the good inter-personal relationship among all the employees of the Organization. Work and Personnel Life is negatively affected by the Emotional Self-Awareness, Accurate Self-Assessment, Adaptability and Achievement. On an overall basis, QWL is not influenced by the EI factors such as Emotional Self-Awareness, Emotional Self-Control, Adaptability, Achievement, and Initiative and SI factor, Primal Empathy. It is mainly recommended for the IT Companies motivate their employees to develop Self-Awareness through SWOT Analysis by identifying their Strengths, Weaknesses, Opportunities and Threats, which helps the employees to assess themselves accurately under all the circumstances. This enables the employees to prove that their views are right. It is also recommended for all the heads of their respective department can be empathetic towards their own employees rather than being too much time conscious to get the things done from the employees on time. Quality of Work Life is directly and positively influenced by Social Intelligence and indirectly and positively influenced by Emotional Intelligence. Rather than direct effect, Emotional Intelligence has more indirect effect on Quality of Work Life through Social Intelligence. It is highly recommended for the management to implement the Moon Lighting Strategy on a cyclical basis in the Organization, which helps the freshers and experiencing employees to upgrade themselves to the current knowledge and skill for their respective tasks required in the developed economy. It depicts that the Autonomous Work Team is negatively influenced by the Emotional Self-Control, as it is being suggested for the management to enable the employees irrespective of the freshers and the experienced employees to give authorities in engaging themselves in the decision-making activities. So that with the help of full autonomy, they can come out with the different ideas and solutions for the different problems. It presents that the Transparency and Adaptability, have negative impact on Participative Management. As it is suggestible for the management to observe the tasks done by each employee. It is also recommended to conduct the weekly meeting by the respective managers, scrutinize and understand the work updates of the employees. Empowerment is negatively influenced by the Emotional Self-Awareness and Adaptability.

So, it is being suggested for the management to instil the self-confidence in the minds of each employee.

8. CONCLUSION

In the current scenario, various factors of Emotional Intelligence and Social Intelligence (ESI) propounded by the Daniel Goleman such as Self-Awareness includes the factors such as Emotional Self-Awareness, Accurate Self-Assessment and Self-Confidence, Self-Management includes the factors such as Emotional Self-Control, Transparency, Adaptability, Achievement, Initiative, Conscientiousness and Optimism and Social Intelligence consists of Social Awareness includes the factors such as Primal Empathy, Attunement, Empathetic Accuracy, Social Cognition and Social Facility includes the factors such as Synchrony and Self-Presentation, Relationship and Influence and Concern influence the factors of Quality of Work Life such as Job Involvement and Job Satisfaction are the top two major indices adopted for judging the QWL, Social Integration in Work Force and Work and Personal Life were propounded by Nadler and Lawler, Autonomous Work Team, Participative Management and Empowerment are the standard dimensions of QWL. By applying descriptive statistics, it is evident that the employees have expressed higher level of agreement on Emotional Self-Awareness under the scale of Emotional Intelligence, Social Cognition under the scale of Social Intelligence and Job Involvement under the scale of Quality of Work Life. Through the application of the multiple regression analysis, on an overall basis under the scale of EI, QWL is highly and positively influenced by Self-Confidence and negatively influenced by Emotional Self-Awareness, Emotional Self-Control, Adaptability, Achievement, and Initiative. Under the Scale of SI, QWL is highly and positively influenced by Synchrony and Self-Presentation, and negatively influenced by Primal Empathy. By applying the SEM, QWL is positively and directly influenced by Social Intelligence than the Emotional Intelligence. EI indirectly influences the QWL through the power of SI. Moreover, Emotional Intelligence and Social Intelligence serves as the paramount significant dimensions in strengthening the relationship at home as well as at work place, which leads to the Quality of Work Life. The Quality of Work Life is positively influenced only by five factors of Emotional Intelligence namely, Accurate Self-Assessment, Self-Confidence, Transparency, Conscientiousness and Optimism and the Quality of Work Life is positively influenced by all the factors of Social Intelligence except Primal Empathy. On an overall basis, it is evident that the Job Involvement is highly and positively influenced by Concern (0.183). It is also evident that the Grand QWL is highly and positively influenced by Synchrony and Self-Presentation (0.165). Therefore, the Quality of Work Life is highly influenced by the Social Intelligence than the Emotional Intelligence. There is a positive relationship between Emotional Intelligence and Social Intelligence and Quality of Work Life is directly and positively influenced by the Social Intelligence and indirectly and positively influenced by the Emotional Intelligence. Rather than direct effect, Emotional Intelligence has more indirect effect on Quality of Work Life through Social Intelligence. Hence, the measures can be adopted by the IT companies and its employees to enhance the Emotional and Social Intelligence (ESI) of the IT employees which improves the Quality of Work Life (QWL). Thus, the findings and suggestions of this study will be highly beneficial to the IT companies in terms of enriching the levels of Emotional and Social Intelligence (ESI) of the employees. This in turn enables the IT companies to recruit, induct, train, develop and retain the emotionally and socially skilled workforce which ultimately assures the Quality of Work Life (QWL) of the employees in all the respects.

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