

Study on Relationship Between Emotional Intelligence and Work Life Balance among Managers

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Abstract: *Work Life Balance pertains to the ability of employees to effectively manage their professional responsibilities in a demanding work environment while also juggling the demands of their personal lives and household chores. Additionally, to demonstrate their effectiveness in both areas. Organizations have established many policies and programs to assist employees in balancing their work obligations and family duties. The effectiveness of achieving work life balance depends on the utilization of personnel.*

The current study aims to investigate the correlation between emotional intelligence and work-life balance among managers. The study aims to assess the emotional intelligence and work-life balance of managers. Based on a study of the current literature in this field, it was determined that most employed women had a high level of emotional intelligence and were able to maintain a healthy work-life balance. It uncovers the substantial correlation between emotional intelligence and the work life balance of employed women. The study determined that those with high emotional intelligence are more likely to achieve a favourable work life balance. The study concluded by suggesting that Organisations should create programs and policies to support faculty members in achieving a healthy work life balance and improving their emotional intelligence. Superiors may organize stress management training courses to assist employees in mitigating stress and maintaining equilibrium between their personal and professional lives. For improved productivity, one should prioritize communication technology and effective time management tactics. The authorities may prioritize efficiency and output rather than the duration of working hours.

Keywords: Emotional Intelligence, Work Life Balance, Quality of work, Women teachers, Higher Education Institutes (HIEs)

I. INTRODUCTION

In the past, women were limited to the role of being a homemaker, while their spouses were the sole providers for all financial necessities. It is impossible to imagine the same condition occurring in the present day. Currently, women have taken on the responsibility of generating income in order to manage their household and fulfil their family's expenses. The equilibrium between the role and duties of the home and work environment is crucial for both a healthy family life and organizational success. Female employees are required to effectively manage their professional responsibilities along with their roles as a spouse. Furthermore, to enhance their effectiveness and dedication towards responsibilities in the professional setting. Work-life balance refers to the state of happiness and efficient functioning in both work and home domains, without experiencing any conflicts between the two roles (Clark 2000). A healthy work-life balance can be characterized as an individual's ability to meet all their needs in terms of employment, family, and society. The work-life balance score has a positive impact on an organization's productivity and employee innovation (Greenhaus, 2003). Conversely, an imbalance in work-life tends to lead to the development of sad and disgruntled staff (Kofodimos, 1993).

Professional life entails the cultivation of one's professional skills and the acquisition of financial stability and social recognition within the organization and society. Personal life encompasses the responsibility of ensuring the well-being

of one's family, including the health of children and parents, as well as making efficient use of leisure time. Currently, achieving work life balance as a teaching professional has become a difficult undertaking. Teachers must allocate additional hours to enhance their professional efficiency in order to reach higher levels of achievement. The burden of teachers not only restricts their time at the institution but also extends to their home for the purpose of preparing for the following day. In addition to that, teachers are responsible for maintaining student records and fulfilling numerous institutional functional needs. Modern educators not only prioritize imparting knowledge, but also emphasize the development of essential interpersonal and practical abilities. Only by doing so can they foster their own growth and cultivate the development of exemplary individuals. In order to live a fulfilling and resilient life, salaried instructors should willingly take on responsibilities and achieve a harmonious equilibrium between their professional and domestic obligations.

Intelligence is the amalgamation of several cognitive processes aimed at efficiently adapting to the surroundings. According to Kidwell et al. (2011), emotions possess significant psychological forces that impact the behaviour and performance of professionals. Emotional intelligence pertains to an individual's capacity to effectively utilize emotions in accordance with the specific timing and circumstances. Emotional intelligence encompasses a wide range of an individual's social interactions and experiences. According to Yilmaz et al. (2015), Emotional Intelligence (EI) encompasses all of our behaviours and feelings. They argue that our emotions are present and influence our behaviour in any situation and location.

Kirk et al. (2008) assert that Emotional Intelligence pertains to the adaptive functioning of both interpersonal and intrapersonal interaction. Researchers have discovered that Emotional Intelligence (EI) is the distinct characteristic that differs among individuals, and this difference may be quantified in terms of emotional skills, as explained by Austin et al. (2005).

According to Frederickson (2003), good emotions in the workplace have the effect of expanding immediate thinking and behaviour, ultimately enhancing both individual and organizational performance (p.331). Friedman and Greenhaus (2000) argue that employed individuals desire to effectively manage their responsibilities both at work and in their personal lives in order to attain fulfilment and achieve their goals. According to Bailyn (2006) and Greenhaus et al. (2001), in order to achieve a balance between work and domestic responsibilities and to increase satisfaction, it is important to restructure the workload at the office to accommodate family demands. Fallon (2001) defines job-life balance as an employee's ability to effectively manage and maintain equilibrium in their time, energy, emotions, personal needs, and the needs of others who generate profits for them.

Ruderman et al. (2002) contend that there is a direct correlation between the duration of time spent at the workplace and the degree of satisfaction. Striking a balance between work and family responsibilities leads to greater happiness, particularly when work hours are shorter and the quality of work is improved (Barnett, 2006). In this situation, individuals learn skills and resources that greatly improve their ability to manage concerns related to work-family difficulties. Due to the increasing globalization in several aspects of life, women now have increasingly active and influential positions in communities worldwide. According to Kinnear (2014) and Mostert (2009), women currently hold management and executive positions in various social settings.

According to du Toit et al. (2017), Pillay et al. (2013), and Cavazotte et al. (2012), emotional intelligence (EI) is important for women in the workforce. According to Jonck and Swanepoel (2015), Emotional Intelligence has significantly improved the level of success for women leaders and workers in the workplace. Emotional intelligence, as discussed by Chaudhry and Saif (2012), Anand and Suriyan (2010) serve as a foundation for improved leadership abilities in women.

In contrast to traditional beliefs, there has been a noticeable shift in the way women are perceived and valued in various social contexts worldwide. Due to the evolving circumstances, women now have a much-improved ability to engage in various aspects of life, such as pursuing higher education, securing employment, participating in socio-economic activities, and engaging in political affairs. When examining South Asian countries, it is evident that women have a multifaceted role in their distinct communities. They are believed to be mostly accountable for domestic tasks. Women's condition becomes more exacerbated when they marry, as they are required to assume numerous more obligations in addition to managing the household. Maternity dictates the extent and hierarchy of obligations and

priorities for women. Due to reduced levels of stress and tension, women are more capable of achieving and sustaining a work life balance (Rajesh et al., 2013).

Indian women fulfil many roles and assume various obligations. In addition to their job-related responsibilities, they must also attend to household-related obligations such as caring for their spouse, parents, and children. This complex scenario presents significant obstacles for married women who are employed, as they must meet the expectations of all parties involved. Any failure in this complex situation may result in a family experiencing tension and stress, which can have devastating implications in extreme cases. Managing work life balance can be a tumultuous experience, and one's emotional intelligence can serve as a measure of their job performance. Therefore, it is crucial to find a harmonious equilibrium between these two crucial elements in order to achieve a high standard of personal and professional life, particularly in the fast-paced and challenging field of education.

II. REVIEW OF LITERATURE

G. Delina and Dr. R. Prabhakara (2013) conducted a study to investigate the difficult hurdles that working women encounter in achieving a harmonious equilibrium between their personal and professional lives. The researchers took into account many aspects, including the number of hours worked, level of work engagement, and family obligations. The primary aims of the study were to investigate the issue of work-life balance among married women who are employed, to examine the different factors that influence work-life balance, and ultimately, to analyse the impact of work-life balance on the quality of life for married women working in the Academic, IT, and healthcare sectors in Pondicherry. The participants were selected using a convenient sampling method. Research indicates that workers in the IT sector face greater challenges in achieving a work-life balance compared to women working in the academic and health sectors. The study also indicates that married women who are employed and under the age of 30 experience more work-life imbalance issues compared to those who are 40 years old. However, married women over the age of 40 were found to have slightly better work-life balance than the aforementioned age group.

Organizations seek to hire individuals that possess emotional intelligence in order to create and sustain a more enjoyable and appealing workplace. These individuals are able to attract and serve others in a pleasant manner, which eventually enhances the performance of the firm. The significance of emotional intelligence (EI) may be comprehended from the findings of Kalantari et al. (2012) study, which asserts that a heightened level of emotional intelligence leads to a decrease in tension and stress often caused by a challenging work environment. Gohm and Clore (2002) proposed a novel concept suggesting that emotional intelligence in the workplace has the capacity to mitigate burnout in professions that are susceptible to burnout. In addition, Schwartz (2011) discovered that experiencing happy emotions in the workplace has a favourable influence on job attitudes and enhances productivity. An individual's ability to regulate and oversee their work schedule is crucial in handling various responsibilities and expectations (Valcour & Hunter, 2005). The findings of Thomas and Ganister (1995) are noteworthy as they indicate that individuals with lower levels of work time control had reduced capacity to effectively handle unexpected family demands, resulting in higher levels of aversion.

In their study titled "Impact of working hours on Work Life balance," Sarah Holly and Alwine Mohnen (2012) aimed to investigate the impact of employees' working hours on their job satisfaction. The aggregate number of employees who desire to shorten their working hours is mostly determined by the overtime remuneration. Their study findings indicate that, in general, extended working hours do not result in employee dissatisfaction. On the contrary, long working hours have a beneficial impact on both the employees' overall life satisfaction and job satisfaction. Additionally, the desire to reduce these long working hours has a detrimental effect on employee job satisfaction.

According to Lenaghan et al. (2007), effectively controlling emotions is crucial for achieving a balance between work and family responsibilities. Akintayo (2010) argues that those with high emotional intelligence are more capable of effectively managing work-family stress and disputes. Individuals with high emotional intelligence exhibit a strong drive for both professional and familial responsibilities, resulting in lower levels of stress in their daily lives. Emotional intelligence plays a crucial role in establishing and sustaining balance in both professional and personal aspects of life (Shylaja & Prasad, 2017).

Currently, women globally have achieved a prominent position in all aspects of life. They are engaging in diverse socio-cultural domains, including politics, literature, arts, sports, banking, and finance. Undoubtedly, these fields

require a satisfactory degree of emotional intelligence in order to effectively handle matters related to stress, rage, and other related concerns. Emotional intelligence has a crucial role in improving academic and professional performance. Considering the significance of emotional intelligence in both professional and personal contexts, it is relevant to note that the degree of emotional intelligence among women in the workforce can be enhanced. According to Singh (2010), companies can increase the emotional intelligence (EI) of working women by implementing several measures and programs. These include improving their competency in areas such as interpersonal skills, organizational success, and personal growth. Grant (2007) proposed using training programs to enhance the emotional intelligence of women in the workforce as a means of developing this element. Women have made some progress in overcoming the obstacles that often hinder their success. However, there are still challenges that women need to confront, such as child-rearing and homemaking (Winn 2004). Women are commonly expected to have specific obligations, such as childcare and housekeeping, regardless of their income, qualifications, or employment status. This situation undermines women's aspirations for diverse and engaging employment prospects. Regarding this matter, Webster (2001) asserts that the roles and expectations placed on women differ throughout societies. However, it has been shown that women are often held accountable for domestic responsibilities such as childcare and parenting.

The research conducted by Kapoor et al. (1999) indicates that married women professionals face challenges in achieving a work-life balance due to the demands of both their jobs and their families. The study suggests that family-related concerns contribute to their unhappiness. The lack of domestic assistance provided by husbands worsens the situation for women who are employed. Rajadhyaksha and Smita (2004) found that just 34% of spouses were assisting their wives with everyday domestic tasks. The percentage of individuals who occasionally supported their wives was 24%. This indicates that the prevailing viewpoint is still rooted in tradition among the majority of the population. According to a study conducted by Ali (2006) in the information technology business, social support from both the family and the organization is crucial in facilitating work opportunities for women. Raj and Mahalakshmi (2016) assert that women fulfill multiple responsibilities within the household and workplace, including those of a spouse, caretaker, parent, employee, and colleague. They also highlight that women often provide additional services owing to work pressure and stress.

The study conducted by Memon et al. (2020) revealed a significant and crucial correlation between work life balance and job satisfaction, which aligns with previous research findings. Moreover, the influence of emotional intelligence on work-life balance and its level of satisfaction is assessed. The perspectives of male and female teachers differ when it comes to emotional intelligence (EI) and work life balance (WL). It demonstrates the disparity in gender views. Professional fulfilment is equivalent for both genders, and there is no significant difference observed between married and unmarried respondents in three of the circumstances.

In the contemporary context of a rapidly changing climate, the need for a harmonious balance between work and domestic routine is highly valued. It poses a significant challenge to management and leadership, leading to failure, conflicts, inefficiency, and attrition. Therefore, the study acknowledges the connection between emotional intelligence (EI), social elements, and their influence on work life (WL). Similarly, social circumstances influence the level of emotional intelligence (EI) and hence impact work-life balance (WLB) as well. Specifically, it suggests that intervention aimed at enhancing persons' work life and enhancing the level of emotional intelligence with various societal variables (Madan & Raja, 2019).

III. CONCLUSION

Female managers experience adverse impacts on their work-life balance due to unmet expectations from management, which can directly influence their emotional intelligence. They believe that the amount of quality time they spend with their family is reduced because they have meetings and more work to do after regular working hours. The majority of college professors believe that long commuting times, repeated written tasks, lack of cooperation from superiors and coworkers, and a lack of workload sharing among peers are the primary reasons that disrupt their work life balance. The data reveals that a significant proportion of female professors in government colleges and a minimal proportion of female teachers in self-financing colleges express satisfaction with their daily work hours. Working women who receive assistance from their parents, in-laws, domestic helpers, siblings, and spouse are capable of

effectively managing and harmonizing their professional and personal lives. Unmarried women appear to have better physical and mental health compared to married women who are employed.

The study sought to examine the correlation between Emotional Intelligence and the Work Life Balance of female managers. The study revealed a positive correlation between Emotional Intelligence and Work Life Balance, indicating that individuals with higher Emotional Intelligence tend to have higher levels of Work Life Balance. It is important to note that in a rapidly changing world, achieving work-life balance has become a tough occurrence for women. This phenomenon is largely driven by the increasing requirements of particular occupations in various domains. The dynamics of the family structure have undergone a significant transformation. In the past, it was customary for the husband to be the sole breadwinner while the wife managed the household. However, in contemporary times, it is common for the wife to also contribute financially to the family. Nevertheless, in the majority of instances, the wives continue to fulfil their customary responsibilities at home while also serving as equal financial providers for the family. Although women have made significant strides in entering the workforce, they continue to fulfil their traditional domestic duties at home. This is a result of societal taboos that strongly associate women with domestic responsibilities, regardless of the circumstances. This occurrence presents a complex scenario for women who are employed, thereby giving rise to the question of achieving a balance between work and personal life.

The research findings demonstrate a robust and statistically significant association between emotional intelligence and work life stability. According to Bedi & Bedi (2017), Emotional Intelligence promotes work life balance in an individual's life. Thorat and Dharwadkar (2016) found that Emotional Intelligence is a crucial aspect in enabling working individuals to effectively handle their relationships in the workplace and attain a more favourable work-life balance. Sharma (2014) conducted a study of 55 workers and discovered that there is a positive correlation between Emotional Intelligence and Work Life Balance. In addition, Srividhya and Sharmila (2014) suggested that working women with a high level of Emotional Intelligence were more adept at managing both their household and professional obligations.

Kumarasamy et al. (2016), Thorat and Dharwadkar (2016), and Shylaja and Prasad (2017) discovered that there is a clear correlation between Emotional Intelligence and achieving Work Life Balance, both among managers and employees. Individuals with a high level of Emotional Intelligence never encounter unpleasant situations like role conflict and excel in fulfilling their duties both at work and in their personal lives. One possible explanation for this phenomenon is that individuals with higher levels of Emotional Intelligence exhibit greater motivation and interest in their work (Gupta, 2016). In a similar vein, Goodwin and Richards (2017) discovered that persons lacking workplace support saw a decrease in Work-Life Balance, resulting in a significant level of discontent among the participants in the study.

The study conducted by Sharma et al. (2016) revealed a significant correlation between the difficulty of working conditions and employee satisfaction and performance. Specifically, they found that as the working conditions became more challenging, employee contentment and performance decreased. Lee et al. (2015) and Azeem and Altalhi (2015) have both expressed the same concept, stating that when employees find a balance between their professional obligations and personal life demands, it increases their satisfaction level.

The study revealed that all the sub-factors of Emotional Intelligence are strongly correlated with Work Life Balance. Self-assurance and the ability to manage relationships are crucial factors in achieving work-life balance. Similarly, Long et al. (2016) argued that Emotional Intelligence is crucial in service organizations, as it enhances individuals' ability to display positive behaviour towards colleagues, subordinates, managers, and clients, thereby contributing to the overall quality of the service. Moreover, Bedi and Bedi (2017) found that Emotional Intelligence enhances an individual's ability to perceive the work environment in a positive manner, resulting in higher levels of job satisfaction.

IV. RECOMMENDATION

The topic of balancing work and life is a subject of much discussion among researchers. This feature has presented a significant dilemma for employees in terms of how to effectively balance their personal and professional lives. In order to enhance employee productivity, efficiency, and dedication, firms must implement Work Life Balance policies. The study determined that a robust correlation exists between Emotional Intelligence and Work Life Balance. Each of the sub-factors of Emotional Intelligence exhibits a strong correlation with Work Life Balance. Individuals with high

emotional intelligence effectively regulate and comprehend their own emotions, as well as the emotions of others, resulting in enhanced performance. It is an improved method for achieving a more optimal work-life balance. Therefore, it is advisable to provide staff with training on the theory and practice of Emotional Intelligence so that they may effectively manage contradictory situations. Emotional intelligence is a trainable skill.

The researchers suggest that it is important to focus on the particular challenges faced by female employees in any firm, as women often have multiple duties to fulfil in addition to their professional responsibilities. There may be a distinct boundary between activities that include work and those that do not. At every level of the business, the senior management and relevant officials can actively work to develop policies about strategies for achieving Work Life Balance. This will help establish sustainable institutions that encompass all parts of life. It is necessary to develop a productive and streamlined work environment that promotes emotional well-being for women, enhancing both their personal and professional lives. The authorities may prioritize efficiency and output rather than the duration of working hours. For improved productivity, one should prioritize communication technology and effective time-management tactics.

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