

Impact of Emotional Intelligence on Work-Life Balance among Corporate Employees

Richa Jaiswal

Rukmani Devi Jaipuria Public School, Civil Lines, Delhi

F Antony Fernandes

Pondicherry University, Puducherry

This study investigates the relationship between emotional intelligence and work-life balance among corporate employees in Delhi, India, and evaluates the levels of emotional intelligence and work-life balance among these employees. It also investigates the impact of Emotional Intelligence on their work-life balance. A quantitative method was used, and data were collected using Daniel Goleman's Emotional Intelligence Scale (1995), which was modified by Suzanne Farnet et al. (2013). This has two sections, A & B, each with 15 items and a 5-point scale. Secondly, the work-life balance scale developed by Jeremy Hayman (2005) consists of 15 items and is scored on a 5-point scale. Seventy corporate employees were randomly selected from public and private sectors, and a questionnaire assessing work-life balance and emotional intelligence was administered. Data were collected after obtaining consent from the corporate employees, and Correlation, T-test, and Regression were used to analyze the results. Emotional Intelligence (EI) positively correlated with work-life balance in 83% of their lives. Similarly, self-management contributed to a better work-life balance for 70% of their lives. The study also revealed no significant gender differences in Emotional Intelligence and work-life balance between males and females. However, it was also found that other extraneous factors may influence work-life balance, possibly preventing a direct relationship between EI and work-life balance. Further study suggests that the organization's administration should develop programs, such as training sessions or workshops on stress management, and implement policies that promote a work-life balance for employees. This balance can help employees reduce burnout due to work and maintain a balance in their personal and professional lives.

Keywords: Work-Life Balance, Emotional Intelligence, Corporate Employees, Burnout.

In today's competitive corporate culture, emotional intelligence is vital to any individual's skill set. Excellence in work performance is achieved at the cost of personal life. Any human being expects an excellent living, so a balance between work and personal life becomes inevitable. Emotional Intelligence is essential for achieving better performance in both work and family life, and it facilitates stress minimization. The concept of Emotional Intelligence plays a significant role in

everyone's lives. Research suggests that traditional Intelligence, i.e., IQ, contributes only 20% to an individual's success, whereas emotional Intelligence, i.e., EQ, contributes 80%. This Study will help realize the importance of emotional intelligence in enhancing individual and team performance, thereby improving organizational effectiveness.

Emotional Intelligence

According to Salovey and Mayer (1990), emotional Intelligence is "the ability to monitor

one's and others' feelings and emotions, discriminate among them, and use this information to guide one's thinking and actions. Emotional intelligence is a set of qualities and abilities that encompass a range of individual skills, often referred to as "soft skills" or "interpersonal skills" (Joyce et al., 2021). Emotions are an intrinsic part of our biological makeup, and every morning, they accompany us to the office, influencing our behavior at work. Emotional Intelligence comprises five key factors: recognizing one's own emotions and those of others, managing emotions effectively, motivating oneself, understanding emotions in others, and handling relationships skilfully (Goleman, 1995).

Work-Life Balance

Work-life balance refers to practices in the workplace that support and consider employee demands for achieving a healthy work-life balance (Mahanta, M., 2015; Memon et al., 2020). This idea refers to the perception that work and non-work activities are compatible and encourage growth by aligning with the current life priorities one seeks. In a vast spectrum, work-life balance reflects the satisfactory level achieved by an individual due to involvement in multiple functions and roles (Kumarasamy, M. M. et al., 2016; Rangreji, D.D., 2010). Beauregard and Henry (2009) found that work-life imbalance is responsible for more absenteeism in the workplace and poor work performance. From an organizational standpoint and employees may perform better in the workplace if they effectively balance their family and work domains. A balanced family life and work have been typically associated with higher organizational commitment and enhanced job satisfaction. Carmeli (2003) empirically demonstrated that EI has a direct impact on work-life balance and an individual's performance.

EI plays a significant role in WLB among employees' performance. Employees with high EI are in touch with their emotions. They can regulate them in a way that promotes well-being and the ability to cope with environmental demands, thereby promoting balanced living (Waite & Gallagher, 2000). EI helps people adapt to work-related demands (Reuven Bar-On, 2005). People with high EI are high in Adaptive Coping Style, while people with low EI have Avoidant Coping Style. An adaptive coping style enables individuals to manage stress more effectively and perform better in their environment. In contrast, the Avoidance Coping Style increases stress as a person either performs less or attempts to escape from it (Sharma, S, & Saxena, P., 2022). Emotional exhaustion hurts job performance in terms of organizational commitment and job satisfaction (Moon & Hur, 2011). Employees with high EI can reduce or transform the adverse effects of emotional exhaustion on job performance (Takong, A.J. et al., 2021).

According to Schutte et al. (1998), EI is the ability to acknowledge, express, manage, and cope with emotions in an adaptive manner. EI plays a significant role in the success of any venture an individual undertakes. Studies prove that the contribution of EI is about eighty percent, whereas the intelligence quotient is only about twenty percent. Scientists have validated that an employee with more EI can quickly adapt to a new environment and will benefit their Organization (Vasumathi, A., & Sagaya, M. T., 2017). It is well known that the strategic leaders of the Organization will arise with this crucial character of EI. EI is also identified as one of the essential skills for success in 2020. The impact of work-life support is reflected in reduced absenteeism, lower stress levels, higher productivity and performance, increased satisfaction, and enhanced commitment, ultimately leading to

improved organizational effectiveness (Vasumathi, A., & Sagaya, M. T., 2017). WLB practices in an organization also attract and retain highly qualified professionals.

McCleskey (2014) illustrated that after 1920, the term used to express individuals' interpersonal and intrapersonal skills was compatible with Gardner's theory of multiple Intelligences. This theory states that an individual's promotion depends on more than his/ her IQ. Social skills and the ability to understand one's own and others' feelings, emotions, motivations, and fears are also important (Asiamah, et al., 2017). Emotional Intelligence (EI) is not separate from IQ, but both can be utilized effectively in the workplace. Emotions are responsible for 80% of employees' success, while just 20% is attributed to IQ.

The Rationale of the Study

The fast pace of globalization and the competitive world involving new professionals and technologies demands that people need help balancing their professional and personal lives. Conflict, stress, and depression among individuals also increase, so it is essential to address the causes and solutions of these problems. This Study assesses the importance of Emotional Intelligence and its role in enhancing individual and team performance, as well as improving organizational effectiveness. The findings and outcomes of this research will benefit corporates in India.

Statement of Problem

The rapid pace of globalization and the advancement of new technologies has significantly transformed the corporate landscape in the past decade. These changes have intensified the pressures on working professionals, often blurring the boundaries between personal and professional life. As the demands of the

workplace grow, employees are increasingly challenged to maintain a healthy work-life balance. Emotional Intelligence (EI) has emerged as a crucial factor in managing these pressures, as it equips individuals with the skills to navigate complex emotional landscapes at work and home. However, the specific role of Emotional Intelligence in achieving work-life balance among corporate employees still needs to be explored. This research aims to assess the impact of emotional Intelligence on work-life balance, shedding light on how corporate employees can leverage EI to mitigate workplace stress and enhance overall well-being.

The researcher is trying to answer the following questions through the Study:

- (a) Do Employees of private corporate organizations have Emotional Intelligence (EI) Skills?
- (b) How do employees' Emotional Intelligence (EI) skills affect work-life balance?
- (c) Are there any significant differences in the relationship between emotional intelligence and work-life balance based on gender?
- (d) Are there any relationships between emotional Intelligence and work-life balance?

Hypotheses

- H1: Higher emotional Intelligence leads to better work-life balance among corporate employees.
- H2: There is a significant difference between emotional Intelligence and work-life balance based on gender.
- H3: Emotional Intelligence mitigates stress and burnout, improving work-life balance.

Method

Sampling

The study population comprises men and women aged 20 to 45 who work in a corporation in Delhi. The individual samples were pooled, resulting in a total of 70 participants (41 male employees and 29 Female employees).

Tools

There were two tools used. Firstly, Daniel Goleman's Emotional Intelligence Scale (1995), which was modified by Suzanne Farnet et al. (2013). This has two sections, A & B, each with 15 items and a 5-point scale. Secondly, the work-life balance scale developed by Jeremy Hayman (2005) consists of 15 items and is scored on a 5-point scale.

Results

Table 1: Descriptive data, Mean and Standard Deviation of Work-Life balance and four components of emotional Intelligence, i.e., Self-awareness, Self-management, Social Awareness, and Relationship management.

Descriptive Statistics			
	Mean	Std. Deviation	N
Work life Balance Scoring	47.21	6.974	70
Self Awareness Total	26.60	3.669	70
Self Management Total	28.67	4.730	70
Social Awareness Total	28.93	4.434	70
Relationship Management Total	26.13	4.380	70

Table 2: Regression of the independent variable emotional Intelligence and the dependent variable work-life balance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	90.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1. (Constant)	55.304	5.988		9.235	<.001	45.318	65.290
EMO_INTL	-.293	.215	-.163	-1.364	.177	-.652	.065

The table above shows that Emotional Intelligence has a positive impact on Work-Life Balance 83% of the time.

Table 3: Regression of work-life balance with different components of emotional Intelligence, i.e., Self-awareness, Self-management, Social Awareness, and Relationship management.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	90.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
Contant	54.270	6.383		8.502	<.001	43.619	64.921
Self Awareness Total	.157	.443	.083	.354	.724	-.582	.896
Self Management Total	-.322	.321	-.218	-1.003	.320	-.857	.214
Social Awareness Total	.012	.384	.007	.030	.976	.630	.653
Relationship Management Total	-.090	.369	-.056	-.243	.809	-.706	.526

The table above shows that 70% of the time, Self-management Positively impacts work-life balance.

Table 4: T-test of Emotional Intelligence and Work-life balance

		Independent Samples Test									
		Levene's Test for Equality of Variance				t-test for Equality of Means			95% Confidence Interval of the Difference		
		F	Sig	t	df	One-sided p	Two-sided P	Mean Difference	Std. Error Difference	Lower	Upper
		EMO INTL	Equal variances assumed	1.219	.273	-.866	68	.195	.390	-.81644	.94325
	Equal variances not assumed			-.903	67.299	.185	.370	-.81644	.90401	-2.62071	.98782

		Independent Samples Test									
		Levene's Test for Equality of Variance				t-test for Equality of Means			95% Confidence Interval of the Difference		
		F	Sig	t	df	One-sided p	Two-sided P	Mean Difference	Std. Error Difference	Lower	Upper
		Work life Balance Scoring	Equal variances assumed	.000	.996	-.896	68	.187	.373	-1.518	1.695
	Equal variances not assumed			-.912	63.928	.183	.365	-1.518	1.665	-4.845	1.808

The above Table shows no gender differences in Emotional Intelligence and work-life balance.

Table 5: Correlation between Emotional Intelligence and Work-Life Balance

Correlations						
		Work Life Balance Scoring	Self awareness Total	Self Manangement Total	Social Awareness Total	Relationship Managment Total
Work Life Balance Scoring	Pearson Correlation	1	-.129	-.184	-.138	-.132
	Sig (2-tailed)		.289	.128	.254	.275
	Sum of Squares and Cross-Products	3355.786	-227.00	-418.081	-294.929	-278.929
	Covariance	48.635	-3.290	-6.059	-4.274	-4.042
	N	70	70	70	70	70

The table above shows no significant differences in work-life balance or emotional intelligence.

Discussion

It was found that emotional Intelligence positively impacts work-life balance 83% of

the time because individuals with high Emotional Intelligence are better prepared to manage workplace stress, maintain healthy interpersonal relationships, and regulate their emotions effectively. These skills are essential for navigating high-pressure

situations, preventing burnout, and resolving conflicts effectively. It was found that self-management had a positive impact on work-life balance 70% of the time, enabling employees to effectively manage their time, tasks, and emotional responses to workplace stress. It was found that there are no gender differences in emotional Intelligence and work-life balance nowadays, in terms of both males and females. The lack of gender differences can be attributed to the evolving dynamics of the workplace. Both men and women now face similar challenges, responsibilities, and expectations in balancing their professional and personal lives. It was found that there is no direct relationship between Emotional Intelligence (EI) and Work-Life Balance (WLB). This could be because several external variables impact employees' well-being. These extraneous variables may include organisational culture, workload demands, management styles, and the availability of flexible work arrangements. Even employees with high EI may struggle to maintain WLB if they face excessive work hours, unclear expectations, or unsupportive environments.

Recommendations for Further Research

This Study can also be done exclusively by considering only the corporate organizations' managers and leadership team. To check the Manager's Emotional Intelligence on the Employees' work-life balance. A comparative study of work-life balance, emotional Intelligence, and job satisfaction can be undertaken. Other human resource management and organisational behaviour variables can be investigated as Dependent variables. Other sectors, such as healthcare and education, can be considered when studying the same variables.

Conclusion

The Study aimed to assess the impact of emotional Intelligence on work-life balance.

Organisations must recognize the importance of fostering a culture that supports employee well-being. This involves adopting flexible work practices, encouraging employees to take time off for relaxation and self-care, and creating policies that allow them to disconnect from work after hours. Implementing employee assistance programs (EAPs) that offer counseling and mental health support can also help alleviate the adverse effects of work-related stress. Achieving work-life balance is essential for individual well-being and long-term organisational success. It is not just about reducing hours or offering remote work; it is about creating an environment where employees can thrive at work and in their personal lives. Additionally, leaders play a crucial role in establishing a work-life balance within their teams. Leaders can foster a more supportive and compassionate work environment by modeling emotionally intelligent behaviors, such as empathy, active listening, and effective communication. Employees who feel supported in balancing their professional and personal lives will likely remain engaged, productive, and loyal to the Organization.

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Richa Jaiswal, Rukmani Devi Jaipuria Public School, Civil Lines, Delhi-1100054. E-mail; richajaiswal312@gmail.com

F Antony Fernandes, Department of Applied Psychology, Pondicherry University, Puducherry-605014. India. E-mail: antonyf1402@gmail.com