INFLUENCE OF EMOTIONAL INTELLIGENCE ON WORK LIFE ALIGNMENT AMONG EMPLOYEES OF MANUFACTURING COMPANIES

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ABSTRACT --Today a lot of emphasis is being placed by organisations in understanding the true influence of emotional intelligence on employees which in turn could also affect the organisation at large. By understanding in detail the effect of emotional intelligence organisations would be better placed in attempting toimprove the an individual's and overall performance of the organisation. This could have a significant impact on employee's well-being thereby helping them to have a better level of work life alignment. The primary objective of this paper it to examine the influence of emotional intelligence on work life alignment among employees of manufacturing companies in and around Tamilnadu. It also attempts to identify the constructs influencing emotional intelligence influencing work life alignment among such employees. The study has highlighted that theinfluence of emotional intelligence on work life alignment is positive especially with respect to the constructs of emotional intelligence such as self-awareness and social intelligence.

Keywords --Emotional intelligence, work life, personal life, work life alignment

I. INTRODUCTION

Emotional intelligence refers to the unique competencies and qualities of an individual which help in developing individual skills and dispositions, which are in general called as soft skills or inter and skills within a person. It is seen as an inherentportion of an individual's biological makeup influencing behaviour. On the other hand work life alignment is seen as separation of life at work and life at home relating to the employeesof any organisation. It sets the boundary created by individualsbetween their professional life and personal life.

II. NEED FOR THE STUDY

Today a lot of emphasis is being placed by organisations in understanding the true influence of emotional intelligence on employees which in turn could also affect the organisation at large. By understanding in detail the

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effect of emotional intelligence organisations would be better placed in attempting to improve the an individual's and overall performance of the organisation. This could have a significant impact on employee's well-being thereby helping them to have a better level of work life alignment

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III.   REVIEW OF LITERATURE

Daniel Goleman (2011) is of the opinion that emotional being aware of self is essential to understand theemotions one has and the same influences one's performance at work. Hence if one knows one's feeling it would be helpful for in understanding one's own emotions. It would also help in having an understanding of strengths and limitations of the individual thereby helping them to be more which gives one a realistic towards life clubbed with a higher level of being confident of self.It would also giveone clarity on one's values along with a sense of purpose.

Guyand Lee (2015) have demonstrated that self-awareness refers to the emotional abilities that help an individual to be more effective and thereby create a lasting relationships in the work place.

Mayer, J. D., (1999) research on self-awareness which could influence work. He has put forth a model which includes three-tiered building within the mind of an individual.   The first part called the control center helps in relating to the brain, the control center. Four dominions of emotional intelligence are included in the second part and include being aware of self, regulation by self, being empathic and being social. The next is the top tier, which includes the leadership competenciesas exhibited by an individual.

IV.   OBJECTIVES OF THE STUDY

- •   To understand the influence of emotional intelligence on work life alignment among employees of manufacturing companiesoperating in and around Tamilnadu.
- •   To identify the constructs influencingemotional intelligence influencing work life alignment among employees of such manufacturing companies.

V.   METHODOLOGY

The research design is descriptive in nature and the study has relied heavily on primary data which has been compiled using a research tool – questionnaire.   The respondents for the study were drawn from manufacturing companies operating in and around Tamilnaduand belonging to various age groups, with different levels of personal responsibilities, occupying different levels of management, with varying monthly salary and with different years of experience. The sample size was 178 and the sampling technique w=adopted was stratified proportionate sampling.

VI. DATA ANALYSIS

Table 1:ANOVA for significant difference between age of employees and constructs influencing work life

alignment

Constructs of work life alignment	Age Group in years				F value	P value
	Below 25	26 - 30	31 - 35	Above 35		
Work Related Constructs	84.49 (14.93)	87.71 (12.44)	87.64 (9.31)	90.82 (13.11)	4.843	0.003**
Personal Related Constructs	46.92 (9.34)	47.22 (8.61)	49.72 (6.73)	50.82 (7.43)	6.102	<0.001**
Self –Awareness	41.81 (6.76)	43.52 (6.16)	43.63 (5.38)	45.52 (6.30)	6.813	<0.001**
Self-Regulation	23.22 (7.28)	26.14 (6.22)	27.01 (5.32)	28.83 (4.43)	18.052	<0.001**
Self-Motivation	37.23 (10.53)	42.14 (9.84)	43.21 (8.06)	44.05 (11.01)	9.291	<0.001**
Social Intelligence	25.87 (5.61)	26.32 (4.83)	25.82 (5.41)	27.66 (5.39)	2.951	<0.001**
Emotional Intelligence	128.13 (27.56)	138.11 (24.75)	139.81 (18.88)	145.97 (22.47)	10.796	<0.001**
Emotional Resilience	13.34 (3.48)	13.83 (3.04)	14.12 (2.97)	14.53 (2.91)	2.981	<0.001**
Work Life Alignment - Professional Life	18.16 (3.72)	18.13 (3.51)	18.51 (3.16)	19.63 (3.89)	4.412	<0.001**
Work Life Alignment - Personal life	36.35 (7.40)	36.81 (6.31)	37.42 (5.38)	37.82 (6.32)	1.134	<0.001**
Overall Work Life Alignment	54.50 (10.83)	55.01 (9.62)	55.92 (8.08)	57.51 (9.87)	2.076	<0.001**

The probability value being less than 0.01, it is concluded that there is significance difference between age of employeesand opinion on constructs influencing work life alignmentwith respect to all the above constructs influencing work life alignment. It is also obvious that those who are above 35 years have a higher level of agreement with respect to the constructs influencing work life alignment as compared to other age groups.

Table 2: ANOVA for significant difference between number of children   and constructs influencing work life alignment

Constructs of work life alignment	Number of children			F value	P value
	One	Two	Three and more		
Work Related Constructs	88.82 (12.43)	86.15 (13.59)	85.00 (12.07)	2.375	<0.001**
Personal Related Constructs	49.90 (7.76)	46.45 (8.55)	47.40 (8.69)	7.407	<0.001**
Self –Awareness	44.48 (6.15)	41.92 (6.20)	43.36 (6.84)	6.455	<0.001**
Self-Regulation	27.39 (5.81)	24.67 (6.31)	25.00 (6.49)	8.690	<0.001**
Self-Motivation	42.37 (9.91)	41.20 (11.21)	39.80 (10.63)	1.055	<0.001**
Social Intelligence	27.05 (5.16)	25.1a (5.80)	26.36 (5.27)	4.761	<0.001**
Emotional Intelligence	141.29 (23.12)	132.94 (25.19)	134.52 (28.12)	4.985	<0.001**
Emotional Resilience	14.55 (2.93)	12.52 (3.24)	13.64 (2.55)	17.484	<0.001**
Work Life Alignment - Professional Life	18.89 (3.68)	18.39 (3.78)	18.20 (2.99)	.964	<0.001**
Work Life Alignment - Personal life	37.20a (6.27)	37.98 (6.64)	34.64 (5.96)	2.784	<0.001**
Overall Work Life Alignment	56.09 (9.61)	56.37a (10.05)	52.84 (8.74)	1.419	<0.001**

The probability value being less than 0.01, it is concluded that there is significance difference between number of children and opinion on constructs influencing work life alignmentwith respect to all the above constructs. It is also obvious that lesser the number of children higher is the level of agreement with respect to the constructs influencing work life alignment as compared to other age groups.

Table 3: ANOVA for significant difference between level of management and constructs influencing work life alignment

Constructs of work life alignment	Level of Management			F value	P value
	Senior	Middle	Lower		

	level	level	level		
Work Related Constructs	91.05 (13.47)	89.54 (9.94)	84.28 (13.26)	12.198	0.003**
Personal Related Constructs	51.10 (7.52)	50.09 (6.70)	46.30 (8.91)	15.401	<0.001**
Self –Awareness	45.79 (6.35)	43.97 (5.56)	42.12 (6.33)	12.972	<0.001**
Self-Regulation	29.20 (4.31)	26.99 (5.21)	24.25 (6.97)	27.220	<0.001**
Self-Motivation	43.51 (11.15)	44.88 (8.20)	38.37 (10.06)	17.898	<0.001**
Social Intelligence	27.74 (5.52)	26.31 (5.12)	25.82 (5.32)	4.892	<0.001**
Emotional Intelligence	146.24 (23.08)	142.15 (19.06)	130.56 (26.17)	18.157	<0.001**
Emotional Resilience	14.66 (2.93)	14.29 (2.88)	13.28 (3.27)	8.134	<0.001**
Work Life Alignment - Professional Life	19.52 (3.98)	19.05 (3.11)	17.85 (3.66)	8.422	<0.001**
Work Life Alignment - Personal life	37.66 (6.47)	38.40 (5.20)	35.97 (6.93)	5.803	<0.001**
Overall Work Life Alignment	57.19 (10.09)	57.45 (7.91)	53.82 (10.26)	6.718	<0.001**

The probability value being less than 0.01, it is concluded that there is significance difference between designation of employees and opinion on constructs influencing work life alignment with respect to all the above constructs. However, those who are at the senior level have a higher level of agreement with respect to the constructs influencing work life alignment.

Table 4 : ANOVA for significant difference between monthly salary and constructs influencing work life alignment

Constructs of work life alignment	Monthly Salary				F value	P value
	Below Rs. 25000	Rs. 25000-35000	Rs. 35000-45000	Above Rs. 45000		
Work Related Constructs	78.06 (12.69)	85.35 (11.62)	89.90 (14.12)	86.53 (11.55)	3.659	0.002**
Personal Related Constructs	49.66 (8.07)	46.09 (8.13)	50.27 (8.77)	59.41 (6.81)	5.753	<0.001**

Self –Awareness	43.00 (5.63)	43.25 (6.16)	44.38 (6.87)	54.26 (6.12)	1.265	<0.001**
Self-Regulation	24.67 (6.36)	25.25 (6.40)	27.60 (5.98)	28.13 (5.04)	8.274	<0.001**
Self-Motivation	40.87 (9.18)	41.33 (10.44)	43.43 (9.88)	45.59 (11.26)	1.347	<0.001**
Social Intelligence	27.46 (4.53)	25.79 (4.81)	26.12 (6.19)	29.06 (5.34)	2.081	<0.001**
Emotional Intelligence	136.00 (22.24)	135.62 (24.87)	141.52 (25.25)	144.04 (23.37)	1.807	<0.001**
Emotional Resilience	14.28 (3.22)	12.82 (3.03)	14.51 (3.08)	15.33 (2.86)	6.865	<0.001**
Work Life Alignment - Professional Life	19.10 (3.31)	17.72 (3.71)	19.10 (3.59)	20.95 (3.85)	3.405	<0.001**
Work Life Alignment - Personal life	38.43 (6.01)	35.88 (6.41)	38.31 (5.91)	46.33 (6.79)	4.533	<0.001**
Overall Work Life Alignment	57.53 (8.87)	53.60 (9.85)	57.40 (9.08)	65.28 (10.35)	3.912	<0.001**

The probability value being less than 0.01, it is concluded that there is significance difference between monthly salary of employees and opinion on constructs influencing work life alignment with respect to all the above constructs. However, those who are having a monthly salary of more than Rs. 45,000 per month have a higher level of agreement with respect to the constructs influencing work life alignment.

Table 5: ANOVA for significant difference between total experience and constructs influencing Work Life Alignment

Constructs of work life alignment	Total Experience in years				F value	P value
	Below 5	6-10	11-15	Above 15		
Work Related Constructs	88.33 (12.38)	90.49 (13.43)	86.55 (12.86)	95.39 (11.52)	3.044	0.003**
Personal Related Constructs	47.48 (8.71)	50.70 (8.58)	48.85 (7.18)	58.79 (7.20)	3.252	<0.001**
Self -Awareness	43.35 (6.16)	45.50 (6.51)	42.66 (5.91)	53.53 (6.22)	4.251	<0.001**
Self-Regulation	24.69 (6.49)	28.47 (5.80)	26.19 (5.68)	37.52 (5.35)	9.069	<0.001**
Self-Motivation	40.05	45.55	41.30	50.49	7.093	<0.001**

	(9.98)	(9.42)	(9.73)	(11.44)		
Social Intelligence	26.90	26.92	25.56	36.73	1.529	<0.001**
	(5.13)	(5.02)	(5.88)	(5.53)		
Emotional Intelligence	134.99	146.43	135.71	148.27	5.620	<0.001**
	(25.26)	(23.05)	(22.53)	(23.88)		
Emotional Resilience	13.54	14.24	14.13	15.31	1.497	<0.001**
	(3.28)	(3.07)	(3.00)	(2.95)		
Work Life Alignment - Professional Life	18.20	19.37	18.48	20.99	2.359	<0.001**
	(3.64)	(3.77)	(3.45)	(3.73)		
Work Life Alignment - Personal life	36.62	39.20	36.36	40.45	5.213	<0.001**
	(6.72)	(5.25)	(6.47)	(6.66)		
Overall Work Life Alignment	54.81	58.57	54.84	65.44	3.984	<0.001**
	(9.99)	(8.74)	(9.57)	(10.04)		

The probability value being less than 0.01, it is concluded that there is significance difference between total experience of employees and opinion on constructs influencing work life alignment with respect to all the above constructs. However, those who are having a total experience of above 15 years have a higher level of agreement with respect to the constructs influencing work life alignment.

Table 6: Correlation between Constructs of Emotional Intelligence

Constructs of Emotional Intelligence	Self –Awareness	Self-Regulation	Self-Motivation	Social Intelligence
Self-awareness	1	.703**	.666**	.601**
Self-regulation		1	.661**	.523**
Self-motivation			1	.687**
Social Intelligence				1

The correlation coefficient between self-awareness and self-regulation is seen to be highest at 0.703, which indicate 70.3 percentage positive relationships between self-awareness and self-regulation and is significant at 1% level. The correlation coefficient between self-regulation and social-intelligence is seen to be lowest at 0.523, which indicate 52.3 percentage positive relationships between self-regulation and social- intelligence and is significant at 1% level.

Table 7: Correlation between Constructs ofEmotional Intelligence and

Emotional Resilience

Constructs of Emotional Intelligence	Emotional Resilience
Self –Awareness	0.393**
Self-Regulation	0.508**

Self-Motivation	0.374**
Social Intelligence	0.511**
Overall Emotional Intelligence	0.503**

The correlation coefficient between social intelligence and emotional resilience is highest at 0.511, which indicate 51.1 percentage positive relationships between working environment and self-awareness and is significant at 1% level. The correlation coefficient between self-awareness and emotional resilience is seen to be lowest at 0.393, which indicate 39.3 percentage positive relationships between working environment and self-awareness and is significant at 1% level.

Table 8: Correlation between Constructs of Emotional Intelligence and

Work Life Alignment

Constructs of Emotional Intelligence	Work Life Alignment - Professional Life	Work Life Alignment - Personal life	Overall Work Life Alignment
Self –Awareness	.650**	.769**	.753**
Self-Regulation	.448**	.646**	.596**
Self-Motivation	.455**	.498**	.501**
Social Intelligence	.625**	.747**	.729**

The correlation coefficient between self-awareness and work life alignment – professional life is 0.650, which indicate 65.0 percentage positive relationships and is significant at 1% level. The correlation coefficient between self-regulation and work life alignment – personal life is 0.769, which indicate 76.9 percentage positive relationships and is significant at 1% level.The correlation coefficient between self-motivation and overall work life alignment is 0.753, which indicate 75.3 percentage positive relationships and is significant at 1% level.

The correlation coefficient between self-regulation and work life alignment – professional life is 0.448, which indicate 44.8 percentage positive relationships and self-awareness and is significant at 1% level. The correlation coefficient between self-regulation and work life alignment – personal life is 0.646, which indicate 64.6 percentage positive relationships and is significant at 1% level.The correlation coefficient between self-regulation and overall work life alignment is 0.596, which indicate 59.6 percentage positive relationships and is significant at 1% level.
The correlation coefficient between self-motivation and work life alignment – professional life is 0.455, which indicate 45.5 percentage positive relationshipsand is significant at 1% level. The correlation coefficient between self-motivation and work life alignment – personal life is 0.498, which indicate 49.8 percentage positive relationships and is significant at 1% level.The correlation coefficient between self-motivation overall work lifealignment is 0.501, which indicate 50.1 percentage positive relationships and is significant at 1% level.

The correlation coefficient between social intelligence and work life alignment – professional life is 0.625, which indicate 62.5 percentage positive relationships and is significant at 1% level. The correlation coefficient between social intelligence and work life alignment – personal life is 0.747, which indicate 74.7 percentage positive

relationship and is significant at 1% level.The correlation coefficient between social intelligence and work life alignment and overall work life alignment is 0.729, which indicate 72.9 percentage positive relationships and is significant at 1% level.

VII. FINDINGS AND CONCLUSION

- There is significance difference between age of employees and opinion on constructs influencing work life alignment and those who are in the age group of above 35 years have a higher level of agreement with respect to the constructs influencing work life alignment as compared to other age groups.

- There is significance difference between number of children and opinion on constructs influencing work life alignment.

- There is significance difference between designation of employees and opinion on constructs influencing work life alignment and those who are at the senior level have a higher level of agreement with respect to the constructs influencing work life alignment.

- There is significance difference between monthly salary of employees and opinion on constructs influencing work life alignment and those who are having a monthly salary of more than Rs. 45,000 per month have a higher level of agreement with respect to the constructs influencing work life alignment.

- There is significance difference between total experience of employees and opinion on constructs influencing work life alignment and those who are having a total experience of above 15 years have a higher level of agreement with respect to the constructs influencing work life alignment.

- The correlation coefficient between self-awareness and self-regulation is seen to be highest at 0.703, which indicate 70.3 percentage positive relationships.

- The correlation coefficient between social intelligence and emotional resilience is highest at 0.511, which indicate 51.1 percentage positive relationships between working environment and self-awareness.

- The correlation coefficient between self-regulation and work life alignment – personal life is seen to be highest at 0.769, which indicate 76.9 percentage positive relationships.

- The study has highlighted that influence of emotional intelligence on work life alignment is positive especially with respect to the constructs of emotional intelligence such as self-awareness and social intelligence.

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