

EMOTIONAL INTELLIGENCE AND ITS IMPACT ON QUALITY OF WORK LIFE AMONGST EMPLOYEES OF HCL TECHNOLOGIES

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Abstract

The capacity to understand people on a deeper level is a bunch of characteristics and capabilities that catches an expansive assortment of individual abilities and demeanours, as a rule alluded to as delicate abilities or entomb and intra-individual abilities, that are outside the customary areas of explicit information, general insight, and specialized or proficient abilities. Feelings are an inborn piece of our organic cosmetics, and each day they walk into the workplace with us and impact our way of behaving. The ability to understand anyone at their core comprises of five elements: Knowing one's feelings, dealing with feelings, propelling one, perceiving feelings in others, and taking care of connections. Specialists today are keen on tracking down the impacts of the ability to understand individuals on a profound level on representatives and in this way, associations, and dissecting the different features of EQ. The ability to appreciate anyone on a profound level works on individual and hierarchical execution. It assumes a huge part in the sort of work a representative produces, and the relationship the person appreciates in the association. Further there is a requirement for businesses and workers the same to find adaptable and inventive arrangements that boost efficiency without harming representatives well - being, their family connections and different parts of life. This study is an endeavour to contribute once more with another point of view to the field of HR and social sciences with unique reference to the ability to understand people on a profound level in connection of representative's work - life balance in IT associations. It is likewise a sincere endeavour to overcome any barrier particularly around here by featuring the pertinence and significance of work - life balance and the capacity to understand people on a profound level to authority, senior administration, individual and associations and trusting this study will start a progression of serious and useful conversation regarding the matter.

Key Words:

Emotional intelligence, Quality of work life, , Organizational performance, Technology sector,

Introduction

Globalization and speed of information and technology instead of making life easy is creating a serious problem almost all the area of any organization and thereby pressures in the work place and in work life balance. Emotional Intelligence and Work Life balance are two topics that attract high interest in the modern work environment. Especially in the present environment they serve as a spirited edge in Individual and Organizational Life. Also in this century fast changes in working environment, multi-cultural diversity of workforce, changes in demography have made it challenging for the average person to adopt and sustain in the global scenario.

The ability to understand people on a profound level permits us to think all the more imaginatively and to utilize our feelings to take care of issues. The capacity to appreciate individuals on a deeper level likely covers somewhat with general knowledge. The sincerely wise individual is talented in four regions: Identifying feelings, utilizing feelings, grasping feelings, and directing feelings. The term Emotional Intelligence is a couple of years old. It initially created during the 1970s and 80s by the work and compositions of clinicians Howard Gardner, Peter Salovey and John Mayer. EI originally showed up in 1985 in a doctoral exposition by Wayne Leon Payne, which he named and quoted.

Study of Emotion: Developing Emotional Intelligence and quoted ; His theory on capacity to understand individuals on a profound level incorporated a structure to empower individuals to foster ability to appreciate people at their core. Payne stated that large numbers of the issues in current human progress originated from a concealment of feeling and that it was feasible to figure out how to turn out to be genuinely smart. Later it was begat by Daniel Goleman, who composed the spearheading book regarding the matter. He really co-wrote it with his significant other, Tara, set off by enduring many baffling conferences with her. The capacity to understand people at their core then, at that point, showed up in a progression of scholarly articles wrote by John D. Mayer and Peter Salovey (1990, 1993). These distributions produced little consideration. After two years, the capacity to understand people on a profound level entered the standard with Daniel Goleman(1995) smash hit Emotional Intelligence: Why It Can Matter More Than IQ and resulting articles in USA Weekend and Time Magazine (October 2, 1995). All the more as of late, Goleman's most recent book, working with Emotional

Intelligence (1998), has grabbed the eye of human asset experts. Albeit the term the capacity to understand people on a profound level was not utilized, it is clear that the basis for the exploration was gotten rolling some time before any authority work on ability to understand individuals on a profound level. Work - Life Balance is a difficult issue for IT pioneers, directors and has likewise drawn in the consideration of scientists. Work/life balance, in its broadest sense, is characterized as a palatable degree of contribution or fit between the different jobs in an individual's life. In this environment dealing with the limit among home and work is turning out to be really difficult. Associations need to guarantee they energize as well as command a reasonable and serviceable work/life balance strategy, benefiting and addressing the requirements of both the association and its representatives. Associations not giving genuine open door to representatives' work/life balance are freeing themselves up to expanding quantities of disappointed and useless representatives and subsequently expanded weakening rates. Only making a work/life strategy structure isn't sufficient; cultivating a hierarchical culture that upholds the utilization of accessible approaches is likewise vital. The capacity to understand people on a deeper level is a bunch of characteristics and capabilities that catches an expansive assortment of individual abilities and manners, as a rule alluded to as delicate abilities or entomb and intra-individual abilities, that are outside the customary areas of explicit information, general insight, and specialized or proficient abilities. Feelings are a characteristic piece of our organic cosmetics, and each day they walk into the workplace with us and impact our way of behaving. The ability to understand people at their core comprises of five variables: Knowing ones feelings, dealing with feelings, persuading oneself, perceiving feelings in others, and taking care of connections Goleman (1995). The outcome of any association is profoundly subject to how it draws in, initiates, spurs and holds its labour force. The present associations should be more adaptable with the goal that they are prepared to foster their labour force and partake in their responsibility. In this way, associations are expected to take on a system to further develop the representative's nature of work life to fulfil both the hierarchical targets and worker needs. The term nature of work life alludes to the idealness or unpositivity of a complete work climate for individuals. The primary point of this study is to realize representatives balance their life and to distinguish wellbeing determinants in working life among workers. For this reason nature of work life is estimated by considering of representatives Health and security, Work Environment, Job fulfilment, Motivation, Job Designing and Term Effectiveness. The example size for this study was 100 and essential information was gathered from representatives functioning in IT organizations. From this study workplace, work examination, fulfilment and inspiration are the four significant determinants of nature of work life which assume the fundamental part for representatives' better presentation in the association. Work Life and its Balance

Over the past two decades the issue work – family and work – life balance have received significant attention from employers, workers, politicians, academics and the media. The concept, dubbed a 'barbecue-stopper' by Australian Prime Minister John Howard, has been described as the "biggest policy issue we have". Concerns about work – life balance have become salient for a number of reasons. Demographic and social changes have resulted in more women entering the workforce, working mothers becoming the norm rather than the exception. Technological advancement (e.g., cell phones, e-mail, fax) have made it easier for work demand to intrude into family and personal life. Furthermore, the move towards global competition has increased pressure on organizations and individual employees alike to be more flexible and responsive to change.

Review of literature:

According to the Goleman (1995) Emotional Intelligence may be a set of qualities and competencies that captures a broad assortment of individual skills and inclinations, typically stated as soft skills or lay and intra-personal skills, that are outside the standard areas of specific information, general intelligence, and technical or professional skills. Emotions are an intrinsic part of our biological makeup, and each morning they march into the workplace with USA and influence our behaviour. Emotional intelligence consists of 5 factors: Knowing one's emotions, managing emotions, motivating one, recognizing emotions in others, and handling relationships. Lewis and Humbert (2010) explicit that the foremost vital variety of versatile work arrangement utilized in organization is four days per week. It supports mothers, however at a price due to gendered assumptions. The gendered construction of the best employee and ideas of competency conflated with hegemonic masculinity, remain powerful. This, at the side of a rife "good mother" ideology, undermines each gender equity and workplace effectiveness. Baral (2009) accessorial that Indian organizations got to do loads to treat work-life balance practices as strategic side of structure performance and effectively communicate concerning the supply of different work-life balance practices, any family contributes extensively to figure in terms of enhancing performance and positive emotions at geographical point.

Bloom and Van Reenen (2006) envisioned corporations that adopt higher work life balance policies will improve the amount of job satisfaction and increase structure commitment among their staff. Professionals viewed flexible geographical point schedules as a key to worker retention and placed this operating condition at the highest so as to control worker attrition Burke and Collinson (2004).

Pyman, Cooper, Teicher and The Netherlands (2006) explicit on lack of formal policies, staff not been given the opportunity to specific their views over the introduction and implementation of policies, Policies are

introduced primarily to fulfil business desires, instead of those of staff. These are some causes for work-life imbalance. In addition, within the journal of Ray and Miller (1994) supported by Thomas and Ganster (1995) focused on Managers UN agency supported and inspired staff tries to coordinate work and family demands according many positive outcomes. Such staff felt less work/family conflict and at an equivalent time reported less turnover, burnout, absence and accumulated structure commitment.

Galinsky, Milton Friedman and Hernandez (1991) entails that it's time to recognize and perceive that work-life balance practices are of import to any or all. It helps the organizations to retain their best staff, attract prospective employees and additionally helps in worker retention and motivation.

According to Clarke, Robert Koch and Hill (2004), work-life balance is usually related to equilibrium between the amount of your time and energy someone devotes to figure and private activities, so as to take care of AN overall sense of harmony in life. To grasp work-life balance, it's vital to remember of the various demands upon USA and our personal resources- our time and our energy- that we are able to deploy to handle them. Analysis has indicated that those staff UN agency have some variety of management over their operating atmosphere tend to suffer less stress-related ill-health, with clear implications for the idea of work-life balance. Organizations will implement numerous work-life balance initiatives which will assist staff to raised balance their work and family responsibilities, gain enhancements in well-being and supply structure edges. There are an outsized selection of family friendly policies that embrace, however don't seem to be restricted to the following: versatile operating hours, job sharing, part-time work, compressed work weeks, parental leave, teleworking, on-site kid care facility (Hartel, 2007). Work life balance is practices that are meant to assist staff higher manage their work and non-working times are referred to as within the literature as work-family policies, family-friendly or family-responsive policies. In recent years, the term "work-life balance" has replaced what would be referred to as "work-family balance" (Hudson, 2005).

According to Guest (2002), the determinants of labour life balance are set within the work and residential contexts. Contextual determinants embrace demands of labour, culture of labour, demands of home and culture of home.

Individual determinants embrace work orientation (i.e. the extent to that work (or home) may be a central life interest), temperament, energy, personal management and cope, gender and age, life and career stage.

Work-life balance is concerning making and maintaining appurtenant and healthy work environments, which will enable staff to possess balance between work and private responsibilities and therefore strengthen worker loyalty and productivity (Kinman & Jones, 2008). A balance between work and life ought to exist once there's proper performing at work and reception with a minimum of role conflict. Conflict in work and family balance has numerous consequences for organizations and staff. Once there's conflict structure commitment is affected similarly as job satisfaction, turnover intentions, work stress, and life satisfaction (Allen, Bruck & Sutton, 2000). Two varieties of conflict exist; family and life interference with work and work interference with ones' life and family, severally, reflective the potential for the life and family domain to interfere within the work role and the work domain to interfere within the family role (Frone, 2000). Compared to life and family interference with work, work interference with life and family is a lot of rife and a lot of possible to be influenced by geographical point factors (Anderson Coffey, & Byerly 2002).

Ponzellini (2006) explored that for workers to speak to the employers the necessity for work-family policies within the geographical point, staff should incline the chance to specific their needs. Unions do not support the supply of versatile work schedules and also the choice to work from home, but there would be a rise within the handiness of parental leave, special paid leave and job sharing choices.

RESEARCH METHODOLOGY

Research Design

A mixed approach consist the qualitative and quantitative designs has been adopted to accomplish the study objectives stated in the Introduction Chapter. Both primary and secondary data were gathered from different service sector and journal, books. Questionnaire was prepared to collect the necessary primary data. Collected data were analyzed in descriptive form as well as descriptive statistical techniques and differential statistics techniques were adopted to analyze the data. Likewise, two hypotheses were developed and tested.

Objectives of Study

The overall objective of the study is to study the work life balance and emotional intelligences. In order to achieve these objectives, the specific objectives have been set out as follows:

- > To identify aspects of work interferes with personal life.
- > To identify the factors that impacts work – life balance and work related factor that interferes with personal life.
- > To find out the level of risk inherent in each work – life and likelihood of usage of work life balance programs.
- > To identify and access if there are differences across demographics and work – life balance and emotional Intelligence.

- To find out emotional intelligences and its relationship with work life balance.

Significance of the Study

This study has some implication on organization activities and employees themselves because now a day’s management and balance between emotional intelligences and work life can be considered as one of the major problem in any organization. Deficiency may arise if there is an imbalance in between employee emotion while doing job at any work place. Employee cannot give real productivity as per their ability due to the absent of balance on emotional intelligence with work life. Balance between these two factor play the crucial in productivity of company.

One of the major areas is relationship with organization and institution where employee works get stronger because of concentration of management team in balancing of two factors. Strong relationship with employee increases the profit of a company where employees also get job satisfaction as it is directly related with individual performance of the employee as well as organization and thus it urge employee to work in team and being responsible organization towards employee. Organization is the place where management team and employee work together for accomplish of organization goal. It has mainly maintained the organization culture within the organization and outside the organization because emotion and work life is directly related with employee daily acts in job at organization. So, this study has focused on these area to find out the gap between unbalancing of two factors and it impact on different area of organization and individual employee.

Reliability Statistics

Case Processing Summary

		N	%
Cases	Valid	100	100.0
	Excluded ^a	0	.0
	Total	100	100.0

a. Listwise deletion based on all variables in the procedure.

Table 1.0 Reliability Statistics

Cronbach's Alpha	N of Items
.755	50

Table 1.0 presents the reliability statistics, demonstrating that the data sufficiently supports a reliability percentage of 75.5% for conducting the analysis. This indicates that the questionnaire's reliability regarding Emotional intelligence aligns with the standards established by George and Mallery. The evaluation of the questionnaire's reliability was conducted using Cronbach's Alpha test, yielding the following result. The alpha coefficient for the seven individual items is calculated as 0.755, indicating a notable level of internal consistency among the items. The questionnaire on emotional intelligence and work life balance employed in this research comprises a total of 50 items, each designed to gauge beliefs regarding emotional intelligence and work life balance. Each item employs a 5-point Likert scale, spanning from 1 point, representing 'strongly disagree', to 5 points, indicating 'strongly agree'. The research findings confirm a Cronbach's α reliability coefficient of 0.755 for the emotional intelligence.

RESPONDENT’S PROFILE

Demographic Description

As per the research study and sampling plan, following are the general information of the respondents regarding their work and experience. Number reveals their respondents number. It was found that female respondents were one third in relation to male but most of them were below thirty five of age having graduate degree in hand but most of the respondents were married, maximum numbers of respondents have 4 years of experience.

Table2: Gender Analysis of Respondents

Gender	Number	% age
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Male	80	80
Female	20	20
Total	100	100

Chart No.2 Gender Analysis of Respondents

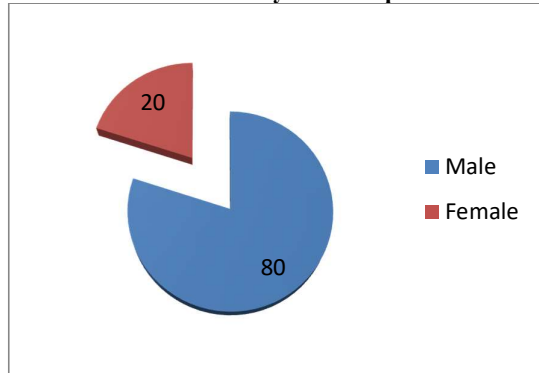


Table shows that there was participation of the male gender higher in number rather than female. Most of the service sectors male workers have dominated the work place.

Table 3: Indicating Age of the Participants in Study

Age	Numbers	% age
Below 35 yrs	60	60
35-45	30	30
46-55	7	7
56andAbove yrs	3	3
Total	100	100

Chart 3: Indicating Age of the Participants in Study

Age was categorized in four sections for the study and it was found that below the age of thirty five people work hard and number of the professional in service sector has dominated by the fresh and young manpower. But well experience personal were found in a rare number.

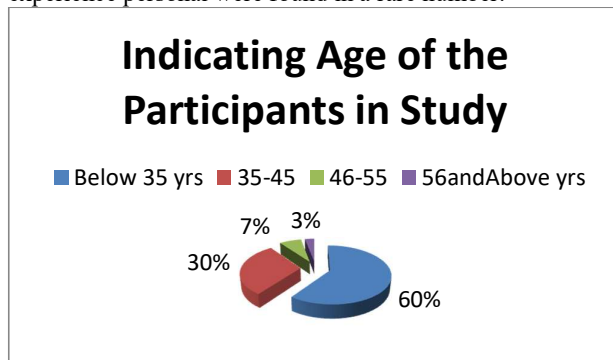


Table 4: Indicating Educational Qualification of Participants

Qualification	Numbers
Graduate	59
Post Graduate	38
Professional Qualification	0
Others	3
Total	100

Study shows most of the person who works in service industries are graduate but there were no any professional from the degree level qualification.

Chart 4: Indicating Educational Qualification of Participants

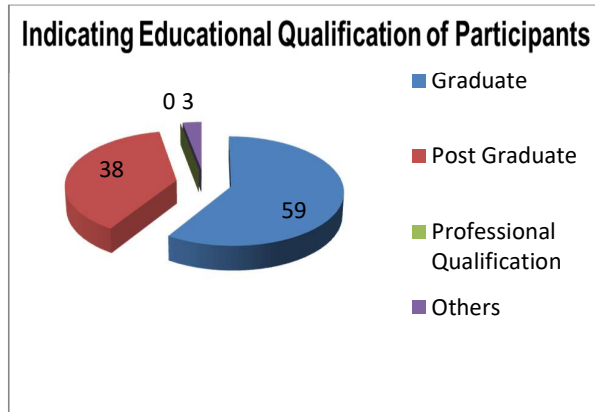


Table 5: Indicating Number of a Married and Unmarried Person

Marital Status	Numbers
Married	77
Unmarried	23

There were twenty three professional from service industry who were married but remaining were found unmarried.

Chart 4: Indicating Number of a Married and Unmarried Person

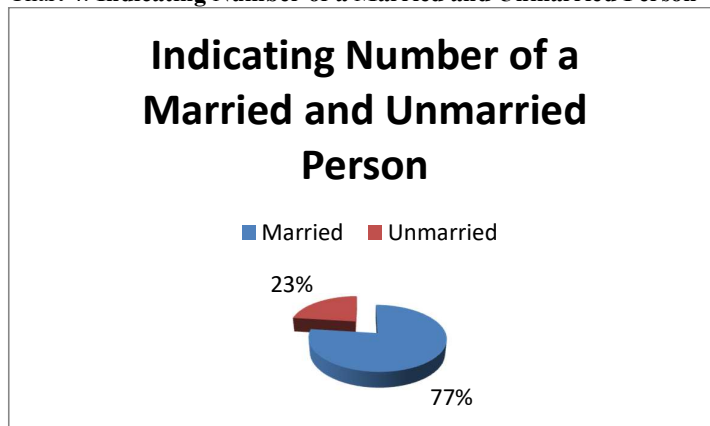


Table 6: Indicating Work Duration and Experience of the Respondents

Work Duration(Current)	Numbers
<1 Years	11
2-3 Years	25
3-4 Years	61
4-5 Years	3

< 5 Years	0
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Chart 6: Indicating Work Duration and Experience of the Respondents

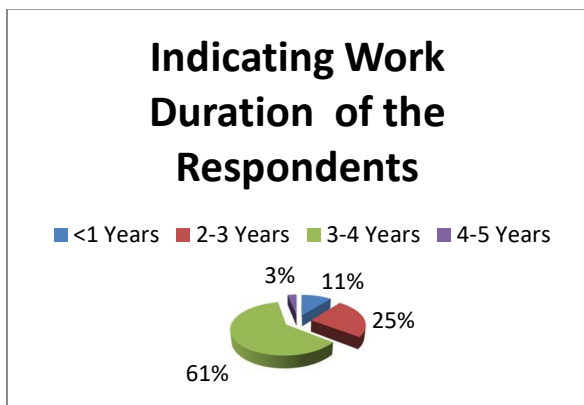


Table shows that there were seventeen numbers of persons found who has been working for last four years but the experiences were found in a same number who has got five years to ten years experience. According to the work duration most of the workers left the previous job and joined another job. There were just only one respondent found who currently work for four years. Similarly, experiences up to fifteen years were found in a single number.

Data Analysis and Interpretation:

Differences in Work – Life Balance and Emotional Intelligence variables were tested across demographic groups. For this purpose the one-way ANOVA test was used. The results indicate that null hypothesis was rejected and the alternative hypothesis was accepted as there were significant differences across demographics and work – life balance.

Hypothesis 1: There will be no significant differences across demographics and work life balance.

Differences in Work – Life Balance and Emotional Intelligence variables were tested across demographic groups. For this purpose the one-way ANOVA test was used. The results indicate that null hypothesis was rejected and the alternative hypothesis was accepted as there were significant differences across demographics and work – life balance.

Table 7 Indicating ANOVA for Work – Life Balance and Gender

Work - Life Balance and Gender	Sum of Squares	df	Mean Square	F	Sig.
Work interference with personal life	3.877	1	3.877	4.528	.034*
Factors impacting work – life balance	0.018	1	0.018	0.036	0.849
Work related factors interfering with personal life	18.168	1	18.168	39.628	.000**
Level of risk to a employees position with the usage of work-life balance programs	0.971	1	0.971	3.964	.047*
Likelihood of usage of work-life balance programs	0.025	1	0.025	0.077	0.781

** . Significant at the 0.01 level.

* . Significant at the 0.05 level.

It was found that there were significant differences in, work interference with personal life, work related factors interfering with personal life and level of risk to an employee’s position with the usage of work-life balance programs. Work interference with personal life was higher for men (2.92) and less for women (2.69). Work related factors interfering with personal life were higher for men (2.76) and less for women (2.27) and risk to an employee’s position with the usage of work-life balance programs was also higher for men (2.90) and less for women (2.78). There were no significant differences found in factors impacting work – life balance and likelihood of usage of work-life balance programs between men and women service sector professionals.

.Table 8 Indicating ANOVA for Work – Life Balance and Age

Work - Life Balance and Age	Sum of Squares	df	Mean Square	F	Sig.
Work interference with personal life	6.589	3	2.196	2.573	0.54
Factors impacting work – life balance	2.978	3	0.993	2.071	.104
Work related factors interfering with personal life	11.641	3	3.880	8.090	.000**
Level of risk to a employees position with the usage of work-life balance programs	0.645	3	0.215	0.869	.457
Likelihood of usage of work-life balance programs	0.958	3	0.319	0.978	.403

** . Significant at the 0.01 level.

* . Significant at the 0.05 level.

It was found that there were significant differences in work related factors interfering with personal life between age groups. Work related factors interfering with personal life were highest in the age groups of 35 – 45 (3.14), followed by 45 – 55 years (3.00), less than 35 years (2.56) and least for 55 and above years (2.33). There was no significant difference in work interference with personal life, factors impacting work – life balance, level of risk to an employee’s position with the usage of work-life balance programs and likelihood of usage of work-life balance programs between age groups.

Table 9 Indicating ANOVA for Work – Life Balance and Qualification

Work - Life Balance and Qualification	Sum of Squares	df	Mean Square	F	Sig.
Work interference with personal life	0.778	3	0.259	0.298	.827
Factors impacting work – life balance	1.515	3	0.505	1.044	3.373
Work related factors interfering with personal life	2.398	3	0.799	1.580	.194
Level of risk to a employees position with the usage of work-life balance programs	0.796	3	0.265	1.075	3.360
Likelihood of usage of work-life balance programs	0.523	3	0.174	0.532	.661

** . Significant at the 0.01 level.

* . Significant at the 0.05 level.

It was found the there was no significant difference in any of the work – life balance variables with respect to qualification.

Table 10 Indicating ANOVA for Work – Life Balance and Marital Status

Work - Life Balance and Qualification	Sum of Squares	df	Mean Square	F	Sig.
Work interference with personal life	1.385	2	0.693	0.800	2.450
Factors impacting work – life balance	1.032	2	0.516	1.068	2.345
Work related factors interfering with personal life	6.705	2	3.353	6.810	2.001**
Level of risk to a employees position with the usage of work-life balance programs	0.008	2	0.004	0.016	2.984
Likelihood of usage of work-life balance programs	2.986	2	1.493	4.669	2.010**

** . Significant at the 0.01 level.

* . Significant at the 0.05 level.

It was found that, work related factors interfering with personal life were significantly higher for married service professionals (2.77) and less for single or unmarried service professionals (2.49). Further it was also found that the likelihood of usage of work - life balance programs were significantly higher among married service professionals (3.12) and less among single or unmarried service professionals (2.94). There was no significant difference in, work interference with personal life, factors impacting work – life balance and level of risk to an employee’s position with the usage of work-life balance programs.

Table.11 Indicating ANOVA for Work – Life Balance and Years in present position

Work - Life Balance and Years in present position	Sum of Squares	df	Mean Square	F	Sig.
Work interference with personal life	12.333	5	2.467	2.930	5.013*
Factors impacting work – life balance	0.753	5	0.151	0.309	5.908
Work related factors interfering with personal life	6.092	5	1.218	2.445	5.034*
Level of risk to a employees position with the usage of	0.507	5	0.101	0.407	5.844

work-life balance programs					
Likelihood of usage of work-life balance programs	3.585	5	0.717	2.235	5.050*

** Significant at the 0.01 level.

* Significant at the 0.05 level.

It was found that there were significant differences among different variables of work – life balance for service sectors' professionals with years in present position. Work interference with personal life was highest for professionals who were in the same position for six years and above (3.24), followed by 5 years (2.97), 2 years (2.94), 3 years (2.84), 1 year (2.62) and least for 4 years (2.49). Work related factors interfering with personal life were highest for professionals who were in the same position for six years and above (2.95), followed by 5 years (2.86), 2 – 3 years (2.60), 4 years (2.54) and least for 1 year (2.43). Likelihood of usage of work-life balance programs was higher among professionals who were in the same position for 4 years (3.26), followed by six years and above (3.10), 5 years (3.09), 1 year (3.07), 2 years (2.99), and least among professionals who had 3 years of experience (2.92). There was no significant difference found in factors impacting work – life balance and level of risk to an employee's position with the usage of work-life balance programs.

Table 12 Indicating ANOVA for Work – Life Balance and Overall work experience

Work - Life Balance and Overall work experience	Sum of Squares	df	Mean Square	F	Sig.
Work interference with personal life	19.036	5	3.807	4.628	5.000**
Factors impacting work – life balance	4.991	5	0.998	2.096	5.065
Work related factors interfering with personal life	23.879	5	4.776	10.675	5.000**
Level of risk to a employees position with the usage of work-life balance programs	1.646	5	0.329	1.340	5.247
Likelihood of usage of work-life balance programs	1.598	5	0.320	0.979	5.431

** Significant at the 0.01 level.

* Significant at the 0.05 level.

It was found that there were significant differences in, work interference with personal life and work related factors interfering with personal life with overall work experience. Work interference with personal life was highest for service sector professionals with 15 – 20 years of experience (3.15), followed by 10 – 15 years (3.13), 5 – 10 years (3.07), 1 – 2 years (2.81), 2 – 5 years (2.64) and least for professionals with 20 years and above work experience. Work related factors interfering with personal life was highest for professionals with 15 – 20 years of experience (3.20), followed by 10 – 15 years (3.08), 20 years and above (2.73), 5 – 10 years (2.76), 1 – 2 years (2.53) and least for professionals with 2 – 5 years of experience (2.38). There was no significant difference in, factors impacting work – life balance, level of risk to a employees position with the usage of work-life balance programs and likelihood of usage of work-life balance programs with overall work experience.

Table 13 Indicating ANOVA for Work – Life Balance and Working hours per week

Work - Life Balance and Working hours per week	Sum of Squares	df	Mean Square	F	Sig.
Work interference with personal life	69.139	4	17.285	25.532	.000**
Factors impacting work – life balance	12.755	4	3.189	7.026	.000**
Work related factors interfering with personal life	44.306	4	11.077	28.490	.000**
Level of risk to a employees position with the usage of work-life balance programs	1.618	4	0.404	1.648	.162
Likelihood of usage of work-life balance programs	0.763	4	0.191	0.581	4.676

** Significant at the 0.01 level.

* Significant at the 0.05 level.

It was found that there were significant differences in, work interference with personal life, factors impacting work – life balance and work related factors interfering with personal life with working hours per week. Work interference with personal life was highest for employee who worked more than 65 hours per week (3.75), followed by 60 – 65 hours (3.61), 55 – 60 hours (3.54), 50 – 55 hours (3.13) and was least for employee who worked 40 – 45 hours per week (2.48). A factor impacting work – life balance was highest for employee who worked more than 65 hours per week (3.40), followed by 55 – 60 hours (3.12), 60 – 65 hours (2.90), 50 – 55 hours (2.80) and was least for employee who worked 40 – 45 hours per week (2.61). Work related factors interfering with personal life were highest for employee with who worked more than 65 hours per week (3.96), followed by 60 – 65 hours (3.33), 55 – 60 hours (3.15), 50 – 55 hours (2.75) and was least for employee who worked 40 – 45 hours per week (2.34). There was no significant difference in, level of risk to an employee's

position with the usage of work-life balance programs and likelihood of usage of work-life balance programs with working hours per week.

Hypothesis 2:

Ho: There will be no significant differences across demographics and appraisal and expression of emotion in the self, appraisal and recognition of emotion in others, use of emotion to facilitate performance and regulation of emotion in the self.

H1: There will be significant differences across demographics and appraisal and expression of emotion in the self, appraisal and recognition of emotion in others, use of emotion to facilitate performance and regulation of emotion in the self.

The results indicate that null hypothesis was rejected and the alternative hypothesis was accepted as there was significant difference across demographics and emotional intelligence.

Table 14 Indicating ANOVA for appraisal and expression of emotion in the self, appraisal and recognition of emotion in others, use of emotion to facilitate performance and regulation of emotion in the self and gender

Emotional Intelligence and Gender	Sum of Squares	df	Mean	Square	F Sig.
Appraisal and expression of emotion in the self	0.146	1	0.146	0.198	.656
Appraisal and recognition of emotion in others	0.026	1	0.026	0.038	.846
Use of emotion to facilitate performance	0.653	1	0.653	0.942	.332
Regulation of emotion in the self	0.363	1	0.363	0.505	.478

** . Significant at the 0.01 level.

* . Significant at the 0.05 level.

It was found that there was no significant difference in appraisal and expression of emotion in the self, appraisal and recognition of emotion in others, use of emotion to facilitate performance and regulation of emotion between men and women professionals of service sector.

Table 15 Indicating ANOVA for appraisal and expression of emotion in the self, appraisal and recognition of emotion in others, use of emotion to facilitate performance and regulation of emotion in the self and age

Emotional Intelligence and Age	Sum of Squares	df	Mean	Square	F Sig.
Appraisal and expression of emotion in the self	0.866	3	0.289	0.392	.759
Appraisal and recognition of emotion in others	2.028	3	0.676	1.008	.389
Use of emotion to facilitate performance	0.720	3	0.24	0.344	.793
Regulation of emotion in the self	0.961	3	0.320	0.444	.722

It was found that there was no significant difference in appraisal and expression of emotion in the self, appraisal and recognition of emotion in others, use of emotion to facilitate performance and regulation of emotion between service professionals due to qualification.

Table 16 Indicating ANOVA for appraisal and expression of emotion in the self, appraisal and recognition of emotion in others, use of emotion to facilitate performance and regulation of emotion in the self and marital status

Emotional Intelligence and Marital status	Sum of Squares	df	Mean	Square	F Sig.
Appraisal and expression of emotion in the self	0.492	2	0.246	0.334	.716
Appraisal and recognition of emotion in others	0.351	2	0.175	0.26	.771
Use of emotion to facilitate performance	1.162	2	0.581	0.837	.434
Regulation of emotion in the self	0.169	2	0.084	0.117	.890

** . Significant at the 0.01 level.

* . Significant at the 0.05 level.

It was found that there was no significant difference in appraisal and expression of emotion in the self, appraisal and recognition of emotion in others, use of emotion to facilitate performance and regulation of emotion between married and single service professionals.

Table 17 Indicating ANOVA for appraisal and expression of emotion in the self, appraisal and recognition of emotion in others, use of emotion to facilitate performance and regulation of emotion in the self and years in present position

Emotional Intelligence and	Sum of		Mean		
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Years in present position	Squares	df	Square	F	Sig.
Appraisal and expression of emotion in the self	1.750	5	0.35	0.474	.796
Appraisal and recognition of emotion in others	3.313	5	0.663	0.988	.425
Use of emotion to facilitate performance	3.383	5	0.677	0.975	.433
Regulation of emotion in the self	0.992	5	0.198	0.273	.928

** . Significant at the 0.01 level.

* . Significant at the 0.05 level.

It was found that there was no significant difference in appraisal and expression of emotion in the self, appraisal and recognition of emotion in others, use of emotion to facilitate performance and regulation of emotion due to years in present position.

Table 18 Indicating ANOVA for appraisal and expression of emotion in the self, appraisal and recognition of emotion in others, use of emotion to facilitate performance and regulation of emotion in the self and qualification

Emotional Intelligence and Qualification	Sum of Squares	df	Mean Square	F	Sig.
Appraisal and expression of emotion in the self	0.866	3	0.289	0.392	.759
Appraisal and recognition of emotion in others	2.028	3	0.676	1.008	.389
Use of emotion to facilitate performance	0.720	3	0.24	0.344	.793
Regulation of emotion in the self	0.961	3	0.320	0.444	.722

** . Significant at the 0.01 level.

* . Significant at the 0.05 level.

It was found that there was no significant difference in appraisal and expression of emotion in the self, appraisal and recognition of emotion in others, use of emotion to facilitate performance and regulation of emotion between service professionals due to qualification

Table 19 Indicating ANOVA for appraisal and expression of emotion in the self, appraisal and recognition of emotion in others, use of emotion to facilitate performance and regulation of emotion in the self and overall work experience

Emotional Intelligence and Overall work experience	Sum of Squares	df	Mean Square	F	Sig.
Appraisal and expression of emotion in the self	4.902	5	0.980	1.343	.246
Appraisal and recognition of emotion in others	6.003	5	1.201	1.810	.110
Use of emotion to facilitate performance	9.799	5	1.960	2.903	.014*
Regulation of emotion in the self	6.201	5	1.240	1.743	.124

It was found that there was significant difference in use of emotions to facilitate performance due to overall work experience. The level of use of emotions to facilitate performance was highest for service professionals with twenty or more years of experience (6.20), followed by 15 – 20 years (5.96), 10 – 15 years (5.72), 2 – 5 years (5.63), 5 – 10 years (5.45) and was least for service professionals with 1 – 2 years of work experience. There was no significant differences found in appraisal and expression of emotion in the self, appraisal and recognition of emotion in others and regulation of emotion in the self due to overall work experience.

Table 20 Indicating ANOVA for appraisal and expression of emotion in the self, appraisal and recognition of emotion in others, use of emotion to facilitate performance and regulation of emotion in the self and working hours per week

Emotional Intelligence and Working hours per week	Sum of Squares	df	Mean Square	F	Sig.
Appraisal and expression of emotion in the self	3.166	4	0.792	1.078	.367
Appraisal and recognition of emotion in others	1.869	4	0.467	0.692	.598
Use of emotion to facilitate performance	1.321	4	0.330	0.472	.756
Regulation of emotion in the self	3.130	4	0.782	1.087	.363

It was found that there was no significant difference in appraisal and expression of emotion in the self, appraisal and recognition of emotion in others, use of emotion to facilitate performance and regulation of emotion due to working hours per week.

Findings of the Study:

1. No significant differences were found between gender and factors impacting work life balance and likelihood of usage of work-life balance programs between men and women.
2. No significant differences were found between age and work interference with personal life, factors impacting work – life balance, level of risk to an employee’s position with the usage of work-life balance programs and likelihood of usage of work-life balance programs.
3. No significant differences were found between qualification and work interference with personal life, factors impacting work – life balance, work related factors interfering with personal life, level of risk to a employees position with the usage of work-life balance programs, likelihood of usage of work-life balance programs.
4. Significant differences were found between marital status and work related factors interfering with personal life and likelihood of usage of work-life balance programs. Work related factors interfering with personal life were higher for married service professionals as compared to single or unmarried service professionals. Further married service professionals were more likely to use work - life balance programs as compared to single or unmarried service professionals.
5. No significant differences were found between marital status and work interference with personal life, factors impacting work – life balance and level of risk to an employee’s position with the usage of work-life balance programs.
6. Significant differences were found between years in present position and work interference with personal life, work related factors interfering with personal life and likelihood of usage of work-life balance programs. Work interference with personal life and Work related factors interfering with personal life were highest for service professionals who were in the same position for six and more years. Service professionals who were in the same position for about four years were more likely to use work-life balance programs.
7. No significant differences were found between years in present position factors impacting work – life balance and level of risk to an employee’s position with the usage of work-life balance programs.
8. No significant differences were found between overall experience and factors impacting work – life balance, level of risk to an employee’s position with the usage of work-life balance programs and likelihood of usage of work-life balance programs.
9. Significant difference was found between working hours per week and work interference with personal life, factors impacting work – life balance and work related factors interfering with personal life. The above three variable were highest for service professional who worked for more than 65 hours per week and less for those who worked 40 – 50 hours a week.
10. No significant differences were found between working hours per week and level of risk to an employee’s position with the usage of work-life balance programs and likelihood of usage of work-life balance programs.
11. No significant differences were found between age, gender, qualification, marital status, experience and emotional intelligence.

Conclusion

Work – Life Balance of service sector employees in an issue that has attracted the interest of researchers, educationists and the leaders. Managing both professional and personal life effectively and efficiently has become a major challenge for the service sector employees. Service organizations need to make efforts to develop effective work – life balance policies and encourage their employees to make use of the available policies. This helps to increase organizational commitment, improve productivity, efficiency, retain best talent and motivate the employees to give their best.

This study confirms that both emotional intelligence and work – life balance together create organizational success and develop competitive advantage for service organizations. Thus the human resources team and the leadership team of service organizations should take the initiative of enhancing and improving the emotional intelligence skills of their employees. Improved emotional intelligence skills will help an individual understand and manage the emotions of one and others better which will lead to high quality service delivery. It is therefore imperative for managers to strive to create a bridge between emotional intelligence and work – life balance in service organizations. Work-life balance policies have the potential to improve employee morale, job satisfaction, performance level and reduce absenteeism. Problems have to be tackled at grass roots level by families as well as organizations and policies have to be multi-pronged. In today’s global marketplace, companies should champion work-life balance programs.

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