

# Emotional Intelligence and Work Life Balance of Employees

**C.Madan, MBA, MLM.,**

*Researcher, Part Time Research Scholar*

*Senior Manager – H R, Thangamayil Jewellery Limited*

*Madurai, Tamil Nadu, India*

**OPEN ACCESS**

Volume: 6

Issue: 3

Month: Januray

Year: 2019

ISSN: 2321-788X

Received: 13.12.2018

Accepted: 19.01.2019

Published: 30.01.2019

Citation:

Madan, C & Raja, S.  
“Emotional Intelligence and Work Life Balance of Employees.” *Shanlax International Journal of Arts, Science and Humanities*, vol. 6, no. 3, 2019, pp. 37–43.

DOI:

<https://doi.org/10.5281/zenodo.2550011>

**S.Raja, Ph.D.,**

*Guide & Supervisor, Principal (Retd)*

*Vivekananda College, Thiruvadakam East*

*Madurai, Tamil Nadu, India*

## Abstract

*In the present context of rapidly changing environment the necessary for work-life balance is praised high. It escorts as a big challenge to Human Resource Managers instigating dissatisfaction, conflicts, unproductiveness and attrition. Hence the purpose of the present study is to identify the relationship between emotional intelligence, socio-demographic variable and its influence on work-life balance. The concept was examined through the jewellery retail employees of Thangamayil Jewellery Limited spread across Tamilnadu state, with the help of statistical tools like Pearson correlations and F-Test to identify the significances. Thus identified using statistical tools highlights the selected socio demographic factors impacts the level of emotional intelligence (EI) and thus shoves work-life balance (WLB) also. Specifically, the present study suggests that intervention aimed at enhancing the Work-life Balance of employees, if it enhances the level of Emotional intelligence with selected socio demographic conditions too.*

## Introduction

In recent years the organised retail industry in India is witnessing a phenomenal growth primarily due to changing market preferences on economy and also due to manpower availability. The retail work environment entirely differs with traditional work context. The work timings in retail organisations can be very exhausting to employees physically and mentally; affecting their performance standards and their productivity targets may add pressure, as there is very little scope for recreation. Every individual in life has to face various dimensions of life and all those to be balanced equally based on the priorities, using the emotional quotient. Hence balancing the job requirements with personal needs is very important for all employees with emotional intelligence. A balanced work-life provides positive work aspects, helps to attain job satisfaction, thereby reducing the job stress and work conflicts. Also various research studies concludes that demographic profile factors like age, gender, marital status, education, earnings, family kind, domicile plays a vital role in the contexts of emotional intelligence tending to achieve the work-life balance of a person easily. As many studies suggest that employers can also benefit greatly from addressing work-life balance issues with their employees (Siti Fatimah, 2013). A healthy balance between work and non-work life keeps an individual motivated and engaged. Hence, maintaining a balance between work and non-work life is crucial and a matter of strategic concern to the employers as well as employees (Caroline Glynn, 2002).

As they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction that helps in retention, morale, productivity and praise. However, the employees should also “be happy in their work, given the amount of time they have to devote to it throughout their working lives” (Nguyen, Taylor and Bradley, 2003).

On considering the emerging retail sector, a study is planned to identify the impact of demographic variables on the emotional intelligence and work-life balance in a retail organisation. Accordingly employees of Thangamayil Jewellery Limited a retail pioneer dwelling high is chosen and considered for the study.

### Research Questions

The following research questions have come into sight...

- Do the employees from Thangamayil Jewellery Limited (TMJL) have Emotional Intelligence.
- If so, what is their level of Emotional Intelligence?
- Do the employees of Thangamayil Jewellery Limited, have Work-life Balance?
- If so, what is their level of Work-life Balance?
- Is there any correlation between Emotional Intelligence and Work-life Balance?

### Aim

The main aim of the present study is to find out the relationship between the level of Emotional Intelligence and Work-life Balance among the employees of Thangamayil Jewellery Limited with the following specific objectives.

### Specific Objectives

- To understand the selected socio demographic profile of the employees.
- To measure the level of Emotional Intelligence and Work-life Balance of the employees.
- To find out the relationship between the Emotional Intelligence and Work-life Balance of the employees.

### Research Design

The author has used Descriptive Research design for the present study. An attempt has been made to describe the socio demographic profile of the employees, to study the Emotional Intelligence, Work-life Balance of the employees and to find out the association between the above. Hence most suitable design would be Descriptive Research design.

### Research Hypotheses

After having carefully reviewed various literatures, the following research hypothesis has been formulated.

- Higher the Emotional Intelligence higher will be the Work-life Balance of the employees.

### Universe

All the employees from the Corporate Office of Thangamayil Jewellery Limited constitute the universe.

### Inclusion Conditions

- Permanent employees.
- Serving for more than 2 years.

### Exclusion Conditions

- Those who are not cooperating till the completion of Research study.
- Employees who are designated as Manager and above.

### Sampling

- By using inclusion and exclusion conditions, the researcher has identified the total no of eligible employees (183) for this study.
- The research tools for data collection were distributed to all the 183 employees.
- After data collection is over the researcher has found out that all data were not provided by 9 employees, 5 employees have given stereo type of answers. Hence the data from 13 employees have been removed from analysis for the study. Thus simple random sampling using inclusion and exclusion conditions for the study.

### Tools for Data Collection

- To understand the selected socio, economic and demographic profile the author has prepared a semi-structured interview schedule in consultation with the experts for employees of Thangamayil Jewellery Limited
- To measure the level of Work-life Balance, a scale developed and standardised by Udai Pareek and Surabhi Purohit (2010), consists of 36 items with 5 point responses was used. This scale has six sub dimensions namely Social Needs, Personal Needs, Time Management, Team Work, Compensation & Benefits and Works along with Total Score. The authors have established high reliability validity.
- To measure the level of Emotional Intelligence the scale developed and standardised by Surabhi Purohit (2010) was used. This scale has got 48 items with 4 point ratings which have 6 sub dimensions namely Self Awareness, Self Management, Internality, Motivation, Empathy and Social Skills. The author has established reliability and validity for the tool.

### Methods of Data Collection

After finalizing the sample frame the researcher has distributed the tools to the employees with instructions. The researcher helped them in case of difficulty at the time of providing information. It took on and average 45 to 50 minutes by an employee to fill one set of questionnaire.

### Data Analysis

After completing the data collection from the employees, questionnaires were edited properly to make them fit for further processing. By using the Evaluative Trail Version of Statistical Packages for Social Sciences Ver. 14.0 (SPSS), the appropriate statistical tests were employed to verify the formulated hypothesis.

### Results

**Table T-1: Correlation Results for the Sub Dimensions of Emotional Intelligence and Work Life Balance**

S.No.	Dimensions of Emotional Intelligence	WLB: Total Score
1	Self Awareness	.219(**)
2	Self Management	.169(**)
3	Internality	.264(**)
4	Motivation	.264(**)
5	Empathy	.110(**)
6	Social Skills	.237(**)
7	<b>Total Score</b>	<b>.296(**)</b>

\*\*Correlation is significant at the 0.01 level (2-tailed).

**Table T-2: Correlation Results for the Sub Dimensions of Work Life Balance and Emotional Intelligence score**

S.No.	Dimensions of Work Life Balance	EI: Total Score
1	Social Needs	0.091(*)
2	Personal Needs	0.106(*)
3	Time Management	0.195(**)
4	Team Work	0.286(**)
5	Compensation & Benefits	0.251(**)
6	Work	0.284(**)
7	<b>WLB:Total Score</b>	<b>0.296(**)</b>

\* Correlation is significant at the 0.05 level (2-tailed).

\*\*Correlation is significant at the 0.01 level (2-tailed).

- The sub dimensions of the Emotional Intelligence are correlated with total Work-life Balance. It has been observed that all the sub dimensions of the Emotional Intelligence are positively and significantly associated with Work-life Balance.
- The sub dimensions of the Work-life Balance are associated with total Emotional Intelligence score. It has been found out that all the dimensions of Work-life balance are associated significantly with total Emotional Intelligence.
- It could be inferred that Emotional Intelligence is positively significantly correlated with

Work-life Balance which indicates that when the scores in Emotional Intelligence increases, the scores in Work-life Balance also increases significantly. Similarly a study infers that

Emotional intelligence therefore plays an important role in an employee having a good work life balance and benefitting both himself and the Organization (P Shylaja, 2017).

**Table T-3: Age of the Respondents and Subject Variables – “F” Test**

Group	Age (Years)	N	Emotional Intelligence (EI)		Work-Life Balance (WLB)	
			Mean %	S.D	Mean %	S.D
Gp. 1	Below 23	38	55.70	7.45	57.79	10.73
Gp. 2	23 – 28	79	60.65	8.09	63.12	11.20
Gp. 3	28 & Above	53	71.26	7.50	70.15	10.28
<b>Total</b>		170	69.82	8.83	64.55	10.42
<b>Statistical Result F- Ratios &amp; Level of Significance</b>			8.14 p<.001 Sig		9.77 p<.001 Sig	
<b>Post – Hoc Results</b>			Gp 1 Vs 2 3 Gp 2 Vs 3		Gp 1 Vs 2 3 Gp 2 Vs 3	

Source: Primary Data

- The mean, standard deviation for the variables namely Emotional Intelligence and Work-life Balance based on the age of the employees clearly indicates that employees who are in the age group of 28 and above have more Emotional Intelligence (71.26%), better Work-life Balance (70.15%), when compared to employees from other lower age group. This observed difference is statistically significant as the F ratios are significant at (0.01) level. Likewise a research results indicates the significant impact of age on the EI and its components. Total EI increased with age (Deeksha Sharma, 2017).
- It could be inferred that employees from below 23 years have less Emotional Intelligence, Work-life Balance whereas employees from 28 and above years have more Emotional Intelligence, Work-life Balance. The finding also suggests that higher the age, higher will be Emotional Intelligence and Work-life Balance. A researched had concluded similarly that Emotional Intelligence increases with age and experience. Thereby emotions plays a major role on work as well as family sphere (Rashmi Bharathi, 2014)

**Table T-4: Gender of the Respondents and Subject Variables – t Test**

S.No	Gender	N	Emotional Intelligence (EI)		Work-Life Balance (WLB)	
			Mean %	S.D	Mean %	S.D
1	Male	111	69.16	8.06	68.94	11.95
2	Female	59	57.23	7.41	57.88	10.44
<b>Total</b>		170	69.82	8.83	64.55	10.42
<b>Statistical Result 't' Values</b>			17.78		11.45	
<b>Level of Significance</b>			p<.001 Sig		p<.001 Sig	

Source: Primary Data

- It is obvious from the above table that Male employees have more Emotional Intelligence (61.16%), more Work-life Balance (68.94%) when compared to the female employees. Similarly, research findings disclosed that men have higher level of emotional intelligence than women (Ashkan Khalili, 2011).

- This observed difference is statistically significant as the key values are significant at (0.001) level.
- It could be inferred that male executives have more Emotional Intelligence, Work-life Balance than their counter parts. Emotional intelligence helps improve individual and organizational performance. It plays a significant role in the kind of work an employee produces, and the relationship a person enjoys within the organization and outside (Janet Bina, 2014). Accordingly employees having Emotional Quotient will be good at performing Work-life Balance perfectly.

### Suggestions

Based on the findings of the present study, it is suggested that the employers and employees should be on the same page to attain solutions supporting a flexible work time and new modern practices to maximize the productivity without affecting the employee's wellness, their societal relationships and all tendencies of life.

### Implications

The implications of this research will definitely be beneficial to the retail organisations in India. Retail organisations continuously growing and spearheading the economy in our country. This research will enable to address the challenges faced in these areas and thus solutions of this research will help the retail organisations to increase performances and grow further.

### Conclusions

Table-1 shows the correlation result of linkage between the dimensions of Emotional Intelligence and Work-life Balance. Table-2 shows the correlation result of linkage between the dimensions of Work-life Balance and Emotional Intelligence. Table-3 shows the linkage between the age, Emotional Intelligence and Work-life Balance, deriving the steady increase in age scores high emotional intelligence level tending to achieve high work-life balance. Table-4 shows the gender description with Emotional Intelligence and Work-

life Balance, clearly states that Male employees got more Emotional Intelligence that tending to achieve higher Work-life Balance also. Hence the linkage is proved between the facts of Demographic Variables, Emotional Intelligence and Work-life Balance. Thus identified using statistical tool, and inferring that selected socio demographic factors impacts the level of Emotional Intelligence and Work-life Balance.

### References

- Abdellatif S A, Hussien E S, Hamed WE, Zoromba MA 4, "Relation Between Emotional Intelligence, Socio-Demographic and Clinical Characteristics of Patients with Depressive Disorders", 2016.
- Ana Sandoiu, "Poor work-life balance leads to poor health later in life", Published, 2016.
- Ashkan Khalili, "The Role of Emotional Intelligence in the Workplace: A Literature Review." *International Journal of Management*. Vol. 29 No. 3 Part 2 Sept 2012
- Beehr, T., "An Organizational Psychology Meta-Model of Occupational Stress", *Theories of Organizational Stress*, Oxford: *Oxford University Press*, 1998, pp. 6-27.
- Beehr, T.A. & Newman, J.E. "Job Stress, Employee Health and Organizational Effectiveness: A Facet Analysis, Model and Literature Review", *Personnel Psychology*, 1978, Volume No. 31, pp.665-669.
- Bhushra Arif and Yasir Aftab Farooq, "Impact of Work-life Balance on Job Satisfaction and Organizational Commitment Among University Teachers: A Case Study of University of Gujrat, Pakistan". 2014.
- Bina, Janet & John Peter, A. "Impact of Emotional Intelligence on Work Life Balance – A Global Perspective." *Journal of Exclusive Management Science*. 3. 2014, 3-2277.
- Brackett, M. A., Rivers, S. E. and Salovey, P. "Emotional Intelligence: Implications for Personal, Social, Academic, and Workplace Success." *Social and Personality Psychology Compass*, 2010, 2011.
- Brief, Arthur P., and Howard M. Weiss. "Organizational Behavior: Affect in the Workplace". *Annu. Rev. Psychol.* 53, 279-307. 2002 Retrieved from PsychINFO database.

- Caroline Glynn, Ingrid Steinberg and Claire McCartney, "Work-Life Balance: The Role of the Manager". 2002.
- Cathy Leibow, "Work/Life Balance for the Generations", [http://www.huffingtonpost.com/cathy-leibow/worklife-balance-for-the-1\\_b\\_5992766.html](http://www.huffingtonpost.com/cathy-leibow/worklife-balance-for-the-1_b_5992766.html); ; Vol 5, No 10, 2014.
- Cooper, C.L., & Cartwright, S. "An Intervention Strategy for Workplace Stress", *Journal of Psychosomatic Research*, 1997, Volume No.43, pp 7-16.
- Cooper, C.L., Dewe, P.J., & O'Driscoll, M.P, "Organizational Stress: A Review and Critique of Theory, Research, and Applications". (Ed.). Thousand Oaks: Sage Publications, 2001.
- Deeksha Sharma, Impact of Age on Emotional Intelligence and Its Components, *International Journal of Research and Innovation in Social Science (IJRISS)*|Volume I, Issue I, January 2017.
- Eric Scmitter and Roman M Sheremeta, "Predictable and predictive emotions: explaining cheap signals and trust re-extension"; *Front. Behav. Neurosci.*, 20 November 2014.
- European Commission, "The increasing use of portable computing and communication devices and its impact on health of European Union workers"; 2009.
- Florence Muindi, "Quality of Work Life, Personality, Job Satisfaction, Competence, and Job Performance: A Critical Review of Literature", *European Scientific Journal*, Eedition vol.11, No.26 ISSN: 1857 – 7881 (Print) e - ISSN 1857- 7431; September; 2015.
- Goleman, D., "Working with Emotional Intelligence", Bantam Books, New York, 1998.
- Harrison, R.V., "Person-Environment Fit and Job Stress", In C. L. Cooper & R. Payne (Eds.). *Stress at Work*. New York: John Wiley & Sons, 1978.
- Hassan Jorfi, Hashim Fauzy Bin Yacob, Ishak Mad Shah, "The Relationship Between Demographics Variables, Emotional Intelligence, Communication Effectiveness, Motivation, And Job Satisfaction", *International Journal of Academic Research in Business and Social Sciences* April 2011, Vol. 1, No. 1
- Hassan Jorfi, The Relationship Between Demographics Variables, Emotional Intelligence, Communication Effectiveness, Motivation, And Job Satisfaction, *International Journal of Academic Research in Business and Social Sciences*, 2011.
- Hemant Kumar Saini, "Gender Differences In Emotional Intelligence Among Sportspersons Of University Of Rajasthan", 2014
- Hinkle, L.E., "The Concept of 'Stress' in the Biological and Social Sciences", In Z. J. L. D. R. & W. P. C. Lipowski (Ed.), *Psychosomatic Medicine: Current Trends and Clinical Implications*, 1977.
- Hudson, "20:20 Series - The Case for Work/Life Balance: Closing the Gap Between Policy and Practice"; 2005.
- Impact of Emotional Intelligence on Work Life Balance – A Global Perspective. *Journal of Exclusive Management Science*. 3. 3-2277.
- Pooja Pooja and Pranab Kumar, (2016), Demographic Variables and Its Effect on Emotional Intelligence: A Study on Indian Service Sector Employees
- Khalili, Ashkan. "Gender Differences in Emotional Intelligence Among Employees of Small and Medium Enterprise: An Empirical Study." (2011).
- Lazarus, R.L., & Launier, R. "Stress Related Transactions between Person and Environment", In L. A. Pervin & M. Lewis (Eds.), *Perspectives in International Psychology*. New York: Plenum. 1978, 7-327.
- Lazarus, R.S., "Psychological Stress and the Coping Process", New York: 1966, McGraw-Hill
- Lazarus, R.S., "Theory based Stress Measurement", *Psychological Inquiry*, 1990, Volume. No.1, -13.
- Mayer. J.D., & Salovey, P., "What is Emotional Intelligence? In P.S.D. Sluyter (Ed.), *Emotional Development and Emotional Intelligence Implications for Educators*", Basic Books, New York, 1997.
- Nguyen, A.N., Taylor, J. and Bradley, S., "Relative Pay and Job Satisfaction: Some New Evidence", Working Paper Lancaster University Management School, 2003.

- Quebec, Directorate of Development, "The Difficulty of Balancing Work and Family Life: Impact on the Physical And Mental Health of Quebec Families"; 2007.
- Rajendra Prasad Das , Tapas Lata Sahu (2015), Relationship between Emotional Intelligence and Gender Difference: An Empirical Study, 10.17010/pijom/2015/v8i9/77188
- Richa Agarwal, Dr. A.K. Mishra , Dr Pankaj Dixit, "Gender and Work-Life Balance", 2015.
- Sangita Biswas, Dr. Surekha Invalli, "A Study on the Relationship between Gender and Emotional Intelligence"; Journal of Exclusive Management Science – May 2016 - – ISSN 2277-5684
- Sehrish Ansari Kiran Chimani, Rabia Abbas Baloch Syed Faheem Hasan Bukhari, "Impact of Work Life Balance on Employee Productivity: An Empirical Investigation from the Banking Sector of Pakistan"; Vol 5, No 10, 2015.
- Shahzad, S., and Bagum, N. (2012). Gender Differences in Trait Emotional Intelligence: A Comparative Study. IBA Business Review, Vol. 7 Issue 2, p. 106-112.
- Shylaja, P & Ch Jayasankara Prasad, "Emotional Intelligence and Work Life Balance", IOSR Journal of Business and Management (IOSR-JBM), e-ISSN: 2278-487X, p-ISSN: 2319-7668. Volume 19, Issue 5. Ver. V. (May. 2017), PP 18-21.
- Siti Fattimah Zahra Binti Khaidzir, "The Effects of Work-life Balance towards Employee Satisfaction in Sarawak Energy Berhad"; 2013.
- Sonja Drobnic, "Work-Life Balance as an Indicator of Job Quality in Europe; Dr. Sonja Drobnic, Institute of Sociology: Academia Sincia; 2011.
- Summiya Ahmad, "Hayat Bangash And Sheraz Ahmad Khan, "Emotional Intelligence And Gender Differences"; Sarhad J. Agric. Vol.25, No.1, 2009.