Research Article

Emotional Intelligence and Job Satisfaction: The Mediating Role of Work-Life Balance Among IT Professionals in Uttar Pradesh

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Abstract:

The present investigation examines the multifaceted linkage, investigating how emotional intelligence (EI) influences levels of job satisfaction (JS) within the of cohort of IT professionals operating in the state of Uttar Pradesh, with a specific focus on exploring how equilibrium between professional and personal domains serves as a conduit for indirect effects. In the rapidly evolving IT sector, understanding how psychological factors like EI contribute to employee satisfaction constitutes a critical determinant in optimizing organizational efficacy and fostering holistic employee well-being. Employing a structured quantitative methodology, empirical data were systematically gathered from 552 respondents across five major IT hubs in Uttar Pradesh through a structured questionnaire. Quota sampling ensured proportional representation across technical, managerial, and other professional roles. Mediation effects were examined utilizing Hayes' PROCESS Macro (specifically Model 4) to examine direct, indirect, and total effects. The results reveal that emotional intelligence significantly manifests job satisfaction both as a direct effect and as an indirect pathway mediated through the facilitation of work-life balance (WLB). The mediation analysis substantiates that WLB functions as a critical intermediary, amplifying the association between EI and JS. Empirical evidence indicates that individuals exhibiting elevated levels of EI are more likely to attain an enhanced equilibrium between professional and personal domains, which consequently fosters greater job satisfaction. These results emphasize the strategic value of embedding emotional intelligence enhancement and WLB frameworks within organizational policies to optimize employee well-being and productivity. These insights can guide HR professionals and managers in designing targeted interventions enhance organizational commitment and mitigate occupational exhaustion, and foster a more resilient workforce.

1. Introduction

1.1 Foundational Context and Critical Role of Emotional Intelligence within Organizational Environments

has emerged as a vital competency in organizational contexts (Balakumar et al., 2024; Zhang et al., 2023; Krén & Séllei, 2021), significantly influencing employee behaviours and a wide range of organizational outcomes (Usmani et al., 2024). Conceptualized as constituting the faculty to reliably

discern and cognitively process information, and modulate one's own emotional states, while managing interpersonal relationships with empathy and skill (Goleman, 1995), EI is instrumental in cultivating workplace harmony and enhancing productivity (Faugoo & Khoosye, 2024; Kargeti, 2021; Bolanle & Konya, 2021; Ozoekwe & Konya, 2021; Goleman, 1995).
Employees having higher EI cope with stress better (Blendea et al., 2024; Kukah et al., 2022; Sharp et al., 2020; Lea et al., 2019), resolving conflicts constructively (Winardi et al., 2022; Jordan & Troth,

2021; Chen et al., 2019), and fostering cooperative workplace relationships (Kukah et al., 2022; Chauhan et al., 2022), all of which are essential for achieving strategic goals. In dynamic industries such as IT, where professionals face high workloads, rapid technological change, and constant competition, the ability to manage emotions is a critical determinant of individual resilience and team effectiveness (Murmu & Neelam, 2022; Michinov & Michinov, 2022; Al-Dhuhouri et al., 2020; Zhang et al., 2020).

1.2 Strategic Relevance of Job Satisfaction and Work–Life Integration in the Contemporary IT Sector

JS is a foundational element of organizational effectiveness (Kurdi et al., 2020), reflecting a comprehensive cognitive-affective appraisal by the employee concerning the nature of their occupational role, assigned responsibilities, and the psychosocial characteristics of their work environment. Elevated degrees of job satisfaction are linked with stronger organizational commitment (Siswanto, 2023; Ennida & Allouani, 2023; Aziz et al., 2021; Jigjiddorj et al., 2021; Saputra & Riana, 2021; Hakami et al., 2020), enhanced productivity (Shan & Tang, 2023; Okolocha, 2021; Utar et al., 2021; Utami et al., 2020), and increased innovation (Alshebami, 2021). Yet, sustaining job satisfaction in the IT sector remains a challenge as a consequence of prolonged occupational time commitments, tight deadlines, and the continuous blurring of work-life boundaries caused by digital connectivity.

In this context, WLB Serves as a pivotal determinant in allowing employees to effectively navigate the concurrent exigencies of occupational responsibilities and individual life spheres. An enhanced sense of WLB not only improves mental health equilibrium (Abdul Jalil et al., 2023; Yudiani & Istiningtyas, 2022; Borowiec & Drygas, 2022; Cvenkel, 2021; Saraswati & Lie, 2020) and physical health (Borowiec & Drygas, 2022) but also benefits organizational performance by reducing absenteeism (Ngwenya & Utete, 2023; Hassan Helaly et al., 2022; Medina-Garrido et al., 2020; Saygili et al., 2020), lowering turnover intentions (Ahmad Saufi et al., 2023; Yu et al., 2022; Han-Sun et al., 2022; Suganda, 2022), and mitigating burnout (Bodendieck et al., 2022). The significance of WLB in the IT industry is increasingly recognized as it serves to enhance retention, reduce stress, and sustain long-term employee engagement—making it a strategic priority for organizations.

1.3 Research Gap and Justification

Although extensive research has explored the individual impacts of EI, WLB, and JS, limited studies have investigated their interrelationships, particularly within the Indian IT sector. Most existing literature focuses on Western or metropolitan contexts, often overlooking regional dynamics in emerging IT hubs such as those in Uttar Pradesh, one of India's rapidly developing technology corridors, presents a unique socio-professional context marked by emerging IT hubs outside of traditional metros. The region's evolving corporate ecosystem, demographic diversity, and distinct socio-cultural work norms make it a valuable for the study. Despite the growing importance of EI, few studies have examined its impact on JS through the lens of WLB in regional IT sectors.

Moreover, while WLB has been posited as a potential mediator between EI and JS, empirical evidence in support of this mediating role remains insufficient, especially in non-metropolitan Indian settings.

This research endeavours to elucidate both the direct and mediated pathways through which EI influences JS, positing WLB as a critical intervening construct within this relational framework. By focusing on IT professionals in five major cities of Uttar Pradesh, this research contributes regionally specific insights that can inform HR practices and organizational development strategies aimed at fostering sustainable employee engagement and performance.

2. Review of literature

2.1 Conceptual Foundations of Emotional Intelligence and Its Strategic Implications for Organisational Behaviour and Workplace Dynamics

Emotional intelligence, initially formulated by Goleman (1995), refers to an individual's inherent aptitude for intrapersonal emotional discernment and regulation, coupled with the adept management of social interactions and relational dynamics. In the workplace, EI has garnered increasing empirical attention as a pivotal determinant influencing employee behaviour (Lima et al., 2022; Yu et al., 2022; Gómez-Leal, et al., 2021), decision-making (Thuc, 2023; Alzoubi & Aziz, 2021; Moon, 2021), and performance (Grobelny et al., 2021; Miao et al., 2021). High levels of EI enable employees to adapt to organizational demands, resolve conflicts constructively (Soriano-Vázquez et al., 2023; Winardi et al., 2022), and maintain composure under stress (Toriello et al., 2022; Sharp et al., 2020), fostering a collaborative (Kukah et al., 2022; Chauhan et al., 2022) and efficient work environment. The conceptual foundation

underpinning EI integrates cognitive and emotional competencies, emphasizing intrapersonal awareness, emotional self-control, interpersonal adeptness, affective attunement, and intrinsic drive as key dimensions (Bajpai et al., 2022; Mayer & Salovey, 1997). These competencies are particularly relevant in dynamic work settings, such as the IT industry, where emotional resilience and interpersonal effectiveness are essential for navigating complex challenges.

2.2 Investigating the Interrelations Among Emotional Intelligence, Work-Life Synergy, and Job Contentment

A rigorous empirical inquiry into dynamic relationship between EI competencies and WLB is well-documented, with studies indicating that individuals exhibiting elevated levels of emotional intelligence demonstrate superior capability in effectively balancing and regulating the divergent imperatives inherent in occupational responsibilities and personal life domains (Baker et al., 2024; Manikandan et al., 2022; Joyce et al., 2021; Nanda & Randhawa, 2020; Vasumathi et al., 2019). EI facilitates prioritization, stress management, and conflict resolution, thereby facilitating an optimal integration of occupational obligations with personal life commitments. For instance, employees with higher EI reflect greater adaptability with resilience (Mao et al., 2021; Trigueros et al., 2020; Prentice et al., 2020), enabling them to lessen the negative effects of work-related stress (Sharp et al., 2020) on their personal lives.

WLB, in turn, exhibits primary role in enhancing JS (Paudel et al., 2024; Aruldoss et al., 2022; Yusnita et al., 2022; Kasbuntoro et al., 2020). Employees who perceive better WLB report increased satisfaction (Paudel et al., 2024; Aruldoss et al., 2022; Yusnita et al., 2022; Kasbuntoro et al., 2020), reduced burnout (Bodendieck et al., 2022), and improved engagement (Jaharuddin & Zainol, 2019). The positive interplay linking WLB and JS underscores the significance of organizational support mechanisms, such as flexible work arrangements, in evoking employee well-being with productivity.

The direct relation between EI and JS is also significant (Batista et al., 2022). Employees with high EI demonstrate a greater propensity for enhanced job satisfaction due to their ability to navigate workplace challenges with emotional competence. Their capacity to foster positive interpersonal relationships and maintain a solution-oriented mindset contributes to a heightened sense of professional gratification and engagement. The cumulative evidence suggests that EI, WLB, and JS are interlinked, with EI acting as a foundational driver of both WLB and JS.

2.3 Studies Highlighting the Mediating Role of Work-Life Balance

Recent research highlights the mediating role of WLB in the relationship between EI and JS (Kinnary et al., 2023; Nathaya et al., 2022; Memon et al., 2020). WLB serves as a crucial intermediary that translates the positive effects of EI into enhanced job satisfaction. For example, employees with high EI can better maintain WLB (Baker et al., 2024; Manikandan et al., 2022; Joyce et al., 2021; Nanda & Randhawa, 2020; Vasumathi et al., 2019), which, in turn, leads to increase in satisfaction (Paudel et al., 2024; Aruldoss et al., 2022; Yusnita et al., 2022; Kasbuntoro et al., 2020) with their job roles. This mediating effect emphasizes the critical necessity of cultivating WLB as a strategic organizational priority.

Mediation analysis techniques, such as Hayes' PROCESS Macro, have been employed in several studies to quantify this effect. These studies demonstrate that while EI directly influences JS, the indirect effect through WLB significantly amplifies this relationship. Organizations that invest in initiatives to enhance both EI and WLB are better positioned to achieve augmented levels of employee morale and increased operational productivity.

3. Methodology of research

3.1 Research Design and Technique of Sampling

This investigation utilizes a structured empirical methodology employing numerical data and statistical analysis to examine measurable variables and test theoretical linkage between EI and JS, incorporating WLB as an intervening construct. The population comprised IT professionals working across five major IT hubs in Uttar Pradesh: Lucknow, Noida, Ghaziabad, Kanpur, and Prayagraj.

To ensure representativeness, the research used quota sampling, a non-probability sampling technique, wherein respondents were proportionally selected from different job roles (technical, managerial, and support) to reflect the actual workforce composition. This method was chosen due to its ability to ensure adequate subgroup representation, particularly within a diverse professional sector like IT.

The sample consisted of 552 respondents, categorized into technical, managerial, and other roles, reflecting the typical workforce distribution.

3.2 Methodological Basis for Sample Size Estimation

The final sample size consisted of **552 respondents**, exceeding the minimum required based on **Cochran's formula** for high-volume population contexts:

$$n_0 = \frac{Z^2 \cdot p \cdot (1-p)}{e^2}$$

Based on a 95% confidence level (Z = 1.96), an assumed population proportion of 0.5, and a permissible margin of error of 5% (e = 0.05), the statistically required minimum sample size, calculated as follows:

$$n_0 = \frac{(1.96)^2 \cdot 0.5 \cdot (1-0.5)}{(0.05)^2} = 384.16$$

Thus, a sample of 552 respondents not only meets but **surpasses statistical requirements**, enhancing the reliability and generalizability of findings.

3.3 Instrument used for Data Collection and Tool Reliability

Primary data were obtained via a systematically designed, self-administered survey instrument, divided into four parts:
- **1**: Demographic information
- **2**: EI
- **3**: WLB
- **4**: JS

The dimensions were operationalized using a five-point Likert-scale (1 = Strongly Disagree to 5 = Strongly Agree). The instrument underwent **content validation** by subject matter experts and a **pilot test** with 51 respondents.

Reliability of each dimension using Cronbach's alpha:
- EI: $\alpha = 0.901$
- WLB: $\alpha = 0.842$
- JS: $\alpha = 0.835$

These results indicate **high internal consistency** across the scales used.

3.4 Tools and Techniques

Data collection was conducted utilizing a systematically structured instrument to obtain participants' demographic information and key factors influencing WLB. The questionnaire comprised close-ended and Likert scale-based items to ensure clarity and precision. Statistical analyses were performed using SPSS, with Hayes' PROCESS Macro (Model 4) employed to examine mediation effects. This advanced tool facilitated the computation of direct, indirect, and total effects, ensuring robust and reliable insights into the relationships among variables.

3.5 Statistical Approach

A mediation analysis was conducted using bootstrapping techniques with 5,000 resamples to strengthen the robustness of the results. The bootstrapped confidence intervals were computed at a 95% confidence threshold, the statistical significance of mediation pathways. This method ensured that the results were not only statistically robust but also free from assumptions of normality, making them suitable for complex mediation models.

By synthesizing these methodological components, the study delivers a holistic and scientifically rigorous exploration of the factors that influence WLB and their implications for JS among IT professionals in Uttar Pradesh.

4. Data outcomes with interpretative insights

4.1 Demographic Statistics of the Sample: The following table provides demographic characteristics of the population in brief, generated using frequency analysis, conducted by SPSS.

Descriptive Overview			
Variable	**Categories**	**Frequency**	**Percentage**
Gender	Male	412	74.6
	Female	140	25.4
Age (in years)	21 to 30	460	83.3
	31 to 40	83	15
	41 & above	9	1.6
Marital Status	Single	454	82.2
	Married with kids	52	9.4

	Married without kids	46	8.3
Type of Family	Nuclear family	402	72.8
	Joint family	150	27.2
Designation	Technical roles	441	79.9
	People & Management	83	15
	Others	28	5.1
Tenure of Work (in years)	Less than 5	419	75.9
	5 to 10	124	22.5
	More than 10	9	1.6

Table 1. Demographic profile of IT employees (N = 552)

Interpretation:

The demographic analysis of the study sample (N = 552) highlights a predominantly male representation (74.6%), with the majority of respondents aged 21–30 years (83.3%). A significant portion of the participants were single (82.2%) and belonged to nuclear families (72.8%). Regarding professional roles, 79.9% of the respondents were engaged in technical roles, while 15% were in people and management positions, and 5.1% were in other roles. Most participants (75.9%) reported having less than five years of professional engagement, highlighting a predominantly early-career and relatively youthful workforce profile.

4.2 Mediation Analysis:

To examine the mediating effects within the conceptual framework, **Hayes' PROCESS macro Model 4** was implemented as the primary analytical framework. This tool, integrated with SPSS, facilitated the computation of direct, indirect, and total effects, providing bootstrapped confidence intervals for assessing the significance of mediation pathways. The analysis adhered to a 95% confidence level, employing 5,000 bootstrap samples to ensure robust inferences regarding mediation effects.

Mediation Analysis is performed for examining the impact of EI on JS with WLB as a mediating factor.

Path	β	SE	p-value	95% CI (LLCI, ULCI)	R²	Significance
Path a: EI → WLB	0.4413	0.0353	<0.001	[0.3719, 0.5107]	0.2209	**Significant**
Path b: WLB → JS	0.5312	0.0496	<0.001	[0.4338, 0.6286]	0.348	**Significant**
Path c': EI → JS (Direct)	0.3146	0.0466	<0.001	[0.2231, 0.4062]		**Significant**
Indirect Effect (a*b)	0.2344	0.0338	-	[0.1733, 0.3054]		**Significant**
Total Effect (c): EI → JS	0.5491	0.0452	<0.001	[0.4604, 0.6378]		**Significant**

Table 2. Mediation analysis

Interpretation- The table can be interpreted as follows: -
Overview:
- **Independent Variable (X):** Emotional Intelligence
- **Mediator Variable (M):** Work-life balance
- **Dependent Variable (Y):** Job Satisfaction

Figure 1. Conceptual model

1. Path a: EI → WLB
- **R² = 0.2209:**

Approximately 22.09% of the variance in WLB is explained by EI, indicating a moderate but significant relationship between EI and WLB.
- **EI Coefficient (β = 0.4413, p < 0.001):**

For each unit increase in EI, WLB increases by 0.4413 units. This relationship is statistically significant, confirming that higher EI contributes to better WLB.

Null Hypothesis 1: There is no significant effect of Emotional Intelligence on Work-Life Balance.
Result: The null hypothesis was rejected due to a p-value below 0.001, demonstrating a statistically significant positive association between EI and WLB.

2. Path b: WLB → JS
- **R² = 0.348:**

A total of 34.8% of the variance in JS is accounted for collectively by WLB and EI, reflecting a moderate explanatory power of the proposed model.
- **WLB Coefficient (β = 0.5312, p < 0.001):**

An incremental unit enhancement in WLB corresponds to a 0.5312 unit increase in JS, with the association demonstrating statistical significance, thereby substantiating that improvements in WLB contribute positively to elevated JS levels.

Null Hypothesis 2: There is no significant effect of Work-Life Balance on Job Satisfaction.
Result: The null hypothesis was rejected, as the p-value fell below 0.001, demonstrating a statistically significant and positive association between WLB and JS.

3. Path c': EI → JS (Direct Effect)
- **EI Coefficient (β = 0.3146, p < 0.001):**

For each unit increase in EI, JS increases by 0.3146 units. This relationship is statistically significant, confirming a direct positive effect of EI on JS.

Null Hypothesis 3: There is no significant effect of Emotional Intelligence on Job Satisfaction.
Result: The null hypothesis was dismissed given that the p-value fell below the 0.001 threshold,

thereby confirming a statistically significant direct influence of EI on JS.

4. Indirect Effect of EI on JS via WLB (a*b)
- **Indirect Effect (via WLB, β = 0.2344):**

The indirect effect of EI on JS through WLB is 0.2344.
- **95% Confidence Interval (LLCI = 0.1733, ULCI = 0.3054):**

The exclusion of zero from the confidence interval substantiates the statistical significance of the indirect effect. This finding was determined using the **Hayes PROCESS macro (Hayes, 2017)**, where significance was assessed based on the confidence interval, not the p-value.

Results reveal that WLB substantially mediates the linkage between EI and JS.

Null Hypothesis 4: There is no significant indirect effect of Emotional Intelligence on Job Satisfaction through Work-Life Balance.
Result: The indirect effect attained statistical significance, thereby leading to the rejection of the null hypothesis, as confirmed by the confidence interval not including zero.

5. Total Effect (c): EI → JS
- **EI Coefficient (β = 0.5491, p < 0.001):**

The total effect of EI on JS is 0.5491. This represents the overall relationship between EI and JS, combining both the direct and indirect effects via WLB.

For each unit increase in EI, JS increases by 0.5491 units. This relationship is statistically significant, confirming that higher Emotional Intelligence leads to higher Job Satisfaction.

5. DISCUSSION

The findings corroborate extant scholarship that underscores the critical impact of EI in fostering WLB **(Baker et al., 2024; Manikandan et al., 2022; Joyce et al., 2021; Nanda & Randhawa, 2020; Vasumathi et al., 2019)** and job satisfaction **(Batista et al., 2022)**. Empirical evidence indicates that individuals possessing high emotional intelligence demonstrate superior capabilities in stress regulation and interpersonal communication, and also maintain equilibrium between professional and personal domains, thereby enhancing their overall satisfaction (Goleman, 1995). The findings further support the mediating role of WLB, which serves as a critical conduit through which emotional intelligence translates into JS (Kinnary et al., 2023; Nathaya et al., 2022; Siddiqui & Bisaria, 2022; Memon et al., 2020).

The significant direct influence and mediated impact of EI on JS underscore the multifaceted impact of this construct. While emotional intelligence independently enhances job satisfaction, its

influence is amplified through improved WLB. These results are consistent with the work of scholars who argue that fostering emotional intelligence can create a ripple effect, improving both individual well-being and organizational outcomes.

Practical ramifications highlight the imperative for organizations to integrate EI development and WLB frameworks into their strategic priorities. Targeted investments in these domains not only bolster employee well-being but also catalyze improvements in organizational performance and staff retention. These outcomes reinforce the empirically established nexus among EI, work-life equilibrium, and JS, offering valuable, evidence-based guidance for both academic inquiry and applied human resource practices.

6. Conclusion

This investigation delineates the intricate interrelation among EI, WLB, and JS within the context of IT professionals in Uttar Pradesh. The empirical findings indicate that emotional intelligence influences job satisfaction through both direct and mediated mechanisms, with WLB emerging as a statistically significant intermediary.

The direct pathway illustrates that individuals exhibiting elevated emotional intelligence levels tend to report enhanced job satisfaction, underscoring the vital role of emotional regulation and social competence in shaping favourable occupational experiences. Concurrently, the indirect pathway highlights that emotional intelligence facilitates more effective navigation of work-life domains, thereby amplifying job satisfaction.

Mediation analysis substantiates that WLB serves as a partial mediator, reinforcing its importance in the EI–JS nexus. These results advocate for dual-pronged organizational strategies: cultivating emotional intelligence through targeted training and fostering institutional frameworks that support work-life equilibrium.

Collectively, these insights stress the necessity for evidence-based interventions specifically for occupational demands of the IT sector. Prioritizing both emotional capability development and work-life integration initiatives may not only bolster employee well-being but also enhance organizational performance and long-term sustainability.

6.1 Practical Applications: Augmenting Emotional Intelligence via Systematic Training Initiatives

It is imperative for organizations to acknowledge EI as a fundamental driver in cultivating a psychologically safe, collaborative, and productive organizational dynamics and enhancing JS. To achieve this, tailored training programs should be implemented, focusing on the development of key EI capabilities encompassing self-perception, affective control, empathic understanding, and social interaction proficiency. These programs can incorporate:

1. **Interactive Workshops:** Facilitate real-time engagement through immersive enactments, contextual case analyses, and problem-solving exercises to help employees navigate emotional challenges effectively.
2. **Personalized Coaching:** Implement personalized coaching frameworks to address individual EI gaps, enabling employees to refine their emotional management and interpersonal strategies.
3. **Digital Learning Platforms:** Leverage technology to provide flexible, self-paced EI training modules, ensuring accessibility for employees across diverse roles and locations.
4. **Feedback Mechanisms:** Establish systems for regular feedback and self-assessment, encouraging employees to monitor and improve their emotional intelligence over time.

By embedding EI training into organizational development initiatives, companies can cultivate a workforce that is emotionally resilient, collaborative, and adaptable to dynamic work environments.

6.2 Strategies for Improving Work-Life Balance to Boost Job Satisfaction

WLB is a critical determinant of JS and overall employee well-being. To enhance WLB, organizations should adopt the following strategies:

- **Flexible Work Arrangements (FWA):** Implement FWA—such as telecommuting, condensed work schedules, and variable working hours—to address heterogeneous employee requirements and mitigate occupational stressors **(Ali & Siddiqui, 2025)**.
- **Workload Management:** Regularly evaluate and optimize workload distribution to prevent burnout and ensure that employees can meet both professional and personal obligations effectively.
- **Supportive Organizational Culture:** Foster a culture that values work-life integration by promoting open communication, recognizing employees'

efforts, and encouraging them to prioritize their well-being.

- **Employee Assistance Programs (EAPs):** Provide access to counselling, wellness resources, and stress management workshops to support employees in maintaining a healthy WLB.
- **Periodic Surveys and Feedback:** Conduct regular assessments of employee satisfaction with work-life balance initiatives to identify gaps and implement improvements.

Adoption of these strategic interventions facilitates the cultivation of a work environment that significantly augments employee job satisfaction while concurrently driving retention, enhancing productivity, and adding to sustained organizational performance.

The data distinctly demonstrate critical significance of integrating EI training and WLB strategies into organizational policies. By addressing these factors, companies can achieve a dual benefit: fostering a more satisfied and engaged workforce while simultaneously driving organizational performance.

6.3 Study Constraints and Prospective Research Trajectories

This research elucidates the nuanced interplay between EI, WLB, and JS among information technology professionals in Uttar Pradesh. The findings underscore that EI contributes to job satisfaction through both direct and mediated pathways, with WLB serving as a critical intervening variable. Elevated emotional intelligence directly correlates with increased job satisfaction, highlighting the relevance of emotional regulation and interpersonal competence in cultivating positive organizational experiences. Additionally, the mediating role of WLB signifies its capacity to channel the benefits of emotional intelligence into enhanced job-related fulfilment. Nonetheless, the study is subject to certain constraints. Although the dataset comprised 552 respondents—sufficient for robust statistical analysis—it may not entirely encapsulate the heterogeneity of the IT workforce, particularly in light of the sector's rapid transformation. Expanding the sample size in future research could improve the external validity and applicability of the results across a broader demographic spectrum. Future studies may benefit from increasing the sample size to further validate the relationships identified in this research.

Secondly, the geographic focus on five cities in Uttar Pradesh, though strategically chosen for their status as growing IT hubs, limits the generalisability of the empirical outcomes to other regions. The work-life balance dynamics in IT sectors may vary significantly across different geographical locations due to cultural, economic, and organizational factors. Expanding the study to include other states or regions with varying levels of IT development could yield a deeper analytical insight into the variables affecting work-life balance.

The methodology, while rigorous, also presents certain limitations. The use of quota sampling, although effective in ensuring proportional representation within sub-groups, may introduce biases inherent in non-random sampling methods. This technique relies on the researcher's judgment in categorizing respondents, which may inadvertently exclude certain sub-groups or perspectives. Future research could explore the use of random sampling or mixed-method approaches to capture a wider range of experiences and reduce sampling bias.

Additionally, the study focused on the IT industry, which, while significant, represents only one sector within the broader workforce. Subsequent research should aim to extend the scope by exploring diverse industrial sectors, such as healthcare, education, or manufacturing, where work-life balance challenges may differ. Comparative studies across industries would allow for a more nuanced exploration into the driving forces governing WLB and their impact on JS and employee well-being.

Finally, longitudinal investigations possess the capacity to elucidate the enduring consequences of EI and WLB on JS. This would allow researchers to assess causal relationships more definitively and explore how these dynamics evolve over time.

Author Statements:

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