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The Role of Emotional Intelligence in Enhancing Work Compatibility among Multi-Millennial Women in Information Technology

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Keywords: Work Compatibility, Multi-Millennial Women, IT Industry, Behavioral Intention Workplace Flexibility.

Abstract: When it comes to the ever-changing environment of the information technology business, work compatibility is an extremely important factor in determining the career paths and overall well-being of employees. When it comes to adjusting to technology changes, workplace relationships, and organizational expectations, multi-millennial women, who span multiple generational cohorts, confront a unique set of problems. The concept of emotional intelligence (EI) has become increasingly recognized as an essential component in the process of cultivating flexibility, cooperation, and resilience in professional settings. A multi-millennial woman working in the information technology industry is the subject of this study, which investigates the impact of emotional intelligence on job compatibility. This research analyzes the ways in which key elements of emotional intelligence (EI) self-awareness, self-regulation, motivation, empathy, and social skills contribute to improved work adaptability, job satisfaction, and career growth. The research is conducted using a structured survey technique. It is the purpose of these studies to give HR professionals and policymakers with insights that will allow them to create interventions that promote emotional intelligence and work compatibility, which will ultimately lead to greater retention and performance of women working in information technology.

1 INTRODUCTION

It is well known that the information technology sector is characterized by its fast-paced technical breakthroughs, high-performance demands, and dynamic work environment. Women in information technology, particularly those that span various millennial generations, sometimes face unique hurdles in the workplace. These concerns might include gender prejudices, difficulties in maintaining a healthy work-life balance, and obstacles to professional advancement. Work compatibility, which may be described as the degree to which individuals fit with their job tasks, corporate culture, and professional objectives, has a substantial influence on both job satisfaction and career stability. In recent years, emotional intelligence (EI), which is defined as the capacity of an individual to comprehend, control, and manage their feelings in an efficient manner, has garnered a lot of attention as an essential soft talent for achieving success in the workplace. The findings of research indicate that a greater level of emotional intelligence is associated with superior interpersonal interactions, stress management, and decision-making abilities, all of which contribute to enhanced job compatibility. However, there is a lack of empirical data regarding the precise ways in which EI impacts job compatibility among women who are multi-millennials and work in information technology. The purpose of this study is to fill this void by investigating the connection between emotional intelligence and work compatibility. The findings of this study will provide recommendations that may be used to create an IT workplace that is welcoming and encouraging to all employees.

2 REVIEW OF LITERATURE

Petitta and Ghezzi (2025) The purpose of their research is to investigate the impact that flexible work arrangements have on the attitudes of workers, their level of job satisfaction, and your organization's support. This demonstrates how flexible work alternatives have an impact on well-being and

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dedication, particularly among women working in information technology businesses.

Ziuznys (2022) discusses the decrease of remote work after the pandemic and its influence on women professionals, particularly those working in information technology, who profited from higher levels of flexibility but now face difficulties in reintegrating into the workforce.

Chen (2024) investigates the challenges that women confront in the field of information technology, namely work-life balance and workplace inclusion. Specifically, it highlights the importance of businesses implementing rules such as hybrid work models in order to improve workplace adaptability.

A study conducted by Soga et al. (2022) investigates the impact that digital transformation in information technology companies has on multi-millennial employees, with a particular emphasis on their behavioral intentions about job retention and productivity.

3 STATEMENT OF THE PROBLEM

Numerous organizational and cultural impediments continue to hinder many women's ability to work together, even in the face of growing female presence in the IT sector. Stress, burnout, and work discontent can result from the fast-paced, high-pressure nature of IT positions, especially for women juggling numerous responsibilities. Although emotional intelligence has been identified as a critical component in improving workplace flexibility, little is known about how it specifically affects multi-millennial women in IT. The absence of organized programs in firms to cultivate emotional intelligence abilities that improve job compatibility is the issue. Organizations risk failing to put in place efficient policies that assist women's career advancement and job happiness if they don't have a comprehensive knowledge of how Emotional Intelligence (EI) contributes to workplace harmony. In order to provide useful information for HR strategies and organizational policies, this study intends to explore how emotional intelligence might enhance work compatibility among multi-millennial women in IT.

4 METHODOLOGY

A structured survey is used in this study's quantitative research methodology to gather information from multi-millennial women employed in the IT sector. To ensure diversity in age, job titles, and experience levels, respondents will be chosen from a variety of IT organizations using a purposive sample technique. In addition to work compatibility measures that evaluate career flexibility, work-life balance, and job satisfaction, the survey will incorporate standardized Emotional Intelligence assessment scales, such as the Emotional Intelligence Scale (EIS) by Schutte et al. (1998). Regression analysis and other statistical methods will be used to analyze the data and ascertain how job compatibility and emotional intelligence are related. To learn more about how Emotional Intelligence (EI) affects workplace experiences, semi-structured interviews with HR experts and female employees will also be used to collect qualitative insights. The study intends to provide empirical support and tactical suggestions for improving work compatibility in IT firms through interventions and training in emotional intelligence.

4.1 Objectives of the Study

- To explore the factors influencing work compatibility of working women in IT industries.
- To test the impact of work compatibility of working women in IT industries towards behavioral intention

Hypothesis of the study

Ho 1: There is no impact of work compatibility of working women in IT industries towards behavioral intention

4.2 Analysis and Results

4.2.1 Percentage Analysis

Table 1: Demographic and Professional Profile of Respondents.

Variables	No. of Respondents	Percentage (%)
Age Group		
20-25 years	15	20.83%
26-30 years	16	22.22%
31-35 years	20	27.78%
36-40 years	21	29.17%
Marital Status		
Single	25	34.72%
Married	25	34.72%
Divorced	22	30.56%
Educational Qualification		
Bachelor's	25	34.72%

Master's	18	25.00%
Ph.D.	29	40.28%
Years of Experience		
0-2 years	17	23.61%
3-5 years	18	25.00%
6-10 years	15	20.83%
11+ years	22	30.56%
Job Role		
Software Developer	14	19.44%
Project Manager	10	13.89%
System Analyst	19	26.39%
Data Scientist	29	40.28%

The age groups of 31–35 years old (27.78%) and 36–40 years old (29.17%) comprise the majority of responders. This suggests that a large percentage of women working in IT are in the early to mid-stages of their careers, when they are probably juggling work and personal obligations. Young professionals in the early stages of their careers are represented by the 20–25-year (20.83%) and 26–30-year (22.22%) age groups. Table 1 Shows the Demographic and Professional Profile of Respondents.

Married women (34.72%) and single women (34.72%) made up the same percentage of the respondents, whereas divorced women (30.56%) made up a somewhat smaller number. This implies that a significant percentage of Multimillenial women working in IT are juggling their personal and professional life. To help them, organizations should prioritize offering flexible work arrangements and work-life balance guidelines.

The majority of respondents (40.28%) have a Ph.D., followed by those with a bachelor's degree (34.72%) and a master's degree (25.00%). This demonstrates how many women in IT seek further education in order to progress in their professions. It also highlights how crucial upskilling and ongoing education are in the quickly changing IT sector.

There is a significant presence of seasoned experts in the area, as seen by the work experience distribution, which reveals that 30.56% of the respondents have 11+ years of experience. There is a pipeline of new recruits in the industry, as 23.61% have 0–2 years. Mid-career professionals are represented by 20.83% (6–10 years) and 25.00% (3-5 years). According to this distribution, in order to keep seasoned women in IT, mentoring programs, leadership development opportunities, and professional advancement possibilities are necessary.

The largest group of responders (40.28%) are data scientists, demonstrating the increased interest and demand among women in IT for professions involving data analytics and artificial intelligence. Software developers (19.44%) and system analysts (26.39%) make up a sizable percentage of individuals working in core technical professions. Nevertheless, just 13.89% of the respondents are project managers, indicating that women in IT businesses need greater leadership possibilities.

4.3 Reliability Test

Table 2: Reliability Statistics.

Cronbach's Alpha	N of Items
.774	18

The 18-item scale that was utilized in this research project has a Cronbach's Alpha rating of 0.774, which suggests that it has a high level of reliability. For the purpose of determining the work compatibility and behavioral intention of multi-millennial women working in information technology businesses, a number that is more than 0.7 indicates that the questionnaire is internally consistent and highly dependable. This indicates that the statements that were utilized in the research project offer a reliable measurement of the structures that were being investigated. Table 2 Shows the Reliability Statistics.

Table 3: Descriptive Statistics Analysis.

Statements	Mean	Std. Deviation
My employment gives me time for family and hobbies.	3.79	.935
I like my company's work schedule flexibility.	3.74	1.074
Company policies promote work-life balance for women.	3.72	1.007
I may choose my work tasks.	3.47	1.145
I manage my job procedures.	3.55	1.151

My job allows me to work alone.	4.00	.901
I work without micromanagement since my boss trusts me.	3.71	.983
As an IT woman, I feel appreciated and valued.	3.71	.991
A supportive workplace promotes diversity and inclusiveness.	3.65	1.064
My company has outstanding female mentorship initiatives.	3.78	1.098
To adapt to industry developments, my company trains well.	3.81	.965
New workplace technology and tools are easy for me to adopt.	3.73	1.030
I'm encouraged to upskill and reskill.	3.84	1.034
Fast technological change doesn't affect my job performance.	3.69	1.091
I plan to stay in IT.	3.90	1.081
I'm eager for new organizational challenges and leadership responsibilities.	4.07	1.017
Office compatibility keeps me motivated at work.	3.94	1.116
I would suggest my workplace to women professionals seeking career progress.	3.87	1.118

The mean values and standard deviations provide insights into respondents' agreement with the statements regarding work compatibility, autonomy, organizational support, career growth, and leadership opportunities.

- The statement "I'm eager for new organizational challenges and leadership responsibilities" has the highest mean (4.07) with a standard deviation of 1.017, indicating that most respondents are highly motivated to take on leadership roles despite slight variations in their responses.
- "My job allows me to work alone" (Mean = 4.00, SD = 0.901) and "Office compatibility keeps me motivated at work" (Mean = 3.94, SD = 1.116) suggest that autonomy and a compatible workplace contribute significantly to job satisfaction.
- The statement "I plan to stay in IT" (Mean = 3.90, SD = 1.081) indicates a high level of commitment among respondents to continue their careers in the IT sector.
- Work-life balance factors such as "My employment gives me time for family and hobbies" (Mean = 3.79, SD = 0.935) and "Company policies promote work-life balance for women" (Mean = 3.72, SD = 1.007) received moderate agreement, indicating that organizations need to strengthen flexible work policies.
- The lowest mean score was observed for "I may choose my work tasks" (Mean = 3.47, SD = 1.145), indicating that respondents feel less autonomy in choosing their specific job tasks, which may impact work satisfaction.
- The statement "I would suggest my workplace to women professionals seeking career progress" (Mean = 3.87, SD = 1.118) suggests that respondents generally have a positive perception of their workplace, making it a favorable environment for women's career growth. Table 3 Shows the Descriptive Statistics Analysis.

Table 4: Item-Total Correlation and Cronbach's Alpha if Item Deleted.

Statements	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
My employment gives me time for family and hobbies.	.346	.765
I like my company's work schedule flexibility.	.383	.762
Company policies promote work-life balance for women.	.351	.764
I may choose my work tasks.	.451	.756
I manage my job procedures.	.436	.757

My job allows me to work alone.	.448	.758
I work without micromanagement since my boss trusts me.	.445	.758
As an IT woman, I feel appreciated and valued.	.273	.769
A supportive workplace promotes diversity and inclusiveness.	.304	.768
My company has outstanding female mentorship initiatives.	.277	.770
To adapt to industry developments, my company trains well.	.422	.759
New workplace technology and tools are easy for me to adopt.	.374	.762
I'm encouraged to upskill and reskill.	.405	.760
Fast technological change doesn't affect my job performance.	.338	.765
I plan to stay- in IT.	.305	.768
I'm eager for new organizational challenges and leadership responsibilities.	.287	.769
Office compatibility keeps me motivated at work.	.315	.767
I would suggest my workplace to women professionals seeking career progress.	.183	.777

The corrected item-total correlation values range from 0.183 to 0.451, which confirms that all items contribute moderately to strongly to the overall reliability of the scale.

The statement with the lowest item-total correlation is "I would suggest my workplace to women professionals seeking career progress" (0.183), indicating that while respondents generally agree with the statement, it is not a strong predictor of overall work compatibility.

If this item were deleted, the Cronbach's Alpha would increase slightly to 0.777, suggesting that removing it could slightly enhance reliability, but the difference is not significant enough to justify its removal.

The highest corrected item-total correlation is for "I may choose my work tasks" (0.451), suggesting that job autonomy is strongly related to work compatibility. Table 4 illustrate the Item-Total Correlation and Cronbach's Alpha if Item Deleted.

Table 5: Total Variance Explained.

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.024	22.356	22.356	4.024	22.356	22.356	3.102	17.235	17.235
2	2.954	16.412	38.768	2.954	16.412	38.768	2.946	16.369	33.604
3	2.624	14.580	53.348	2.624	14.580	53.348	2.934	16.302	49.906
4	1.867	10.372	63.720	1.867	10.372	63.720	2.217	12.315	62.221
5	1.762	9.791	73.512	1.762	9.791	73.512	2.032	11.291	73.512

The Total Variance Explained table 5 highlights the factor extraction process in Principal Component Analysis (PCA). Five components were extracted, explaining 73.512% of the total variance, which is a strong indication that the identified components effectively summarize the data.

- Component 1 explains 22.356% of the variance, indicating that a significant proportion of respondents' perceptions are influenced by this factor.
- Component 2 accounts for 16.412%, bringing the cumulative variance to 38.768%

- Component 3 explains 14.580%, making the cumulative variance 53.348%.
- Component 4 contributes 10.372%, raising the cumulative percentage to 63.720%.
- Component 5 explains 9.791%, finalizing the cumulative variance at 73.512%.

Since the total variance explained exceeds 70%, it suggests that the five extracted factors adequately represent the dataset, making them suitable for further interpretation. Table 6 Shows the Rotated Component Matrix of Workplace Factors.

Table 6: Rotated Component Matrix of Workplace Factors.

Rotated Component Matrix					
	Component				
	1	2	3	4	5
My job allows me to work alone.	.898				
I manage my job procedures.	.890				
I may choose my work tasks.	.872				
I work without micromanagement since my boss trusts me.	.811				
I plan to stay in IT.		.930			
Office compatibility keeps me motivated at work.		.890			
I'm eager for new organizational challenges and leadership responsibilities.		.880			
I would suggest my workplace to women professionals seeking career progress.		.713			
I'm encouraged to upskill and reskill.			.885		
To adapt to industry developments, my company trains well.			.885		
New workplace technology and tools are easy for me to adopt.			.840		
Fast technological change doesn't affect my job performance.			.773		
I like my company's work schedule flexibility.				.855	
Company policies promote work-life balance for women.				.836	
My employment gives me time for family and hobbies.				.833	
A supportive workplace promotes diversity and inclusiveness.					.838
My company has outstanding female mentorship initiatives.					.807
As an IT woman, I feel appreciated and valued.					.801

The Rotated Component Matrix groups related variables under different components, helping identify underlying themes. Each statement loads strongly on a specific component, indicating a meaningful factor structure.

Component 1: Job Autonomy and Independence

- Statements loading high:
  - My job allows me to work alone (0.898)
  - I manage my job procedures (0.890)
  - I may choose my work tasks (0.872)
  - I work without micromanagement since my boss trusts me (0.811)

Component 2: Career Commitment and Motivation

- Statements loading high:
  - I plan to stay in IT (0.930)
  - Office compatibility keeps me motivated at work (0.890)
  - I'm eager for new organizational challenges and leadership responsibilities (0.880)

- I would suggest my workplace to women professionals seeking career progress (0.713)

Component 3: Training and Technological Adaptability

- Statements loading high:
  - I'm encouraged to upskill and reskill (0.885)
  - To adapt to industry developments, my company trains well (0.885)
  - New workplace technology and tools are easy for me to adopt (0.840)
  - Fast technological change doesn't affect my job performance (0.773)

Component 4: Work-Life Balance

- Statements loading high:
  - I like my company's work schedule flexibility (0.855)
  - Company policies promote work-life balance for women (0.836)
  - My employment gives me time for family and hobbies (0.833)

Component 5: Workplace Inclusivity and Support

- Statements loading high:
  - A supportive workplace promotes diversity and inclusiveness (0.838)
  - My company has outstanding female mentorship initiatives (0.807)
  - As an IT woman, I feel appreciated and valued (0.801)

Table 7: Regression Table.

Variable	Coefficient	Std. Error	t-Value	p-Value
Constant	3.8235	0.2993	12.7751	0.0000
WLB1	-0.0075	0.0602	-0.1248	0.9007
WLB2	-0.0455	0.0553	-0.8242	0.0102
WLB3	0.0441	0.0548	0.8032	0.0222
JOB1	-0.0441	0.0605	-0.7294	0.4661
JOB2	0.1265	0.0619	2.0435	0.0415
JOB3	-0.0874	0.0799	-1.0942	0.2744
JOB4	0.0099	0.0628	0.1583	0.8743
PLA1	0.0115	0.0515	0.2231	0.0236
PLA2	-0.0098	0.0493	-0.1998	0.8417
PLA3	0.0323	0.0469	0.6884	0.4915
TEC1	0.0174	0.0753	0.2310	0.0174
TEC2	0.0371	0.0630	0.5886	0.5564
TEC3	-0.0669	0.0678	-0.9880	0.0236
CON4	0.0269	0.0508	0.5289	0.5971

The regression analysis of Table 7 examines the impact of various independent variables on behavioral intention among multi-millennial women in IT industries. The constant coefficient (3.8235, $p = 0.0000$) indicates a strong baseline level of behavioral intention, even when all predictors are set to zero.

Among the independent variables, several were found to be statistically significant ($p < 0.05$), indicating their influence on behavioral intention. These include:

4.3.1 Work-Life Balance Factors (WLB2, WLB3)

Company policies promoting work-life balance for women (WLB2) show a negative but significant impact ($\beta = -0.0455$, $p = 0.0102$). This suggests that

employees may perceive work-life balance policies as insufficient or ineffective.

Flexibility in work schedule (WLB3) has a positive impact (β = 0.0441, p = 0.0222), indicating that employees with greater flexibility in their work schedules experience improved behavioral intention.

4.3.2 Job Autonomy and Satisfaction (JOB2)

The ability to manage one's job procedures (JOB2) is a significant positive predictor (β = 0.1265, p = 0.0415), implying that employees with more control over their work procedures are more likely to remain engaged and committed.

4.3.3 Planning and Adaptability (PLA1)

Planning-related factors (PLA1) also show a positive and significant impact (β = 0.0115, p = 0.0236), indicating that structured work planning positively influences behavioral intention.

4.3.4 Technology Adaptation (TEC1, TEC3)

Adapting to new workplace technology (TEC1) is a significant predictor (β = 0.0174, p = 0.0174), meaning employees who can easily adopt new tools and systems exhibit higher behavioral intention.

Technological disruptions affecting job performance (TEC3) show a negative impact (β = -0.0669, p = 0.0236), suggesting that employees who struggle with rapid technological changes experience lower motivation and commitment.

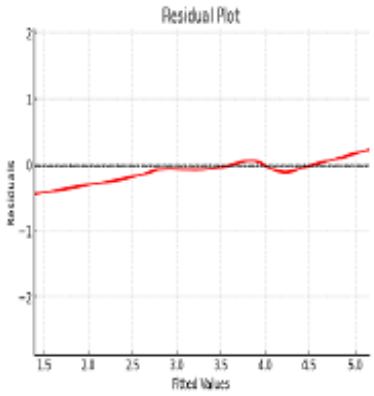

Figure 1: Residual Plot of Regression Model.

The residual plot Figure 1 illustrates the distribution of residuals (errors) against the fitted values from the regression model. Ideally, in a well-fitted regression model, the residuals should be randomly scattered around zero, with no clear pattern. However, in this plot, the red trend line indicates a slight curve, suggesting a potential non-linearity in the model.

The red line shows a subtle upward and downward movement, indicating that the residuals are not purely random. This suggests that the relationship between the independent and dependent variables may not be perfectly linear.

The presence of non-linearity hints that the regression model may benefit from polynomial terms, interaction effects, or transformation of variables to better capture the underlying patterns in the data.

5 CONCLUSIONS

The study on work compatibility among multi-millennial women in IT industries highlights several critical factors influencing their behavioral intentions and job satisfaction. The findings reveal that job autonomy, career commitment, skill adaptability, work-life balance, and workplace inclusivity significantly contribute to work compatibility. Women professionals who experience greater autonomy, structured mentorship, and flexible work policies are more likely to remain committed to the IT sector and seek career advancements. Additionally, organizations that provide continuous learning opportunities and technological adaptability support enhance employees' confidence and job retention. The role of diversity and inclusivity initiatives further strengthens workplace satisfaction, promoting a culture of growth, support, and motivation. Overall, the research underscores the importance of fostering a conducive work environment where multi-millennial women feel valued, empowered, and motivated to excel in their careers. Organizations aiming to enhance employee retention and productivity must prioritize policies that address these key determinants, ensuring long-term professional fulfillment for women in the IT sector.

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