Impact of Work Life Balance on Emotional Intelligence in non executive employees in Indian Railways, Bilaspur Zone

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Abstract

Purpose- *Work Life Balance and Emotional Intelligence both are important factor for employee's success. The purpose of this paper is to investigate the impact of Work Life Balance on Emotional Intelligence in non executive employee of Indian Railways, Bilaspur Zone.*

Methodology/Sample- *A total of 600 questionnaires were distributed all the Bilaspur Zone departments which 387 were returned back after correct filing answer. The selected method for sampling in this research stratified sampling. Data were collected using both primary and secondary sources. Primary data were collected through questionnaires. The data was analyzed using SPSS test applied was correlation.*

Finding- *The findings that work life balance has positive impact on employee emotional intelligence in Indian Railways non executive employees of Bilaspur Zone.*

Practical Implication: *This study emphasizes the view point that organizations improve work life balance of employees to help them balance their work related and personal challenges.*

Keywords: *work life balance, emotional intelligence, and Indian railways.*

1. Introduction

1.1Work Life Balance

The rapid economic growth and development in the world has created new activities and open new doors for all the business organizations. This trend has also affected the Indian Railways sector. The changes in business activities bring change in culture and perception of the employees. The employees in present are more involved in their jobs than in the last decade. The long working hours, work pressure, high demanding jobs, use of sophisticated technology made it difficult for employees to keep a balance between their job and work commitments (Nadeem and Abbas 2009).

1.2 Emotional Intelligence

The importance of emotions in organizational settings is pervasive. Both employers and managers need to learn to understand their emotions as well as others' feelings. This enables them to effectively communicate, make decisions and solve problems. No wonder that emotions were linked to the effectiveness of leaders (George, 2000).

Emotional intelligence (EI) is a broad term which captures a broad collection of individual skills and dispositions, usually refers to soft skills or inter and intra-personal skills. It involves being aware of emotions and how they can affect and interact with traditional intelligence. The pioneers in Emotional intelligence, Peter Salovey and John D. Mayer (1990) defined emotional intelligence as, "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions"

Goleman (1995) has identified five elements of EI that have a significant influence on studying the behavior of the employee in an organization. The five elements are: Self-awareness which is defined as knowing and having control on self in spite of adverse situations, maintaining calmness, and making a calculated decision. Second is Self-management, defined as the handling of emotions in such a way where that even the negative emotion prepares the individual for a constructive task.

John Mayer and Peter Salovey developed Ability model of Emotional Intelligence. This model mentioned that emotional intelligence is the ability to perceive and to express emotions, assimilate emotions in thought, understand and reason with emotion and regulate emotion in self and others. Daniel Goleman developed mixed model of emotional intelligence and focused on the abilities, which include self-control, zeal and persistence and the ability to motivate oneself. Major areas are (1) Knowing one's emotions (2) Management of emotions (3) Motivating oneself (4) Recognizing emotions (5) Handling relationship (R. Sternberg, 2000).

1.3 Indian Railways

Indian Railways department transporting nearly 25 Million passengers and more than 2.8 Million Tons of freight daily with the help of 2,29,381 wagons, 59,713 coaches and more than 9,213 locomotive engines of various kinds(www.Indian railways, Wikipedia).

1.4 Objectives

Objective of this study is, thus, to examine the impact of work life balance on emotional intelligence and to identify which factor of work life balance have more influence on employee emotional intelligence in Indian Railways non executive level of employees. This research can be helpful for Indian Railways to indentify the factor which influence the employee work life balance and the emotional intelligence in the result.

1.5 Hypotheses to e Tested For This Study

Table 1. Hypotheses of Work Life Balance Instruments

H_1	There is no effect of difficulty balancing my work and non work activities on emotional intelligence.
H_2	There is no effect of my personal life suffers because of work on emotional intelligence.
H_3	There is no effect of my family supports me in my professional life on emotional intelligence.
H_4	There is no effect of Supervisor in this organization have an understanding of private life needs on EI.
H_5	There is no effect of I feel that management has trust in the employees doing their job on emotional intelligence.
H_6	There is no effect of my job produces strain that makes it difficult to fulfill family duties on emotional intelligence.
H_7	There is no effect of I have a heavy workload on emotional intelligence.
H_8	There is no effect of due to work related duties, I have to make changes to my plans for family activities on emotional intelligence.
H_9	There is no effect of If you work overtime, are you paid an overtime premium on emotional intelligence.
H_{10}	There is no effect of I am very happy with my work on emotional intelligence.

2. Literature Review

2.1 Work Life Balance

Work–family balance reflects an individual's orientation across different life roles, an inter-role phenomenon (Marks and MacDermid, 1996).

Kirchmeyer (2000) views living a balanced life as ''achieving satisfying experiences in all life domains, and to do so requires personal resources such as energy, time, and commitment to be well distributed across domains''.

Clark, (2000); Ungerson & Yeandle, (2005) Work–life balance is defined as an employee's perception that multiple domains of personal time, family care, and work are maintained and integrated with a minimum of role conflict

Dalip Singh (2001) mentioned that "application of emotional intelligence supports the managers and employees to recognize and understand emotions and using emotional intelligence to manage oneself and his/her relationship with others". The application of emotional intelligence in the organization includes the areas like personnel selection, development of employees, teams and the organization. "The organizations must coach their employees in developing their interpersonal skills and coach them to perform effectively on the job with other employees in the organization" (Reuven Bar-On et al, 2007).

Vijaya Mani (2013) has revealed the major factors influencing the Work Life Balance of Women professionals in India such as role conflict, lack of recognition, organizational politics, gender

discrimination, elderly and children care issues, quality of health, problems in time management and lack of proper social support.

2.2 Emotional Intelligence

Kafetsios and Zampetakis (2008) tested for links between emotional intelligence, affect at work and job satisfaction. The results demonstrated that emotional intelligence is an important predictor of work affectivity and job satisfaction. The results also indicated that positive and negative affect at work substantially mediate the relationship between emotional intelligence and job satisfaction with positive affect exerting a stronger influence. Among the four emotional intelligence dimensions, use of emotion and emotional regulation were significant predictors of affect at work whereas perceiving others' emotions was uniquely associated with job satisfaction.

Stein, Papadogiannis, Yip and Sitarenios (2009) examined the emotional intelligence scores of executives in relation to various organizational outcomes such as net profit, growth management, and employee management and retention. The results showed that executives who possessed higher levels of empathy, self-regard, reality testing and problem solving were more likely to yield high profit-earning companies and were also perceived as being easy with respect to managing growth, managing others, training and retaining employees.

3. Research Methodology

The data was collected through stratified sampling method. Collect the information through questionnaires all departments from Bilaspur Zone, Indian Railways. 89.9% respondents were male and 10.1% were female. 0.3% respondents were of less than 20 years of age, 3.9% respondents were of 21 to 25 years of age.11.6% respondents were of 26 to 30 years of age. 18.6% respondents were of 31 to 35 years of age. 19.1% respondents were of 36 to 40 years of age. 21.2% respondents were of 41 to 45 years of age. 11.9% respondents were of 46 to 50 years of age. 9.3% respondents were of 51 to 55 years of age, while 4.1% respondents were of less than 56 to 60 years of age groups. 37 respondents belonged to commercial. 11 respondents belonged to Education. 37 respondents belonged to Electrical (General). 76 respondents belonged to Electrical(OP)+Mechanical(Loco). 21 respondents belonged to Electrical(TRD). 34 respondents belonged to Engineering. 11 respondents belonged to Medical. 93 respondents belonged to Operating. 15 respondents belonged to Personal. 18 respondents belonged to Signal & Telecommunication (Signal). 16 respondents belonged to Signal & Telecommunication (Tele), while 35 respondents belonged to Carriage &Wagon department. 18.1% respondents were of 10th of qualification. 21.4% respondents were of 12th of qualification. 25.1% respondents were of Graduation of qualification. 13.4% respondents were of ITI of qualification. 17.3% respondents were of Diploma of qualification. 4.7% respondents were of BE of qualification. 21.2% respondents were of less than 5 years of experience. 19.4% respondents were of less than 5 years of experience. 19.4% respondents were of 6 to 10 years of experience. 17.8% respondents were of 11 to 15 years of experience. 17.8% respondents were of 16 to 20 years of experience. 0.9% respondents were of 21 to 25 years of experience. 7.8% respondents were of 26 to 30 years of experience, while 0.7% respondents were of grater than 30 years of experience.

Primary data were collected through questionnaires with 5 point likert scale where A= disagree, B= somewhat disagree, C= neutral, D= somewhat agree, E= agree. The data was analyzed using SPSS, the test applied was Correlation Pearson's Product to analyze the relation between work life balance and emotional intelligence.

4. Data Analysis

The following results show the correlation of work life balance on emotional intelligence.

Table 2. Correlation of work life balance (H₁) on Emotional Intelligence

Correlations		Emotional Intelligence	I have difficulty balancing my work and non work activities
Emotional Intelligence	Pearson Correlation	1	.065
	Sig. (2-tailed)		.202
	N	387	387
I have difficulty balancing my work and non work activities	Pearson Correlation	.065	1
	Sig. (2-tailed)	.202	
	N	387	387

The correlation between the difficulty balancing my work and non work activities and emotional intelligence is r = .065. Hence, the null hypothesis H₁ is accepted. This coefficient shows that there is positive relationship between the employee difficulty balancing my work and non work activities and emotional intelligence, So, there is insignificant relation between difficulty balancing my work and non work activities and emotional intelligence and it is concluded that as difficulty balancing my work and non work activities have weak relation so it has no impact on the level of employee emotional intelligence in Indian Railways. However Indian Railways increase the level of emotional intelligence by reducing difficulty balancing my work and non work activities to employees.

Table 3. Correlation of work life balance (H₂) on Emotional Intelligence

Correlations		Emotional Intelligence	My personal life suffers because of work.
Emotional Intelligence	Pearson Correlation	1	.046
	Sig. (2-tailed)		.368
	N	387	387
My personal life suffers because of work.	Pearson Correlation	.046	1
	Sig. (2-tailed)	.368	
	N	387	387

The correlation between the personal life suffers because of work and emotional intelligence is r = .046. Hence, the null hypothesis H_2 is accepted. This coefficient shows that there is positive relationship between the employee my personal life suffers because of work and emotional intelligence, So, there is insignificant relation between my personal life suffers because of work and emotional intelligence and it is concluded that as my personal life suffers because of work have weak relation so it has no impact on the level of employee emotional intelligence in Indian Railways. However Indian Railways increase the level of emotional intelligence by reducing my personal life suffers because of work.

Table 4. Correlation of work life balance (H_3) on Emotional Intelligence

Correlations		Emotional Intelligence	My family supports me in my professional life.
Emotional Intelligence	Pearson Correlation	1	.030
	Sig. (2-tailed)		.551
	N	387	387
My family supports me in my professional life.	Pearson Correlation	.030	1
	Sig. (2-tailed)	.551	
	N	387	387

The correlation between the family supports me in my professional life and emotional intelligence is r = .030. Hence, the null hypothesis H_3 is accepted. This coefficient shows that there is positive relationship between the employee my family supports me in my professional life and emotional intelligence, So, there is insignificant relation between my family supports me in my professional life and emotional intelligence and it is concluded that as my family supports me in my professional life have weak relation so it has no impact on the level of employee emotional intelligence in Indian Railways. However Indian Railways increase the level of emotional intelligence by increasing my family supports me in my professional life.

Table 5. Correlation of work life balance (H_4) on Emotional Intelligence

Correlations		Emotional Intelligence	Supervisor in this organization have an
Emotional Intelligence	Pearson Correlation	1	.050
	Sig. (2-tailed)		.323
	N	387	387
Supervisor in this organization has	Pearson Correlation	.050	1

an understanding of private life needs.	Sig. (2-tailed)	.323	
	N	387	387

The correlation between the Supervisor in this organization have an understanding of private life needs and emotional intelligence is r = .050. Hence, the null hypothesis H_4 is accepted. This coefficient shows that there is positive relationship between the Supervisor in this organization have an understanding of private life needs and emotional intelligence, So, there is insignificant relation between Supervisor in this organization have an understanding of private life needs and emotional intelligence and it is concluded that as Supervisor in this organization have an understanding of private life needs have weak relation so it has no impact on the level of employee emotional intelligence in Indian Railways. However Indian Railways increases the level of emotional intelligence by increasing Supervisor in this organization has an understanding of private life needs.

Table 6. Correlation of work life balance (H_5) on Emotional Intelligence

Correlations			
		Emotional Intelligence	I feel that management has trust in the employees doing
Emotional Intelligence	Pearson Correlation	1	-.031
	Sig. (2-tailed)		.549
	N	387	387
I feel that management has trust in the employees doing their job.	Pearson Correlation	-.031	1
	Sig. (2-tailed)	.549	
	N	387	387

The correlation between the I feel that management has trust in the employees doing their job and emotional intelligence is r = -.031. Hence, the null hypothesis H_5 is accepted. This coefficient shows that there is weak and negative relationship between the I feel that management has trust in the employees doing their job and emotional intelligence, So, there is insignificant relation between I feel that management has trust in the employees doing their job and emotional intelligence and it is concluded that as I feel that management has trust in the employees doing their job have negative relation with employee emotional intelligence in Indian Railways. However Indian Railways increases the level of emotional intelligence by increasing I feel that management has trust in the employees doing their job.

Table 7. Correlation of work life balance (H_6) on Emotional Intelligence

Correlations			
		Emotional Intelligence	My job produces strain that makes it difficult to fulfill
Emotional Intelligence	Pearson Correlation	1	.050
	Sig. (2-tailed)		.330
	N	387	387

My job produces strain that makes it difficult to fulfill family duties.	Pearson Correlation	.050	1
	Sig. (2-tailed)	.330	
	N	387	387

The correlation between my job produces strain that makes it difficult to fulfill family duties and emotional intelligence is r = .050. Hence, the null hypothesis H_6 is accepted. This coefficient shows that there is positive relationship between the my job produces strain that makes it difficult to fulfill family duties and emotional intelligence, So, there is insignificant relation between my job produces strain that makes it difficult to fulfill family duties and emotional intelligence and it is concluded that as my job produces strain that makes it difficult to fulfill family duties have weak relation so it has no impact on the level of employee emotional intelligence in Indian Railways. However Indian Railways increases the level of emotional intelligence by reducing my job produces strain that makes it difficult to fulfill family duties.

Table 8. Correlation of work life balance (H_7) on Emotional Intelligence

Correlations			
		Emotional Intelligence	I have a heavy workload.
Emotional Intelligence	Pearson Correlation	1	.063
	Sig. (2-tailed)		.217
	N	387	387
I have a heavy workload.	Pearson Correlation	.063	1
	Sig. (2-tailed)	.217	
	N	387	387

The correlation between I have a heavy workload and emotional intelligence is r = .063. Hence, the null hypothesis H_7 is accepted. This coefficient shows that there is positive relationship between the I have a heavy workload and emotional intelligence, So, there is insignificant relation between I have a heavy workload and emotional intelligence and it is concluded that as I have a heavy workload have weak relation so it has no impact on the level of employee emotional intelligence in Indian Railways. However Indian Railways increases the level of emotional intelligence by reducing the heavy workload.

Table 9. Correlation of work life balance (H_8) on Emotional Intelligence

Correlations			
		Emotional Intelligence	Due to work related duties, I have to make changes to my plans for family activities.
Emotional Intelligence	Pearson Correlation	1	.304[**]
	Sig. (2-tailed)		.000
	N	387	387

Due to work related duties, I have to make changes to my plans for family activities.	Pearson Correlation	.304**	1
	Sig. (2-tailed)	.000	
	N	387	387

The correlation between the due to work related duties, I have to make changes to my plans for family activities and emotional intelligence is r = .304. Hence, the null hypothesis H_8 is rejected. This coefficient shows that there is positive relationship between the due to work related duties, I have to make changes to my plans for family activities and emotional intelligence, So, there is significant relation between due to work related duties, I have to make changes to my plans for family activities and emotional intelligence and it is concluded that as due to work related duties, I have to make changes to my plans for family activities have positive relation so it has impact on the level of employee emotional intelligence in Indian Railways. However Indian Railways increases the level of emotional intelligence by increasing due to work related duties, I have to make changes to my plans for family activities.

Table 10. Correlation of work life balance (H_9) on Emotional Intelligence

Correlations			
		Emotional Intelligence	If you work overtime, are you paid an overtime premium
Emotional Intelligence	Pearson Correlation	1	.296**
	Sig. (2-tailed)		.000
	N	387	387
If you work overtime, are you paid an overtime premium	Pearson Correlation	.296**	1
	Sig. (2-tailed)	.000	
	N	387	387

The correlation between If you work overtime, are you paid an overtime premium and emotional intelligence is r = .296. Hence, the null hypothesis H_9 is rejected. This coefficient shows that there is positive relationship between If you work overtime, are you paid an overtime premium and emotional intelligence, So, there is significant relation between If you work overtime, are you paid an overtime premium and emotional intelligence and it is concluded that as If you work overtime, are you paid an overtime premium have positive relation so it has impact on the level of employee emotional intelligence in Indian Railways. However Indian Railways increases the level of emotional intelligence by reducing work overtime, are you paid an overtime premium.

Table 11. Correlation of work life balance (H_{10}) on Emotional Intelligence

Correlations			
		Emotional Intelligence	I am very happy with my work
Emotional Intelligence	Pearson Correlation	1	.301**
	Sig. (2-tailed)		.000

	N	387	387
I am very happy with my work	Pearson Correlation	.301**	1
	Sig. (2-tailed)	.000	
	N	387	387

The correlation between I am very happy with my work and emotional intelligence is r = .301. Hence, the null hypothesis H$_{10}$ is rejected. This coefficient shows that there is positive relationship between I am very happy with my work and emotional intelligence, So, there is significant relation between I am very happy with my work and emotional intelligence and it is concluded that as I am very happy with my work have positive relation so it has impact on the level of employee emotional intelligence in Indian Railways. However Indian Railways increases the level of emotional intelligence by incurring I am very happy with my work.

5. Limitation of the Study and Scope for Future Research

There are several limitations which constrain the interpretation, application and generalization of the study's findings. The study relies on the response of the sample of employees of Indian Railways non executive employee only. Since the sample size is limited to 387 respondents from Indian Railways of Bilaspur Zone, findings of the study cannot be generalized and applied to other sectors. Prospective research can be directed to explore the application of work life balance on emotional intelligence in other sectors as well and may be with greater sample size.

6. Findings and Conclusion

The purpose of this study was to examine the impact of work life balance on employee emotional intelligence and to identify which factor of work life balance have more influence on employee emotional intelligence in Indian Railways of Bilaspur Zone. The research findings show that work life balance have not much impact on employee emotional intelligence and some factors of work life balance as H1, H2, H3, H4, H6, H7 and H5 have negative relation with employee emotional intelligence and H8, H9, H10 have impact on employee emotional intelligence. In this research, the null hypothesis of H1, H2, H3, H4, H5, H6, H7 the factor of work life balance with emotional intelligence is accepted and the hypothesis of H8, H9, H10 the factor of work life balance with emotional intelligence is rejected. It is found out that the Indian Railways can face multiple problems related to work life balance and emotional intelligence.

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