



# The Role Of Cultural Intelligence, Sedentary Behavior On Emotional Regulations And Quality Of Work Life Of Corporate Employees

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**Abstract:** Cultural intelligence refers to the skill to relate and work effectively in culturally diverse situations. It's the capability to cross boundaries and prosper in multiple cultures. Sedentary activity refers to the act of sitting for extended periods with minimal muscle movement. Emotional regulation, refers to the processes by which individuals influence which emotions they have, when they have them, and how they experience and express these emotions. Quality of work life is a generic phrase that covers a person's feelings about every dimension of work including economic reward and benefits, security, working conditions, organizational and interpersonal relationship, and its intrinsic meaning in a person's life.

The aim of the study was to examine the role of cultural intelligence, sedentary behaviour on emotional regulation, quality of work life of corporate employees, and to find out is there any difference in emotional regulation and quality of work life among public and private corporate employees.

A descriptive survey research design was used with convenient sampling; total 148 corporate employees were selected in this study. Data were collected using four psychological tools namely, Cultural Intelligence Scale, Sedentary Behaviour Questionnaire, Emotional Regulation Scale, Work-related Quality of Life Scale, in Purulia, Bankura, Howrah district of West Bengal. Descriptive statistics, regression and inferential statistics were used to analyse the data.

Through this study it is concluded that cultural Intelligence and sedentary behaviour have significantly predicted quality of work life of corporate employees. However, no significant association has been found between Cultural Intelligence and Emotional Regulation. This indicates that while cultural Intelligence may contribute to a better overall work experience, it does not necessarily enhance an individual's ability to manage emotions. Sedentary behaviour negatively influence emotional regulation and it's positively influenced quality of work life. In the present study no significant difference among private and public sector have been found in terms of emotional regulations and quality of work life of employees. Hence more geographical area with large number sample is suggested for future research.

**Index Terms** - Cultural Intelligence, Sedentary Behaviour, Emotional Regulation, Quality of Work Life Balance, Corporate Employees

## I. INTRODUCTION

Cultural intelligence refers to the skill to relate and work effectively in culturally diverse situations. It's the capability to cross boundaries and prosper in multiple cultures. It goes beyond our existing knowledge of cultural sensitivity and awareness by highlighting certain skill sets and capabilities needed to successfully realize your objectives in culturally diverse situations. An individual possessing cultural intelligence is not just aware of different cultures – they are able to culturally adapt and effectively work and relate with people across a variety of cultural contexts.

Cultural distinctions extend beyond matters of identity, ethnicity, or religion. Nowadays, businesses are more multicultural than ever, and it's common to collaborate with individuals from a wide range of backgrounds and locations. Many of us work in multi generational organizations. Along with younger or older colleagues who have cultural references, presumptions, and attitudes that are significantly different from our own, this has provided many new opportunities but also obstacles. Conflicts over culture can also arise within the same corporation between teams and departments.

Previous research studies showed significant relation among cultural intelligence and emotional intelligence (Karroubi,2014;Sharma and Singh,2018) but there is a lack of empirical evidence about how cultural intelligence is related to emotional regulation.

On the other hand, several research findings indicates that cultural intelligence can predict job satisfaction of employees (Cheung and Lugosi,2022; Akhter et al.,2021). A study done by Conna\_Yang (2023) revealed that higher motivational CQ was associated with higher levels of work engagement and lower levels of job burnout.

Sedentary activity refers to any behavior that involves an energy expenditure of 1.5 metabolic equivalents (METs) or less while in a sitting or reclining position. In simpler terms, it's the act of sitting for extended periods with minimal muscle movement. An increasing number of people in sedentary employment and thus spend much of their waking hours sitting still. This epidemic of inactivity has many different root causes. Undoubtedly, the layout of contemporary offices, with their abundance of computers and restricted space for mobility, contributes to this. A culture of convenience, where work responsibilities and leisure are easily available with little physical effort, has also been promoted by the advancement of technology.

Zinka et al.(2022) found in their study that job satisfaction and life satisfaction are more significant in determining work performance in sedentary jobs than employee well-being; similarly one study has confirmed that sedentary behaviour is positively associated with negative emotions and difficulties in emotional regulation (wen et. al., 2023). A study done by Yun et.al. (2017) on “The influence of physical activity, sedentary behaviour on health-related quality of life among the general population of children and adolescents: A systematic review”, they found that higher levels of physical activity were associated with better health-related quality of life and increased time of sedentary behavior was linked to lower health-related quality of life among children and adolescents.

According to Gross (1998) emotional regulation refers to the process by which individuals influence which emotions they have, when they have them, and how they experience and express their feelings. Emotional regulation can impact the emotion-producing process at one or more stages and might be automatic, regulated, conscious, or unconscious. The brain's normal response to a stimulating input is to stimulate the amygdala, which controls the fight-or-flight response (Lee, 2018; Van der Kolk, 1994). By using emotional management techniques, we can delay acting on our fight-or-flight responses. According to research, emotions are innate reactions with a strong biological foundation in evolutionary biology (Levenson, 1999). Our everyday thoughts, decisions, and actions are influenced by how we experience and understand things.

For all people, work plays a crucial role in their life. A lot of people work longer hours than they do at home, with their families, or engaging in hobbies. It has become more crucial than ever to strike a balance between one's personal and professional life for this reason. To put it another way, understanding what constitutes a high quality of life at work and how to raise one's degree of satisfaction are crucial. According to experts, the phrase "quality of life at work" originated in the US in the 1970s when American businesses aimed to outperform their rivals—primarily Japanese corporations—by boosting worker enthusiasm. But human nature has always valued one's well-being when going about daily chores.

Thus, quality of life at work can be defined as the level of satisfaction regarding activities performed and the corporate environment. A quality organizational environment promotes a sense of security and personal and professional development among employees.

Information Technology (IT) corporate employees play a crucial role in today's life, given the pervasive influence of technology in almost every aspect of personal and professional activities. A study on the corporate employees is crucial for several reasons, as the corporate sector presents unique challenges and stressors that can significantly impact mental and physical health, such as- high stress levels, like workload and deadlines, prolonged screen time, job security and market demand, work-life balance and mental health issues, as dealing with colleagues, as well as clients from different cultures, is part of their job therefore, assessing their cultural intelligence, along with that their nature of work, i.e., desk job, which means sitting for long time, is also detrimental to their both physical and mental health, thereby assessing their sedentary behaviour is supposed to be very relevant. As well as ability monitor and control their emotions are also important at this hour, as

this will seem to contribute to the overall well-being of workers. Therefore, study on the quality of corporate employees is essential for understanding the unique challenges they face and developing strategies to support their health and productivity. By addressing these issues, organizations can create a healthier, more sustainable work environment for their corporate workforce.

Therefore, the objective of the present study are -To examine the role of cultural intelligence, sedentary behaviour on emotional regulation, quality of work life of corporate employees to find out is there any difference in emotional regulation and quality of work life among public and private corporate employees.

## II. RESEARCH METHODOLOGY

The methodology section outlines the plan and method that how the study is conducted. This includes Universe of the study, sample of the study, Data and Sources of Data, study's variables and analytical framework. The details are as follows;

### 2.1 Population and Sample

In the present study the targeted population were IT and bank employees, who involved in desk job, a sample size of around 148 respondents both male and female consists of Bank and IT employees who are having work experience of 1-28 years and are inhabitants of the district of Bankura, Howrah, Purulia, of West Bengal, who keeping in mind the study's objectives. The respondents are to be selected conveniently from the rural and urban Bank and IT sectors of those districts in West Bengal.

### 2.2 Measures

*Cultural Intelligence scale (CQS)*: - This scale was developed by Earley and Nanyang (2003). It is a 20- item questionnaire to be measured on a 7-point Likert scale ranging from very strongly disagree to very strongly agree. The Cronbach's coefficient alpha value found to be more than .70 for all the dimensions. Convergent Validity Across Rating Sources: Self-rated scores are positively correlated with observer-rated scores, and multi-trait, multi-method analysis supports both convergent validity and predictive validity of self and observer scores.

*Sedentary Behaviour Questionnaire*: - This scale was developed by Rosenberg et.al (2010). This is a self-reported measure of sedentary time, taking into account sedentary behaviours on weekdays and weekends. Each set consist of 9 item scale with 9 points ranging from 1-9. Two-week test-retest reliability in a sample of 49 adults was high for total scores (ICC = 0.85 weekday and 0.77 for weekend total scores) and moderate to excellent for all items and the total score (ICC range = 0.64 to 0.90 weekdays; 0.48-0.93 for weekend days).

*Difficulties in Emotion Regulation Scale*: - This scale was developed by Gratz and Roemer (2004), it consists of 16 items with a response option of 5- point Likert scale ranging from almost never to almost always. The internal consistency came out to be .92 (Cronbach's alpha, Bjureberg et al., 2016).

*Work-Related Quality of Life Scale*: - This scale was developed by Easton and Laar. It consists of 24 items with a response option of 5-point Likert scale ranging from strongly disagree to strongly agree. Cronbach's alpha values often reported above 0.70, indicating good reliability. The WRQoL scale is based on comprehensive theoretical frameworks and literature reviews, indicating strong content validity.

### 2.3 Hypotheses

HA<sub>1</sub>: Cultural intelligence and sedentary behaviour will significantly predict emotional regulation of corporate employees.

HA<sub>2</sub>: Cultural intelligence and sedentary behaviour will significantly predict quality of work life corporate employees.

HA<sub>3</sub>: There will be a significant difference between employees belongs to public and private sectors in terms of emotional regulation.

HA<sub>4</sub>: There will be a significant difference between employees belongs to public and private sectors in terms of quality of work life.

## 2.4 Ethical concern

*Ethics approval:* The study was approved by Sidho-Kanho-Birsha University, Purulia.

*Informed Concerns:* - The objective of the present study was briefly informed to the participants, and consent was taken from them.

*Confidentiality:* - It was confirmed that their responses will be kept confidential and will only be used for research purposes.

## 2.5 Statistical tools

After collecting the data necessary statistical analysis was done in order to serve the purpose of the study.

- In order to summarize the data descriptive statistics was used, i.e., Mean, SD.
- To check the normality of the data Shapiro-wilk test was used.
- Based on nature of the data, spearman correlation was used to check the linear relationship between variables
- To test the casual analysis linear regression was used.
- To see the differences among groups inferential statistics, i.e., Mann-Whitney U test was used.

## III. RESULTS AND DISCUSSION

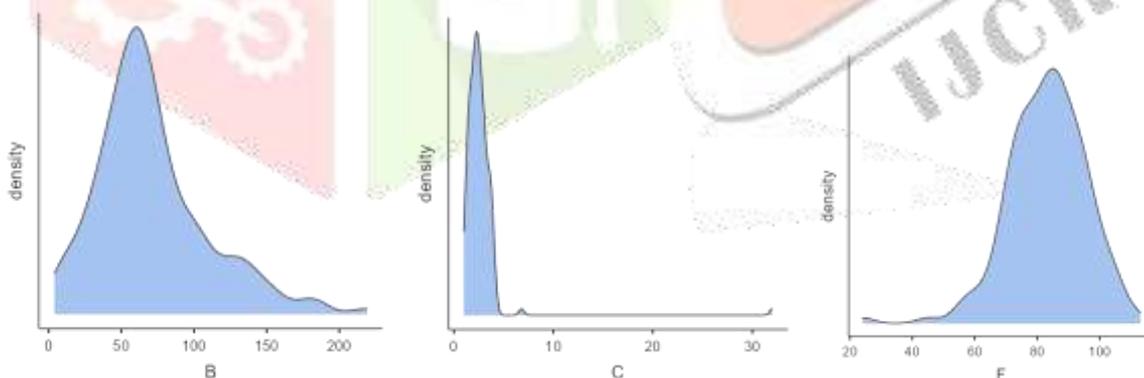
**Table 3.1: Descriptive Statistics for variables**

| Variable | N   | Mean  | Std. Deviation | Minimum | Maximum |
|----------|-----|-------|----------------|---------|---------|
| CQ       | 148 | 4.83  | 3.27           | 1.00    | 43.00   |
| SB       | 148 | 70.70 | 38.33          | 4.00    | 219.00  |
| ER       | 148 | 2.66  | 2.57           | 1.00    | 32.00   |
| WRQoL    | 148 | 83.08 | 12.69          | 24.00   | 113.00  |

Note, CQ= Cultural Intelligence, SB= Sedentary Behavior, ER = Emotional Regulations

WRQoL = Quality of work life

### Figures



**Table 3.2: Shapiro-Wilk Test for normality for sample data**

| Variable | W    | p    |
|----------|------|------|
| CQ       | .234 | .000 |
| SB       | .932 | .000 |
| ER       | .290 | .000 |
| WRQoL    | .964 | .001 |

Note, W= Shapiro-Wilk test Statistic, p= Significance level

As the Shapiro-wilk test result indicates that in the present study the data is not normally distributed,  $W(148) = .234, p=.000$ ;  $W(148) = .932, p=.000$ ;  $W(148) = .290, p=.000$ ,  $W(148) = .964, p=.001$ .

Therefore, in order to test the hypotheses, non-parametric statistics have been computed for rest of the analysis  $H_{A2}$ : Cultural intelligence and sedentary behaviour will significantly predict quality of work life corporate employees.

**Table 3.3: correlations among variables**

|    | ER     | WRQoL  |
|----|--------|--------|
| CQ | .037   | .389** |
| SB | .339** | .253** |

Note. \*\*Correlation is significant at the .01 level(2-tailed).

**HA<sub>1</sub>:** Cultural intelligence and sedentary behaviour will significantly predict emotional regulation of corporate employees.

**Table 3.4 : Test of Homogeneity of Variance (Levene's Test)**

|       | F    | df1 | df2 | p    |
|-------|------|-----|-----|------|
| ER    | .393 | 1   | 144 | .531 |
| WRQoL | 2.36 | 1   | 144 | .126 |

Levene's test was conducted to assess the homogeneity of variances assumption, The results showed that variances were significantly equal across groups,  $F(1,144)=.393, p=.531$  for emotional regulation and  $F(1,144) = 2.36, p=.126$  for quality of work life. This suggests that the assumption of equal variances have been met. Therefore, Regression analysis have been computed to test the hypotheses.

**Table 3.5: Regression Analysis Predicting Emotional Regulations**

| Predictor | B     | SE   | Beta | p    |
|-----------|-------|------|------|------|
| Constant  | 2.476 | .454 |      | .000 |
| SB        | .003  | .006 | .040 | .631 |

Note,  $N=148, R^2 = .04$  (adjusted  $R^2 = .002$ ),  $F(1,144) = .232, p=.631$

The result table 4 shows that the predictor variable, i.e., sedentary behaviour cannot predict the response variable i.e., emotional regulation significantly (beta=.040,  $p=.631$ ); Therefore, **HA<sub>1</sub>** cannot be accepted.

**HA<sub>2</sub>:** Cultural intelligence and sedentary behaviour will significantly predict quality of work life corporate employees.

**Table 3.6: Regression Analysis Predicting Quality of work life**

| Predictor | B      | SE    | Beta | P    |
|-----------|--------|-------|------|------|
| Constant  | 45.772 | 5.191 |      | .000 |
| CQS       | 6.820  | 1.029 | .473 | .000 |
| SB        | .087   | .024  | .262 | .000 |

Note.  $N= 148, R^2 = .52$  (adjusted  $R^2 = .27$ ),  $F(2,144) = 26.97, p<0.001$

The result table 5 shows that the predictor variables, i.e., Cultural intelligence and sedentary behaviour significantly predict the response variable i.e., quality of work life (beta=.473,.262  $p=.000$ ); it is observed that 52% proportion of variance in the quality of work life can be explained by Cultural intelligence and sedentary behaviour ( $R^2=.52$ ). Therefore, **HA<sub>2</sub>** is accepted.

**HA<sub>3</sub>:** There will be a significant difference between employees belongs to public and private sectors in terms of emotional regulation.

**HA<sub>4</sub>:** There will be a significant difference between employees belongs to public and private sectors in terms of quality of work life.

The current study examined the role of cultural intelligence and sedentary behavior on emotion regulation and quality of work life.

Study hypotheses are- 1)Cultural intelligence and sedentary behaviour will significantly predict emotional regulation of corporate employees.

2) Cultural intelligence and sedentary behaviour will significantly predict quality of work life corporate employees.

3) There will be a significant difference between employees belongs to public and private sectors in terms of emotional regulation.

4) There will be a significant difference between employees belongs to public and private sectors in terms of quality of work life.

From the above table-3, we can see that there is a positive association between cultural intelligence and quality of work life. And a significant positive association between sedentary behaviour and emotional regulation, quality of work life. Further, from table 5, it is seen that cultural intelligence and sedentary behaviour significantly predicted quality of work life, therefore, hypothesis 2 is accepted.

On the other hand, although sedentary behaviour and difficulty in emotional regulation is positively associated but sedentary behaviour can not significantly predicted about emotional regulation. Hence hypothesis 1 can not be accepted.

Cultural intelligence (CQ) refers to an individual's capability to function effectively in situations characterized by cultural diversity, it involves the ability to understand and appreciate cultural differences. Cultural intelligence can significantly influence the quality of work life of employees by promoting effective communication, reducing conflicts, fostering innovation, supporting career growth, and enhancing their well being. They will experience work satisfaction as well.

A study done by Chen et.al (2023), on overseas Taiwanese expatriates have found that psychological availability serves as an important mediating mechanism in CQ's effects on expatriates' satisfaction with their jobs and engagement at work, which implies that there is an association between CQ and work engagement and CQ with job satisfaction, when psychological availability adds as a mediator.

Sinha (2012) in his study of factors affecting quality of work life have seen that relationship-sustenance orientation, is one of the crucial factors in the quality of work life, from where we can say that CQ enables employees to communicate effectively, understand cultural nuances in communication styles, this reduces misunderstandings, improves teamwork, and enhances overall work satisfaction.

Sedentary behavior refers to any waking activity characterized by low energy expenditure while in a sitting, reclining, or lying posture. This includes activities like watching TV, working at a desk, or driving a car. It is distinct from physical inactivity, as one can meet the recommended levels of physical activity but still spend a significant amount of time. Sedentary behavior in employees typically involves extended periods of sitting during work hours, such as sitting at a desk, attending meetings, or using a computer. This behavior can be exacerbated by long commutes and the nature of many corporate jobs that require prolonged periods of low physical activity. Excessive sedentary behavior in this context can lead to various health issues, including musculoskeletal problems, poor posture, increased risk of cardiovascular disease, weight gain, and reduced mental well-being. Companies are increasingly recognizing the importance of mitigating sedentary behavior through interventions like standing desks, regular breaks, and promoting a more active work culture.

Difficulties in emotional regulations indicates to the challenge individuals face in managing and responding to their emotions in a healthy and adaptive way. As there is a significant correlation between sedentary behavior and difficulties in emotional regulation. Through this study we derived a conclusive idea that emotional regulation is negatively affected by sedentary behaviors characterized by mental health issues such as increased stress, anxiety, and depression. Prolonged inactivity can reduce overall mood and cognitive function, making it harder to manage emotions effectively. In contrast, regular physical activity can improve mood, reduce stress, and enhance emotional stability, supporting better emotional regulation. A study on Physical activity and sedentary behavior affects psycho social resources through emotions by Candice et. al (2014) showed that physical activity is known to improve emotional experiences, and positive emotions have been shown to lead to important life outcomes, including the development of psycho social resources. In contrast, time spent sedentary may negatively impact emotional experiences and, consequently, erode psycho social resources. By using cross-sectional and longitudinal methods, it was found that time spent physically active independently predicted emotions and psycho social resources. Mediation analyses suggested that emotions may account for the relation between activity and psycho social resources. A study on Associations between sedentary behaviour and negative emotions in adolescents during home confinement: Mediating role of social support and sleep quality by Weina et. al (2023), suggests that social support and sleep quality partially mediate the relationship between sedentary behaviour and negative emotions in middle and high school students during home confinement in Shenzhen city.

A study on "Sedentary behaviour is associated with depression symptoms: Compositional data analysis from a representative sample of 3233 US adults and older adults assessed with accelerometers" by Del Pozo Cruz et. al (2020) found that increased sedentary behaviour relative to other behaviour was statistically significantly associated with increased depression symptoms ( $p < 0.001$ ). Reallocating 60 min time from sedentary behaviour to moderate-to-vigorous physical activity (MVPA) and sleep was associated with small reductions in depression symptoms.

Although sedentary behavior negatively influences the quality of work life by contributing to physical health issues such as obesity, cardiovascular diseases, and musculoskeletal problems, as well as mental health challenges like stress and depression. These health problems can lead to decreased productivity, increased absenteeism, and lower job satisfaction. But the present study result indicating a positive association among sedentary behavior and quality of work life, as many of the corporate job sector in spite of having sedentary work style, they provide decent amount of salary, job position, well designed working condition and scope for promotion along with many other benefits, which ensure overall enhanced quality of work life. Farhana et. al (2022) in their study have also found out that SB did not have significant association with WRQoL. Instead, salary, educational level and job position were found to be significantly associated with WRQoL. In another study on correlation between Employee Performance, Well-Being, Job Satisfaction, and Life Satisfaction in Sedentary Jobs in Slovenian Enterprises by Zinka et. al (2022), found that job satisfaction and life satisfaction are more significant in determining work performance in sedentary jobs than employee well-being. There is a body of evidence supporting the notion that engaging in high amounts of sedentary time is associated with adverse health outcomes, this evidence demonstrates that higher sedentary time is adversely associated with physical and mental health in office workers and the general population. The development and implementation of interventions to reduce and break up sedentary behaviour in office workers could be an important strategy for public health promotion (Bailey, 2021).

No significance difference in emotional regulation and quality of work life among employees belongs to public and private sectors have been found, therefore hypothesis 3 and 4 cannot be accepted. Similar trend in result has also been found by Permarupan et.al (2013) in Malaysia, although they have concluded that by way of comparison, the public sector employees' have higher job involvement towards their task and job.

Quality of work life (QWL) has become one of the most important issues these days in every organization. Employees are the force behind every successful organization. No organization can become successful with technology only, because for the use of technology also, organizations need to have strong work force, the factors that influence and decide the quality of work life are attitude, environment, opportunities, nature of job, people, stress level, career prospects, challenges, growth and development and risk involved and reward (Anusuya,2023)

From this study it is concluded that cultural Intelligence and sedentary behaviour have significantly predicted quality of work life of corporate employees. However, no significant association has been found between Cultural Intelligence and Emotional Regulation. This indicates that while cultural Intelligence may contribute to a better overall work experience, it does not necessarily enhance an individual's ability to manage emotions. Sedentary behaviour negatively influence emotional regulation and it's positively influenced quality of work life. In the present study no significant difference among private and public sector have been found in terms of emotional regulations and quality of work life of employees.

Conducting a study within short period of time is a complex process that involves various limitations and challenges. Here are some limitations of the study –

- It is difficult to collect data from corporate sectors as these employees are very busy, for which we couldn't reach our targeted sample size. Only the sample from few districts of West Bengal have been taken, for which sample size is very less (148)
- As data were collected using self-reported measures, chances of fake responses are high, which can affect the overall outcome of the study.
- Various other factors can influence employee's emotional regulation and quality of work life, which could serve as extraneous variables.

Therefore, larger sample size with broader geographical area should be considered; factors contributing to better emotional regulations and quality of work life should be included and lastly, the dimensions of quality of work life should be treated separately in future study.

### Implications

By identifying their cultural intelligence, sedentary behavior, emotional regulations and quality of work life, the following aspects of employees of corporate sectors can be enhanced:

1. **Improved Health Outcomes:** Identifying the specific stressors and health risks faced by IT employees can lead to targeted interventions to improve their physical and mental health.
2. **Increased Productivity:** Healthy, well-supported employees are more productive, engaged, and motivated, which can enhance overall organizational performance.

3. **Reduced Turnover:** Addressing well-being can improve job satisfaction and retention rates, reducing the costs associated with high turnover.
4. **Enhanced Work Environment:** Creating a supportive work environment that prioritizes well-being can foster a positive organizational culture and attract top talent.
5. **Policy Development:** Insights from the study can inform the development of policies and programs that promote work-life balance, continuous learning, and mental health support.

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