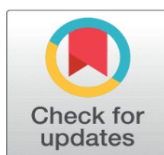
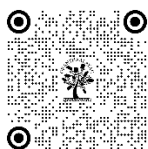


EMOTIONAL INTELLIGENCE: A CRUCIAL ELEMENT FOR MAINTAINING WORK/LIFE BALANCE

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ABSTRACT

This research paper talks about impact of Emotional Intelligence in Work/life balance of individuals. This paper reveals how this impact can boost the performance of individuals by considering Work/life balance as important aspect. Due to nice cooperation among organizations it results to organizational development. It is important for individuals to be emotionally intelligent for having a balanced work/life balance. Here we got to know about relation between emotional intelligence and work/life balance. Information technology has the potential to increase the work/life balance of employees. This paper was reviewed and explained with the help of Secondary data available through various journals, magazines, previous research papers and other useful internet material. Paper presents and attempts to study the concept of emotional intelligence, various factors impacting work/life balance of individuals. For a healthy working environment it is vital for individuals to be emotionally intelligent for maintaining a healthy work/life balance in organizations. And therefore there is a need for formulation of such work/life balance policies. This will be profitable in long term for organizations as the employees will be able to perform more efficiently.

Keywords: Emotional intelligence (EI), Information technology(IT), work/life balance(WLB), job satisfaction, employee well-being, work/family conflict, job performance.

1. INTRODUCTION

1.1 EMOTIONAL INTELLIGENCE

Emotional intelligence is a topic of growing interest in research in the current scenario. Emotional intelligence is most often defined as the ability to perceive, use, understand, manage and handle emotions. It refers to the ability to perceive, control, and evaluate emotions. People with high emotional intelligence can recognize their own emotions and those of others, use emotional information to guide thinking and behavior and label them appropriately, and adjust emotions to adapt to environments. Peter Salovey and John Mayer coined the term emotional intelligence in 1990.

Although the term first appeared in 1964, it gained popularity in 1995 when Daniel Goleman wrote a book on emotional intelligence. Some researchers suggest that EI can be learned and strengthened, while others claim it is an inborn characteristic. When we have higher emotional intelligence we can work in a team in a better way, even we can become a better leader, also we can collaborate with people, we can take initiative, and become more proactive, basically we know how to manage people because we think of other's emotions critically. EI can make good leaders, good team players

and even can fulfill our social needs. If your EI is higher your chance of becoming successful are also higher. Therefore we can say that we should use our emotions intelligently. We need to understand how we are feeling from inside that is the first step in becoming emotionally intelligent. If we do not understand our emotions then we won't be able to balance them. So we need to understand our emotions what we are feeling and why we are feeling in a certain way. Be observant about our own emotions and other's emotions as well. We should be observant about every single emotion that we feel. So we should focus on our emotions. We need to keep us asking the why of our emotions that why we are feeling in a certain way. We should take someone's feedback positively and can work on it, that is how we can be emotionally more intelligent. So we should practice daily in order to be emotionally more intelligent.

Daniel Goleman found that EI is very important for career success. He wrote in his book that if we want to be successful in our career then we need to balance our emotions well and be emotionally intelligent, then only we can achieve success. If you are an emotionally intelligent person and you can understand other's emotions then you will be able to build strong connections with them.

So the question arises here is that can we actually be emotionally intelligent?

According to the definition-

- If we understand other's emotions then we will be able to connect more effectively with the other person personally as well as professionally.
- We need to balance our emotions with personal and professional life.

Employee skills plays a pivotal role in job performance and emotional intelligence is among one of those skills. When we are able to control and balance our own emotions in a way that we can decide what is actually right or wrong even if it is anger, anxiety, if it is right to feel that way in that particular situation so that is actually being emotionally intelligent.

Skills required for being emotionally intelligent are-

- Name and identify your own emotion.
- Apply in your daily routine. (by solving your own problems, by taking judicious decisions).
- Regulating your own emotions and also understanding other's emotions as well.

So EI does not limit ourselves to understand our own emotions but also understanding other's emotions as well. We would be happier or joyful if we are emotionally intelligent. We need to think about the particular emotion whether it is correct or not. Then your emotions should not control you and that is how we can be successful at work. If we are emotionally intelligent we know how to control our negative emotions this would help us in staying positive always. Therefore we can say that EI plays a vital role in managing the modern work life culture. It is considered that workers with higher EI will have higher work/life balance. This is because the workers with higher EI are able to cope with such consequences which may arise out of stress whereas those with less EI won't be able to handle such situations with greater ease. In addition to this we can also say this that employees with greater EI will be able to maintain a satisfied personal and professional life. Therefore EI helps in recognizing and understanding of various issues which are being faced by individuals while working in the organizations.

Emotional intelligence has been defined, by Peter Salovey and John Mayer, as "the ability to monitor one's own and other people's emotions, to discriminate between different emotions and label them appropriately, and to use emotional information to guide thinking and behavior". Thus we can say that an emotionally intelligent person can perceive, use, understand, and manage emotions very well. These abilities are distinct yet related.

1.1 PERSONAL FACTORS AFFECTING EMOTIONAL INTELLIGENCE

In the current scenario, organizations demand for employees with high leadership skills and it was proven that individuals with high level of EI can become very good leaders. Personal factors such as gender, ethnicity and hometown location may affect the level of EI of an individual and even many researchers have found that there is a significant difference between the level of EI between men and women as females are considered to score high in the level of EI as compared to males. The location where a person lives, grows up and the environment in which they live can affect the EI of an individual. Family factors are also one of the important demographic backgrounds that affect EI of an individual. Parents are the persons who directly affect the EI of youths (Kaur and Jaswal, 2005). Educational level of an individual also affects the EI. Education is positively correlated with EI. Higher level of education can bring higher EI. Some other personal factors affecting EI are as follows:

- Gender, ethnicity, and hometown
- Location
- Academic performance
- Family atmosphere
- Beliefs and values
- Success, achievement and career advancement.

1.2 WORK LIFE AND ITS BALANCE

Work/life balance refers to the amount of time you spend doing your job compared with the amount of time you spend with your family and doing things you enjoy- the equilibrium between professional career/ paid activities and personal life. Over the past few years the issue work/life balance have received significant attention in every field of life. Demographic and social changes have resulted in more women entering the workforce, as a result working mothers have to be more attentive in maintaining work/life balance. The move towards global competition has increased pressure on organizations and individual employees to be more responsive to change.

Work/life balance is imperative element for both private and public sector as it is integrated with social, economical, psychological aspect of an individual. Work/life balance can be described as those practices at the workplace that acknowledge and aim to support and facilitate the needs of employees in achieving a balance between the demands of their life and work lives (Maini, Singh, and Kaur, 2004).

Similarly, work/life balance can be described as those practices at workplace that appreciate the needs of employees in achieving a balance between the demands of their work and their lives. The concept of work life balance came from the thought that an individual may face conflicts between his personal life and work life. And meeting both these demands simultaneously can be conflicting in many ways. Work/life balance has been considered as a vital area of human resource management and has attracted increased attention from the government, researchers and management (Allen, 2006). Competition in the current scenario has forced organizations to inculcate work/life balance for the betterment of both the employees and its organizations. A major reason for attrition at the highest level of management is that employees are unable to maintain a work/life balance. Such organizations which are not providing the opportunity to their employees to maintain a work/life balance are creating more number of dissatisfied and unproductive employees and thereby resulting in increased attrition rates. Merely creating a work/life balance framework is not enough but instead there is a need to enhance the emotional intelligence of employees so that they can strike a balance between their work life and family life. Further there is a need for both the employers and employees to find innovative solutions for maximizing productivity among employees, their family relations and other aspects of life (Gupta, 2014).

In the late 1970s, work life balance became an issue of concern for the society, leading to health concerns and lack of family ties as people were busy looking for money. Major and Germano (2006), acknowledges that work/life balance is a crucial factor for employee well- being. All organizations are facing this challenge of managing their employees in a productive way. So there is a urgent need for the organizations to consider their employees as a valuable asset and understand the necessity of having a positive and supportive work environment in order to motivate talented employees. Every individual performance is dependent on how they perform on their place of work. And work -related outcomes are largely affected by emotional intelligence among employees. It is an important factor that helps in achieving personal as well as professional goals and creating a positive work environment at the workplace.

1.3 FACTORS AFFECTING WORK LIFE BALANCE

The major variables that can contribute to work/life balance are individual, organizational and societal factors. Individual factors consist of personality, well -being and emotional intelligences whereas organizational comprises of work arrangement, work life policies and program, job demand, segregation of duties. In addition, societal factors include demography, return on investment (Delecta, 2011). Many organizations are coming up with work/life balance initiatives, which include policies, strategies, programs and practices in workplaces to provide flexibility, quality of work life.

1.4 NEED OF WORK LIFE BALANCE

In todays contemporary environment it is imperative to strike a balance between one's work or career and the other aspects or demands of life (including family, leisure, and personal responsibilities). As now days it has become very difficult to achieve work/life balance. One factor is technological advancement, which has improved communications tremendously but has blurred the lines between personal time and work time. A negative work/life balance can cause

burnout, stress, health problems, and pressure on marital and family relationships. Because these issues can significantly affect worker productivity and output, many progressive organizations are prioritizing addressing the topic work/life balance. They have implemented policies and procedures to encourage employees to achieve it.

- Achieving work/life balance includes being proactive in requesting flexibility with work hours, remote work, and time.
- Job seekers should look for companies that encourage work/life balance.
- Fostering a culture of work/life balance is crucial for attracting and retaining good employees.
- Remote work may allow for more opportunities to have a work/life balance.

1.5 HOW TO ACHIEVE WORK/LIFE BALANCE

As with any other demanding profession, there is a cost in terms of high stress levels and limited time for self and family. This is the reason why work/life balance has become a global issue. But there are ways in which one can work toward achieving work/life balance.

- Make work/life balance a priority
- Look for companies that encourage work/life balance
- Being proactive in asking your company for some flexibility with work hours.

All these will make you a happier and more productive employee. Though retaining the best employees is a perpetual challenge for most companies. Still fostering a culture of work/ balance is crucial for attracting and retaining good employees because an increasing number of people may prefer the flexibility and stress free environment.

1.6 EXAMPLES OF COMPANIES ENCOURAGING WORK/LIFE BALANCE

Some companies are experimenting with a four day work week. Wildbit, a small software company founded in Philadelphia in 2000, offers a four day workweek as of 2017 and made it permanent.

Flexible working hours appear to be one of the benefits most valued by employees. TD Bank Group (TD), one of Canada's largest banks, has received numerous kudos and awards for its culture.

TD offers its employees a variety of flexible work options, such as an employee share ownership plan, flexible work hours, an employee and family assistance program, mental health health awareness training, and emergency childcare, according to its benefits page.

Some major organizations such as (IBM, Deloitte) initiated to change their internal workplace policies, benefits and policies in 1980s after recognizing the value of women contributions. The changes were inclusive of programs such as maternity leave, employee assistance programs (EAPs), child- care referral, flexible timings and home based work.

1.7 RETURN ON INVESTMENT

Though there are undoubtedly costs involved for a company that offers these benefits, the return on such investments- in terms of better productivity, lower absenteeism, recruiting talented employees, retaining them, and developing greater commitment to corporate goals and objectives- will more than justify the expenses in most cases.

1.8 WORK-FAMILY CONFLICT

With the struggles of work-family conflict, it becomes imperative to provide solutions for these problems. At the workplace some extreme demands are experienced by individuals and eventually stress is experienced by them. They cannot perform to their greatest ability, eventually leading to stress, burnout, and fatigue. Persistent stress will result in permanent damage. Therefore it is vital to create an environment which is stress free, for instance it can be done through providing them 20- minute walk breaks throughout the workday or offering them corporate gym memberships, can improve employee cognition, energy, focus, and emotional intelligence. Companies that value mental and physical health along with the cognitive abilities are able to achieve growth in long term. In order to gain competitive advantage, companies should attempt to gain a suitable work life balance program. Companies that value employee work life balance are able to attract and retain satisfied employees, improve worker performance, and boost employee morale and organization identification. Work family conflict can be diminished by establishing family friendly policies in the workplace.

There are numerous ways in which companies can maintain work/life balance of their employees. These include telecommunicating, flexible work schedules, mandatory vacations, access to child care, and workplace facilities such as gymnasiums and subsidized cafeterias. Some of these policies include maternity, paternity, parental, sick leaves, and health care insurance. Organizations may provide child care options, references to close child care centers, or additional child care incomes for the families placing their children in a child care center.

1.9 ROLE OF TECHNOLOGY

With advances in technology, individuals who work outside the home and have intense schedules are finding ways to keep in touch with their families when they cannot physically be together. Technology has played a vital role in maintaining a balance between work and family. Organizations are now able to implement remote work policies and provide more flextime. Though maintaining work/life balance is a challenge for most professionals, with long working hours. But there is a urgent need to adapt this balance in todays competitive era. Employers need to foster a work/ life balance culture to attract and retain talented employees.

1.10 IMPACT OF WORK/LIFE BALANCE

Negative effects of an adverse work/life balance include physical and emotional health problems and interference with family and relationships. Conversely, the positive effects of a healthy work/life balance include higher productivity, lower absenteeism, and decreased employee turnover, thereby benefiting all parties involved- employees, employers, and families.

Proper work/life balance benefits everybody: employees by reducing stress levels and increasing downtime; employers, by improving productivity, reducing absenteeism, and attracting good employees; and families, they can spend more quality time with each other.

1.11 WORK LOAD AND WORK/LIFE BALANCE

Workload generally refers to the quantity of physical and cognitive work that workers can perform without endangering their own health and safety or that of others, yet still remain efficient McDowall (2009).

The issue of workload on work/life balance is of concern. Workload constitutes a major risk factor for work/life balance and the components includes: heavy workload, emotionally challenging work, greater demands, fair payment, good work procedures, clean work conditions, clear and precise job responsibility, time spent at work and family.

Sheena (2007), in his research finds companies have initiated family- friendly work/life balance programs to improve retention, recruitment, job satisfaction, and productivity, and to reduce absenteeism and stress of employees with dependents.

Vijay laxmi (2008) in her research explores getting married is no more a reason for dissatisfaction in the work life. Married working couples in India appear to manage the work/life well. Women are facing a difficulty to re-enter the workforce after a child break and also some women are unwilling to move to cities to follow their spouse's careers. These challenges are faced by women spouses in the Indian workplace. European surveys suggest that unmet demands for work/life balance is increasing with possible adverse consequences for employees wellbeing and performance at work. Kiekolt (2003) found continuous differences in women and men work opportunities, career patterns and family responsibilities. Over time work-family programs have spread, but they still are underutilized as they often lack organizational support.

In this global competitive service world the term work/life balance is gaining importance and now the time has come where companies have to start thinking strategically for some innovative solutions for a better balance between work and life. Some key factors influencing work-life balance are a balance of family, life and work and work/life conflict.

1.12 THE ENVIRONMENTAL FACTORS AFFECTING WORK LIFE

- Technological environment- no doubt technological progress has lead to saving of time and labour in many ways. With the help of technology shouldering family and household responsibilities have become more easy to manage. It has also created a virtual workspace which to some extent help cope with work/life demands better than before. Technological advancement has also lead to flexible work patterns which also helps in coping up with work/ life demands. While this development can enhance work/life balance, it could have differential impact that lowers work family conflict but enhances family work conflict. sometimes work takes precedence over family and work

appears to become the top priority. Over expectations from work may impact social life outside of work. And even there is no leisure time available for other activities apart from work.

- Economic environment- Due to global competition and global production networks outsourcing have created relocation of jobs across international boundaries and came with new ways to overcome the human resource deficit.
- Socio-cultural environment- Research has shown that the attitude towards number of hours worked, varies across countries. Research in Anglo countries has also found a stronger positive relationship between the number of working hours and work- family stressors (Lei & Jeroen, 2004). Work/life balance issues differs between developed, developing and under developing countries.
- Institutional and legal environment- The International Labour Organization (ILO) has been a pioneer in championing the cause of workers with family responsibilities and has made several international labour standards related to the subject. The ILO Convention of 156 on workers with family responsibilities includes all branches of economic activities and all categories of workers. Maternity Protection Convention (adopted in 1919 and revised in 2000) and recommendation No.191 on subject provide for maternity leave extended from 12 to 14 weeks including paternity leave up to 18 weeks and provides for protection against dismissal of pregnant women and provision for breastfeeding during working hours (Lei & Jeroen, 2004).

1.13 OUTCOMES OF THE ABOVE FACTORS

If left unaddressed, work/family conflicts could adversely affect the employee's career. Family issues including increased incidence of divorce are common where work/family conflicts escalate. Work/family conflicts can have some major adverse consequences on the organization, both financially as well as non financially. Research shows that firms with better work/life balance practices enjoys higher productivity. Also research shows that firms adopting more enlightened work/life balance policies can improve the level of job satisfaction and it enhances organizational commitment among their employees (Ferrer & Gagne, 2006).

2. REVIEW OF LITERATURE

(Edwards and Rothbard), conducted a study in 2000 which stated that Both family and work are interlinked domains of life. (Md-Sidin et al.), conducted a study in 2008 that concluded it is very challenging to meet the demands of both work and family and can lead to several issues related to work/life balance of individuals.

(Warren, in 2004) conducted a study in which he stated that there are more than 170 life demands such as work, leisure, family, friendship, financial resources, health and social participation, neighbourhood and dwelling. (Haworth and Lewis, in 2005) stated in his study that many individuals felt isolated from leisure activities and family due to the culture of long working hours. (Guest, in 2002) stated that in the working environment the demands may be low or high as individuals are expected to work for long hours and sometimes they are even asked to do overtime. Organizational culture is reflected by the work culture and the support being given to their employees for maintaining a balance between work and family life. This may include some work/life balance initiatives, sound working atmosphere and some family friendly programs.

(Rothbard, in 2001) observed in his study that it is very important to deal with work related stress with positive emotions otherwise if dealt with negative emotions they often self regulate their response. While doing so individuals are most likely to face fatigue and low energy levels which can negatively hamper the performance of individual.

(Harrington and Ladge, 2009; Parkes and Langford, 2008) conducted a study which states that there is a positive relationship between experience of work/life balance, employees performance and organizational performance as well. (Cegarra-Leiva et al., 2012; Nelson et al., 1990; Scandura and Lankau, 1997) conducted studies which stated that work/life balance shows positive outcomes such as low turnover retention, job satisfaction and better performance. (Netemeyer et al., in 2005) stated in his study that harmony and psychological well- being in life can help the employees to perform better, achieve the desired results with focused efforts. Contrarily work/family conflict can adversely affect the work/life balance and organizational performance as well. (Casper et al., 2011; Muse et al., 2008) stated in his research that work/life balance has a constructive impact on affective commitment of their employees towards their organization that give rise to a sense of commitment towards the functioning of organization. (Allen and Meyer, in 1996) said that affective commitment is an emotional connect towards the organization or the employers which leads employees to stay loyal towards the organizations. (Meyer et al., in 1993) said in his study that employees become firmly connected with their organizations when their expectations are satisfied.

Mwathi conducted a study in 2010 and has proved that there is positive, significant but weak relationship between EI and age. (Extremera and Fernandez- Berrocal in 2006 and Kafetsios in 2004) have observed that EI enhances with experience and age while (Palmer et al.) conducted a study in 2005 and proved that there is a negative correlation between emotional perception and age. (Hughes, in 2011) stated in his study that the employees who are experienced shared their experience with the less experienced employees on the other hand less experienced employees had much technical knowledge as compared with the highly experienced employees. (Ngah et al.) conducted an investigation in 2009 among middle management employees and academics in Malaysian academia has found that there is no significant correlation between length of service and EI. Similarly, a study by (Landa et al.) in 2008 among nurses in a general hospital in Spain has proved that there is no significant correlation between length of service and EI.

Chaturvedi conducted a study in 2012 in which he found that there is a significant positive relationship between emotional competence and family environment of employees. (Madahia et al., in 2013; Vanishree, in 2014) said that marital status is the best predictor of EI among employees. (Bhatia), conducted research in 2012 which stated that as per the statistical data elder kids in big families help their parents in bringing up their younger brothers and sisters that builds some traits in them such as kindness, responsibility, sympathy, tolerance, being respectful towards the needs of others and consider other people's need prior to our own. Neither financial stability nor successful career can make an individual happy but the family can. Even it is very easy to achieve professional success for the individuals who are having a healthy family relationships. An individual is very much capable of learning emotions with the family as the person learns to express his/her feelings, capable of regulating emotions and even handling the emotion with utmost care and this makes them empathetic. For the achievement of better performances one must be capable of handling and managing their own emotions. Emotional traits can be imbibed from the family relations. Expression of emotions and controlling the emotions can be learned with the help of EI.

(Waite and Gallagher), conducted a study in 2000 in which he concluded that EI plays a vital role in maintaining work/life balance among employees. Employees having higher EI are capable of understanding their own emotions and are also capable of regulating their emotions in a way that promotes balanced living and ability to perform in a challenging environment. (Bar- on, 2005) stated that adaptive response to work- related demands can be build by an individual with the help of EI. (Singh, in 2006) stated in his study that individuals having high EI have high coping style whereas individuals having low EI have avoidance coping style. Adaptive coping style is a form of style that helps an individual to perform better in the dynamic working environment by minimizing his stress levels on the other hand avoidance coping style hampers his performance negatively by enhancing the level of stress.

(Vijayakumar Bharathi, Padma Mala, Sonali Bhattacharya, 2015) stated in their study that women working in the IT industry need flexibility in their working hours in order to manage their personal and professional life. (Monoshree Mahanta, 2015) stated that employee with low EI have poor work-life balance and employees with higher EI have better work-life balance. (Neha Pandey, MK Sharma, 2016) stated that EI is correlated with job satisfaction and factors affecting the level of EI are positively correlated with the working conditions in an organization.

(Dhiraj Kumar and Bhanu Priya, 2017) stated in their study that there is a relationship between EI and organizational commitment, job performance among the bank employees.

(Madeeha Malik, Zeeshan Haider, Azhar Hussain, 2019) stated in their study that professional with high level of EI were good in managing their personal and professional life. they were motivated and satisfied with their job.

2.1 THE GAP BETWEEN WORK/LIFE BALANCE POLICY AND PRACTICE

Despite huge commitment towards the principles of work/life balance, the reality shows the results are not always consistent and positive. Empirical studies shows that the mere availability of work/life balance policies does not necessarily results in improvement in work/life balance of individuals. There are few aspects of work/life culture have been identified from previous studies, all of which should be considered by organizations while attempting to improve work/life balance.

- Organizational support- organizations play an important role in the success of work/life programs because they are in a position to encourage or discourage employee's efforts to balance their work and family lives, hence organization plays a vital role in employee's decision to use available benefits and programs.
- Career consequences- there is a negative perception that employees who use family- friendly policies are seen as less committed to work. This shows why family friendly policies tend to be underused. Hence we can say that perception of negative career consequences is an important factor for under-utilization of work/life policies.

- Time expectations- the third factor that influences the use of work/life policies is organizational time expectations the number of hours employees are expected to work. A supportive work/life culture in terms of time expectations has been found to reduce work/family conflict, improve job satisfaction and increased productivity. There is a false impression that “if one wants to succeed, one has to be at work for long hours, and has to consider work as a top priority. However working long hours, hinders the ability of employees to achieve balance between the professional and personal life. This may negatively affect the growth of their careers. However there is a need to shift from the traditional notion of long working hours at workplace to performance based assessment in order to enhance the productivity of employees. Therefore the performance evaluation should be based on the outputs rather than the time physically spent at the workplace. This shift may eventually leads to developing a culture that supports work/life balance.
- Gender perceptions- even though organizational work/life policies are gender neutral, these policies have revolved historically around facilitating the working conditions of women. Perceptions that work life policies are developed only for women is the fourth factor affecting work/life policy. Organizations should encourage men to use work/life policy. Some work/life provisions, such as paternity leave, should be encouraged for men and aims to foster a greater sharing of responsibilities between men and women.

3. RESEARCH METHODOLOGY

This study attempts to explain the concept of Emotional intelligence and its impact on work/life balance of individuals in different fields. The major research question is that- if there any correlation between EI and Work/Life Balance. It aims to examine the various factors of Emotional intelligence that influence the work/life balance of individuals. The nature of the research is completely descriptive. It is a conceptual research which is based on review of previously done researches in this area. All the relevant data used in the research paper has been collected from secondary sources for example journals, newspapers, government publications, articles related to the objective of the study were highly used and at the same time books, web pages and e- resources were used as a source of secondary data.

3.1 HYPOTHESIS

H1: There is a positive relationship between Emotional Intelligence and Work/life balance.

H2: There is a positive relationship between a Proper work/life balance and Organizational Productivity.

H3: There is a positive relationship between Emotional Intelligence and Individual Performance.

H4: There is a positive relationship between Emotional Intelligence and job satisfaction.

3.2 OBJECTIVES

The overall objective of the study is to study the work/life balance and emotional intelligence.

- To find out the impact of emotional intelligence on work/life balance of individuals working in organizations.
- To find out the hindrance to balance work and family commitment.
- To identify the factors that impacts work/life balance and work -related factor that interferes with personal life.
- To find out the usage of work life balance programs.
- To identify and access if there are differences across demographics and work/life balance and emotional intelligence.

4. RESULT ANALYSIS

4.1 DISCUSSION

- **Practical Implications:** implementing EI training programs to improve employee EI and work/life balance. To improve their WLB programs, organizations should think about implementing cutting-edge technologies.
- **In relation to Hypothesis:** Higher emotional intelligence leads to better work/life balance, thereby supporting the hypothesis in major part.
- **Problems and Restrictions:** Differences in the EI-WLB relationship across different demographic groups still includes Critical problems such as addressing prejudices on Work/Life Balance across different demographics such as gender, job type and organizational level.
- **Positive Correlation:** EI and Work/Life Balance are positively correlated.

4.2 IMPLICATIONS AND RECOMMENDATIONS

- **For organizational development:** stressing on the value of continuous education and training to improve the level of EI can lead to smooth implementation of WLB procedures that can lead to organizational development in long run.
- **Future scope:** future studies should look into industry-specific differences, longitudinal studies to look at the long-term effects of implementing WLB procedures and international perspectives on successful WLB programs.
- **Strategic Alignment:** Organizations should coordinate their WLB procedures with the objectives and plans of the company.
- **Technological Integration:** Data analytics and Artificial Intelligence (AI) should be incorporated into WLB Programs while taking potential biases and ethical issues into account.

4.3 CHALLENGES AND LIMITATIONS

- **Technological Adoption:** Not every organization has the means or know-how to integrate cutting-edge technologies into their Work/Life Balance procedures.
- **Future Research:** There is a need to explore additional variables that might influence EI and Work/Life Balance.
- **Bias in Standardized Procedures:** Although standardized procedures lessen biases, unconscious prejudices might still exist in them.

5. CONCLUSION

Hence at a glimpse, review of literature on work/life balance and emotional intelligence has focused on various aspects and dimensions. Work/life balance and emotional intelligence has been studied with reference to organizational culture, stress, job satisfaction, individual's well-being, employees performance, organizational performance, commitment, satisfaction, organizational change, motivation, job success and so on. There is very few research conducted on emotional intelligence in relation to work/life balance and it is very important to explore and intensify research in this area. One of the noticeable area of concerning literature is there is no research conducted on how emotional intelligences is linked with individuals work life. Particularly work/life balance have been studied very well but its impact in individual person's emotion has not been studied. In most of the review factors have been found either that is work life factors or emotional intelligences factor but there is significant gap seen between how these factors affect each other and at the same time most of the researcher are unable to show the relationship between work/life balance and emotional intelligences. There is no study under risk level and work/life balance program. Ultimately, there is a significant gap observed in these areas, so that the present study has been carried out.

In conclusion this study makes a valuable contribution to the literature on emotional intelligence and work/life balance. Its findings have some vital implications for organizations providing strategies for promoting employee well-being and organizational effectiveness. Work/life balance of individuals is an important topic of research that has attracted interest of many researchers, educationists and the leaders. As managing both personal and professional life has become a major challenge for individuals. Organizations need to make efforts to develop effective work/life balance policies and encourage their employees to use these policies. This helps to enhance organizational commitment, improve productivity, efficiency, retain best human resource and motivate them to perform in a better way.

This study shows that both emotional intelligence and work/life balance together leads towards organizational success and develop competitive advantage for the organizations. Thus the human resources team of organizations should take initiative of enhancing and improving emotional intelligence skills of individuals. Improved Emotional intelligence skills will help an individual understand and manage their emotions in a better way which leads to high quality in decision making. It is therefore vital for individuals to strive to create a balance between emotional intelligence and work/life balance. Work/life balance policies have the potential to improve employee morale, job satisfaction, reduce absenteeism and performance level. Problems have to be tackled at grass roots level by families as well as organizations and new policies have to be made. In the current scenario, companies should encourage work/life balance programs.

Emotional intelligence is an effective way to provide a better work and family life. Understanding the potential and talent of individuals and valuing them is an important part of organizational success. Management should focus on developing and implementing better work/life balance policies in order to build a sustainable organization. Nurturing emotional intelligence and to make individuals feel valuable must be encouraged by organizations.

CONFLICT OF INTERESTS

None

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None

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