

Conceptual Study of Relationship between Emotional Intelligence & Work Life Balance in Corporate World

Prof. Sandhya Shelar

Assistant Professor, IBMR Wakad, Pune.

E-mail-sandhya_shelar@yahoo.co.in

ABSTRACT:-

This study is an attempt to contribute afresh with a new perspective to the field of human resources and behavioral sciences with special reference to emotional intelligence in relation of employees work life balance in organizations.

This paper focuses light on how positively Emotional Intelligence and Work Life Balance associated with each other. Some researchers found that EI refers to the ability to perceive, control, and evaluate emotions they also suggested that EI can be learned and strengthened but some are inborn characteristics.

With the help this study it's concluded that the emotional intelligence has greater impact on the employee's performance and EI Organization which is based on organizational strategy & it improve business performance. The research study found that employees with high EI have got a higher overall work life balance compared to employees with low EI.

Industrial peace finally depends on the state of mind of the employees and their perfect balance of emotions and intelligence which affect the decision making process also. Healthy Interpersonal relations lead to good team work which finally lead to increase in productivity hence emotional intelligence and work life relationship need to be studied in above context. Researcher has diverted to study this with the help of secondary data.

Key words:- Emotional Intelligence (EI), Interpersonal relations, Work life balance(WLB), Quality Work Life(QWL)

Introduction:-

The subject of work life balance has received a lot of attention from employers because of the benefits it offers to organization with related outcomes.

Work life balance means being focused and dedicated in everything whatever we do and enjoy the various experiences that life has to offer. For that what actually matter is how healthy we are and it's largely depends on the kind of food we are consuming, exercise schedule and keeping our mind and soul happy.

Achievement and enjoyment in all spheres will lead to work life balance. Work life Balance is the daily achievement and enjoyment in all spheres of life namely work, family, friends, health and spirit.

Quality of work life is ensured when members of an organization are able to satisfy their important personal needs through their experiences in the organization.(K Ashwathapa)

There are many factors which can contribute to QWL they are: Adequate and fair compensation, Safety and healthy working condition, security and growth opportunity, opportunity to use and develop creativity, respect for individuals personal rights and last but not least that includes work and family life, including transfers, schedule of hours of work, field work and so on which affects the emotional intelligence of an employee.

Emotional Intelligence:

Emotional intelligence refers to the ability to perceive, control and evaluate emotions. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it is an inborn characteristic.

Emotional intelligence consist of five factors: knowing one's emotions, managing emotions, motivating one self, recognizing emotions in others and handling relationship. Emotional intelligence improves individual and organizational performance. It plays a significance role in the kind of work an employee produces and the relationship he or she enjoys in the organization.

Emotional Intelligence is a set of qualities and competencies that captures a broad collection of individual skills and dispositions, usually referred to as soft skills., general intelligence and technical or professional skills. Work life balance is defined as a satisfactory level of involvement or fit between the multiple roles in a person life. In this climate managing the boundary between home and work is becoming more challenging. Organizations need to ensure that they were not just encouraging but mandate a practical and workable work life balance policy, benefiting and meeting the needs of both the organization and its employees.

There are many factors which can contribute to QWL they are: Adequate and fair compensation, Safety and healthy working condition, security and growth opportunity, opportunity to use and develop creativity, respect for

individuals personal rights and last but not least that includes work and family life, including transfers, schedule of hours of work, field work and so on which affects the emotional intelligence of an employee.

Work Life Balance:-

According to the Work Foundation, work life balance is about people having a measure of control over when, where and how they work. A key element of work life balance is a feeling of achievement and enjoyment at the workplace. Moreover, it also signifies achievement and enjoyments in other three realms of one's life that is family, friend and self.

Work life balance affects issues such as employee retention, reduced absenteeism, increased motivation and productivity. Imbalance of these affects the physical and psychological wellbeing of employees. The role of an individual and organization are very important in this to maintain the balance between work and home.

The emotions which are always ignored are a key to success. There is one Emotional Hindrance "you must put your emotions into your work" is a phrase which we often heard in life. It's become true in many regards but there should be some control on it or we need to put some restrictions at one point.

Emotional Intelligence is the ability to become aware of even subtle changes in one's and others' emotional tones and to control them, to keep calm in the midst of pressure, to initiate and maintain healthy relationships with others, and to maintain an optimistic outlook towards life. Therefore EI becomes a critical part of HR management. It has been researched during the last two decades with special emphasis on its value in the workplace. This study tries to understand the relationship between EI and work life balance.

The role and relationship between emotional intelligence and work life balance among the employees has become a matter of discussion at all levels in the corporate sector. In recent years significant amounts of research have been conducted exploring the implications of emotional intelligence among individuals, group and organization themselves. This paper adds to this growing body of knowledge by exploring whether emotional intelligence can be trained, what type of interventions increase emotional intelligence and how it relates to the Work Life Balance.

The Mixed model introduced by Daniel Goleman outlines five main EI constructs :-

- Empathy: When making decisions we must consider other people's feelings especially.
- Social skill: managing relationships to move people in the desired direction.
- Motivation: To achieve for the sake of achievement.
- Self Regulation: It involves controlling or redirecting one's disruptive emotions and impulses and adapting to changing circumstances.
- Self Awareness: It's the ability to know one's emotions, strengths, weaknesses, drives, values and goals and recognize their impact on others.

According to Goleman, individuals are born with a general emotional intelligence that determines their potential for learning emotional competencies.

Interpersonal relationship:-

1. Better social relations for adults - High emotional intelligence among adults is correlated with better self-perception of social ability and more successful interpersonal relationships while less interpersonal aggression and problems and they easily balance the work life.
2. High emotionally intelligent individuals are perceived more positively by others. Other individuals perceive those with high EI to be more pleasant, socially skilled and empathic to be around.
3. Better family and intimate relationships - High EI is correlated with better relationships with the family and intimate partners on many aspects.
4. Better social relations during work performance and in negotiations - Higher emotional intelligence is correlated with better social dynamics at work as well as better negotiating ability.
5. EI is positively correlated with higher life satisfaction, lower level of insecurity or depression, self-esteem simultaneously it is negatively correlated with poor health choices and behavior.

Objectives:-

- To study the relationship between the Emotional Intelligence and work life balance in the corporate world.
- To examine the dependence level of EI and WLB with one another.
- To study the positive association of work life balance with emotional intelligence.

Scope :-

This study confirms that both work life balance and emotional intelligence together create organizational success and develop competitive organizations. Improved emotional intelligence skills will help an individual to understand and manage the emotions of one and others better which will lead to good working life balance. Emotional intelligence and work life balance are positively correlated with each other.

Research Methodology

Secondary data:-

This research is based purely on secondary data. The data required for this research was collected as follows:-

1. **Use of library:-** The related literature required for this research will be studied by the investigators by using the books available in library and new books will also be ordered as per the requirement of this research.
2. **Use of internet:-** Investigators will access various sites on the internet which are related to this topic. Secondary data required for this research will also be obtained through various authentic websites.

Literature Review:-

A systematic literature review was conducted by a researcher. Various research papers, books, journals and authentic websites were referred for this purpose. Research papers selected for this research are summarized as follows:-

According to European Research studies volume XIII, Issue(1), 2010 Babes, Bolyai University, Romania on "Role of work life balance in male executive" (Bretz, R.D. and Judge, T.A., 1994) found that the more the organizations provided comprehensive policies to accommodate work and family issues the less work-family conflict was experienced by these employees. The research argued that the employees often remain unaware of their work life entitlements followed the implementation of work life balance practices (Kodz et al, 1998).

The existing literature shows that there is a dearth of academic studies on employee engagement (Saks, 2006). Furthermore, there exists confusion about the concept of employee intelligence as discussed in this paper later. The research paper published in IUP journal of Organizational Behavior on 'Exploring the Relationship Between Emotional Intelligence and Work Life Balance in the Service Industry' in April, 2015 in this paper the study provides an encouraging finding, that employees, irrespective of gender and age are found to be benefitting from the levels of emotional intelligence in achieving low interference of personal life with work and work with personal life and they have got a higher overall work life balance.

The SOEP research paper on multi disciplinary panel Data Research of DIW, Berlin study shows that the high influence of working hours and working condition on employees satisfaction. The research study found that high working hours and overtime in general not decreased job satisfaction rather increasing working hours and overtime have positive effects on life and job satisfaction whereas the desire to reduce working has a negative impact on satisfaction. The overall numbers of hours by which employees want to reduce their working time is driven mainly by overtime compensation.

Good work life balance is more important for women than for men as she has to manage home and office at a time as she is the real home maker. A new Global research by Accenture a consulting firm found that around 70% of female respondents in India think that WLB is the key to their definition of "success" in their career while only 40% of men felt that they quit their job because of long or inflexible working hours for women that figure was 48% and almost 50-55% of the women are struggling to achieve work life balance and while doing the same they felt the stress which affects their physical and mental health as stress is simply a reaction to a stimulus that disturbs our physical or mental equilibrium.

Research gap:-

The researcher observed from the above literature review that no researcher has conducted any research on this topic ever before. It was observed that no research has been conducted on the relationship between Emotional Intelligence and Work life Balance in the corporate world. The research has been surely conducted by many researchers till this date but conceptual study has not been observed exactly on the issue selected by this researcher. The researcher has found that there is a big gap between the men and women employees as women working in corporate world still fighting to meet the changing priorities of women depending on their stages of life. There are so many loopholes in law itself that need to be amended. As we know that there are many welfare facilities for employees which are binding on the employers but the implementation of this law has not been changed as per social change.

There are some gaps as per my opinion is that the researcher should focus on the individual initiatives for Emotional Intelligence and work life balance as it is necessary that everyone should prioritize things in their own

life like career, family, friends, entertainment, hobbies and social responsibilities but in corporate sector the employees are bound to rules or company policies.

Findings:

Three major behaviors of work that interferes with personal life were unhappiness with the amount of time for non – work activities followed by missing personal activities due to work and putting personal life on hold because of work.

It has been found that EI should be an important criterion for recruitment, specially for higher positions where the span of control is large. Organizations need to allocate resources for training programs aimed at developing EI of employees.

The two major factors impacting work – life balance of IT employees were feeling exhausted at the end of days work and quitting their jobs or taking a career break because of work – life balance issues.

Significant differences were found in work interference with personal life and work related factors interfering with personal life were highest in the corporate world. The employees who were in the same position for more than two years are likely to use work life balance programs.

The study were found difference between gender and work interference with personal life, work related factors and levels of risk to an employee's position with the usage of work life balancing programs and the ratio are higher for men as compared to women.

It has been found through this study that stress can negatively affect on the health both physical and mental like anxiety, restlessness, anger, lack of concentration mood swings which ultimately result in change in behavior which lower down the emotional intelligence and simultaneously disturb the work like balance.

Recommendations:-

Employers should concentrate on framing various policies and schemes to facilitate work life balance to encourage and attract employees. Provision of policy alone is not sufficient to ensure employee's work life balance. There should be formal policies in place which should be consistent with what employees actually experience. Human Resource department should rates the policies across different areas in the organization as it will give support to the existence cultures. HR manager and senior management should take initiative and communicate the importance of having a good balance between personal and professional life. Organization should arranged some training programs and the stress management workshops or get together etc. annually in which they can participate with family which will help to balance their life and will rejuvenate them.

Conclusion:-

Individuals and organizations need to work together to achieve work life balance. It has been found that the study indicates a higher level of EI leads to better work life balance and Emotional intelligence is an effective way to integrate, enhance and provide better work and family life.

With the help this study it's concluded that the emotional intelligence has greater impact on the employee's performance and EI Organization which is based on organizational strategy & it improve business performance.

Corporate world should focus on formulating, developing, implementing, maintaining better work life balance policies in order to build sustainable and enriching organization. They should come up with effective and efficient working culture that supports the use of available policies which will also a great importance. It will automatically reduce the work stress, grievances and dispute among the employee and they can concentrate more on their quality and productive work and simultaneously they will balance their work life and will improve the individuals as well as organizational performance.

Scope for further research:-

Future research may be conducted with primary data by collecting the data and questionnaire from different professions and across cultures or involving different levels of employees such as Professors/Trainers, technician's managers, frontline personnel with one or more organization. (Educational institute, Service industry etc.) Measurement Tools and Experimental studies may be taken up to measure EI and WLB respectively and such studies would further support our findings.

References:-

Emotional Intelligence Myth or Reality, Anurag Jain for Excel Books Bhargava, S & Baral, R (2009). Work – life Balance Practices in India.

Literature review:- Work life balance and Emotional Intelligence –Annual psychology journals.

Bhattacharya, M, S and Sengupta, N (2007), Emotional Intelligence Myth or Reality, Anurag Jain for Excel Books Bhargava, S & Baral, R (2009). Work – life Balance Practices in India.

Personnel Psychology, 45, 141- 164 □ Bachmann, K. (2000). Work – life Balance. Are Employers Listening? Conference Board of Canada.

Emotional Intelligence Myth or Reality, Anurag Jain for Excel Books □ Bhargava, S & Baral, R (2009). Work – life Balance Practices in India. Working Paper, IIT Bombay.

National Institute for occupation safety and Health – regarding the stress.

- How To Balance Work And Life - LifeIvy Magazine
- "Stress...At Work" document and "Working With Stress" power point presentation from the National Institute of Naturopathy for Stress and Working life.
- The Work-Family Dilemma: A Better Balance (The Barnard Center for Research on Women) The website used : www.iupinidia.in
- Electronic copy available at: <http://ssrn.com/abstract>

The relationship among emotional intelligence, task performance, and organizational citizenship behaviors. Human Performance, 19, 403-419. Human Resource Management text book fifth edition (K. Aswathappa) (pg. no.399)

Davies, M., Stankov, L., & Roberts, R. D. (1998) Emotional intelligence: In search of an elusive construct. Journal of Personality and Social Psychology, 75, 989-101

Dex, S & Scheibl, F (199) Business Performance and Family – Friendly Policies, Journal of General Management, 24, 22 – 37.
