

A Study on Impact of Emotional Intelligence on Quality of Work Life among employees of XYZ Company

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Abstract

The study examines the impact of Emotional Intelligence on Quality of Work Life among employees of XYZ Company. A structured questionnaire was used as a measurement instrument. The primary data has been collected from 100 respondents using random sampling technique software randomizer.org. The study used chi-square technique and SEM model for the study. The study found a positive relationship between self-awareness, self-management, motivation and overall emotional intelligence with quality of work life and also revealed that self-awareness and self-management are key elements for improving of quality of work life. The study also revealed a strong association between emotional intelligence and quality of work life, thus indicating that higher level of emotional intelligence lead to enhanced quality of work life.

Keywords: Emotional intelligence, Quality of work life, Human capital

1.0 Introduction

Emotional intelligence and quality of work life are recognised as strategic concern for human resource management and an important aspect of the organization. Work and personal life are two sides of the same coin; individual satisfaction doesn't come from work alone or with only personal life, perfection and peace is attained when one is able to balance both work and professional commitments simultaneously. Imbalances lead to decreased productivity in professional and personal lives. An individual cannot segregate these two as both of them are interconnected. Emotions, a psychological phenomenon associated with thoughts, feelings, mood, temperament and personality affect human behaviour. Therefore, a basic understanding of emotional intelligence and dynamics of its joint and mixed variables seems very crucial to maintain healthy balance between work and an individual's personal lives so that both the employees and their organization can be productive in long run at the same time experience good quality of work life.

Emotional intelligence refers to the ability to perceive control and access emotions. Researchers suggest that emotional intelligence can be learnt and strengthened while some claim that it's a natural trait. The ability to express and control emotions is essential but so is the ability to understand, comprehend and respond to the feelings of others. Imagine a world where you don't understand when a friend is sad or a co-worker is angry. Psychologists call this ability as emotional intelligence and some experts suggest that it is more important than intelligence quotient in your overall success in life.

1.2 Statement of the problem

Adequate statement of the research problem is one of the most important steps of the research process. To approach the research inquiry theoretically and practically, the following research problems were conceived:

1. Is emotional intelligence influenced by variables such as age, educational qualification, designation, marital status, type of family, total members in the family, monthly family income, experience of employees at XYZ Company?
2. Is there any relationship between Emotional Intelligence and Quality of Work Life?

1.3 Objectives

- To assess the emotional intelligence of the employees at XYZ company
- To study the quality of work life of employees at XYZ company
- To study the relationship between emotional intelligence and quality of work life of employees at XYZ company

1.4 Research Philosophy

The first and foremost step in research is choosing the appropriate research philosophy. The philosophy that is chosen for this study is interpretivism. Interpretivism highlights the difference among the people from physical phenomena for which they create meanings. Interpretivists explore these meanings. Humans from diverse cultural backgrounds, under dissimilar circumstances and at different time horizons create different social realities and make different meanings. Interpretivists believe that rich insights into people are lost when trying to create universal 'laws' generalized to everybody. Interpretation is mostly suitable for the research in business and management in some particular fields such as marketing. In order to create deeper understanding, create meaning for interpretations interpretivism is chosen.

1.4.1 Nature of Study

The nature of this study is descriptive, which focuses on answering the how, what, when, and where questions and describes about the population, situation or phenomenon.

1.5 Data Collection

1.5.1 Primary data

The primary data was collected through questionnaire from the employees of XYZ company

1.5.2 Secondary data

The secondary data is collected from various articles, published research and review papers, magazines, published statistics, documents from government agencies, case studies, etc

1.5.3 Sample design

The sample design that is used to articulate this research is random sampling, all the respondents are chosen using a random pick software titled raandomizer.org.

1.5.4 Sample size

The population of XYZ firm consist of 250 employees. As per sample size calculation, 151 is the sample size at 95 per cent level of certainty. 160 questionnaires were shared among the employees with the response rate of 40 per cent. 120 questionnaires filled in questionnaires were received; however, there were 20 questionnaires which were partially filled. Therefore, the response turned to be 100 fully filled in questionnaires. All the respondents are residents of India.

Sample Size Calculation for Known Population

$$n = \frac{z^2 (p)(q)(N)}{e^2(N-1) + z^2(p)(q)}$$

Where $z = 1.96$, $N =$ Population, $n =$ sample size, $p = 0.5$, $q = 0.5$, $e = 0.05$. Therefore, $n = 151$

1.5.5 Data collection instruments

Questionnaire used for the study is a structured questionnaire consisting of 3 sections, first section contains demographical questions followed by questions of finding emotional intelligence of employees and finally questions related to quality of work life are present in section – 3, the current questionnaire is a modification of NHC leadership toolkit questionnaire for measuring EI and CDC's questionnaire for measuring QWL

Statistical Techniques used:

Chi-square analysis, SEM are the data analysis techniques used in this study, the data is statistically been analysed with the help of statistical package for social sciences [SPSS]

1.5.6 Period of study

The study is conducted in a span of 5 weeks, period of study range from 24th May to 5th July.

1.6 Hypothesis formulated.

- To test whether there is significant difference between mean ranks by identifying the statements which is more influencing the respondents towards factors on self-awareness, self-management, motivation, empathy, social skill and overall emotional intelligence of XYX company employees.

- To test whether there is significant relationship between dimensions of emotional intelligence and quality of work life.
- To frame a Structural Equation Model that allows complex relationships between dimensions of emotional intelligence and quality of work life..

2.0 Review of Literature

Gani, (1993) "Quality of work Life in a State Setting, Findings of an Empirical Study", and found that quality of work life is affected by work pressure and work family interface.

Hood and Smith (1994) made an attempt to study Quality of Work Life in Home Care; The Contribution of Leaders Personal Concern for Staff. It was examined that quality of work life is not a distinct concept, but can be associated with aspects such as job satisfaction, job involvement, motivation, productivity, health, safety and well-being.

Hart (1994) conducted a study on Teachers Quality of Work Life. Integrating Work Experience, Psychological Distress and Morale. The study examined the positive and negative experiences of teachers and found that psychological distress and morale contributed equally to teachers overall quality of work life.

Anuradha. S and Pandey. P. N (1995) investigated "Organizational Commitment and Quality of Work Life: Perception of Indian Managers", found that quality of work life as favourable working environment that supports and promotes satisfaction by providing employees with rewards, Job security and career growth opportunities.

Goleman (1998) Made exceptional arguments for the valid attendance validity of his mixed model, claiming that emotional intelligence was the reason for success at home and at work. At work, emotional intelligence helps people in teamwork, learning how to work more effectively with collaboration. In relationships or organizational politics

2.2 Summary of reviews to identify the research gap

For the purpose of this study it was chosen to make a comprehensive literature review , a review of more than 50 papers were made which includes collection of researches on various aspects of emotional intelligence and quality of work life as whole or in relative parts gave a broad overview and specific insights, pertaining to the interest of the present inquiry and few of key reviews are presented above . The exercise helped in pinning down focus variables for the present study. Careful examination of the above studies helped in drawing the demographic variables that were considered worthy for investigation with aforesaid variables. They are age, marital status, educational qualification, designation, monthly salary, family monthly salary, type of family, total members in the family and experience which were considered to carry relative importance with regard to emotional intelligence and quality of work life. It has also provided a platform for research to

examine the relationship between EI and QWL and also purports to empirically establish the use of emotional intelligence and quality of work life as single and distinct measure prevailing upon the view of availability of limited measures for

3.0 Results and analysis

3.1 Influencing variables towards dimensions of emotional intelligence

SELF AWARENESS	Mean Rank	Chi-Square value	P value
Aware of Organizations Expectations	2.59	36.153	0.000**
Hopeful of gaining Self-confidence and Self regards	2.81		
Feelings affecting others	2.21		
Feelings affecting Performance	2.48		
SELF MANAGEMENT		18.919	0.000**
Control of mood and emotional impulses for innovations	2.64		
Adapting changes effectively	2.53		
Exploring New Approaches	2.44		
Good reputation with honest approach and integrity	2.39		
MOTIVATION		29.708	0.000**
Achieving deep-root desires than rewards	2.13		
Seeking more information than getting panic	1.91		
Commitment towards Organization	1.96		
Empathy	1.59	32.190	0.000**
Understanding teams emotions			
Consideration of peoples feelings while deciding	1.41		
SOCIAL SKILL		74.924	0.000**
Building good rapport with all	2.82		
Setting high performance goals	2.46		
Developing good relationship with others	2.40		
Effective feedback for better performance	2.32		

Table 3.1 --SOURCE : Primary Data --Note:**Denotes significant at 1% level

From the above table 3.1 It may be concluded that, since p value is less than 0.01 for all the dimensions of emotional intelligence, the null hypothesis is rejected at 1 per cent level of significance. In self-awareness, respondents are aware of organizations expectations top with a highest ranking followed by hopeful of gaining self-confidence and self regards, feelings affecting other and feelings affecting performance. In self-management, control of mood and emotional impulses for innovation ranks first followed by adapting changes effectively, exploring new approaches and good reputation with honest approach and integrity. In motivation, achieving deep-root desires than rewards influences more on the respondents followed by commitment towards

organization and finally seeking more information than getting panic. Understanding teams emotions is influenced most than consideration of peoples feelings while deciding in empathy. In social skill respondents are more influenced by building good rapport with all, setting high performance goals is ranked next, developing good relationship with others and finally effective feedback for better performance is influenced as last.

3.2 Association between Levels of Emotional intelligence and Quality of Work Life

NullHypothesis:**ThereisnoassociationbetweenLevelofemotional intelligenceandlevelofqualityofworklife**

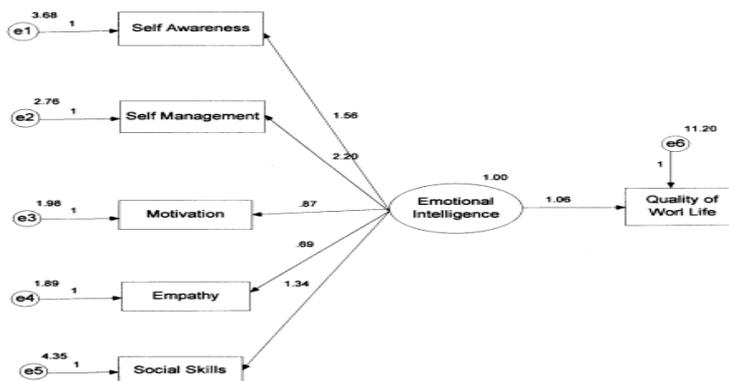
Level of Emotional Intelligence	LevelofQualityofWorkLife			Chi-square value	P value
	Low	Moderate	High		
Low	43.5	38.8	18.4	39.512	0.000**
Moderate	20.3	50.3	20.7		
High	30.7	25.4	50.9		

Table 3.2 --SOURCE : Primary Data --Note:**Denotessignificantat1%level

From the above table 3.2 may be concluded that majority of high emotional intelligence level leads to high quality of work level, moderate emotional intelligence level leads to moderate quality of work life and low emotional intelligence leads to low quality of work life. Since, p value is less than 0.01, the null hypothesis is rejected at 1 per cent level of significance. Therefore, there is association between quality of work level and emotional intelligence level

3.3Structural equation model

Null Hypothesis : **To frame a Structural Equation Model that allows complex relationships between dimensions of emotional intelligence and quality of work life..**



Variables		Unstandardised Co-efficient	S.E	Standardised Co-efficient	tvalue	Pvalue	
Self Awareness	---->	Emotional Intelligence	1.465	0.133	0.642	13.950	<0.001**
Self Management	---->	Emotional Intelligence	2.301	0.102	0.748	17.908	<0.001***
Motivation	---->	Emotional Intelligence	0.759	0.027	0.425	10.320	<0.001**
Empathy	---->	Emotional Intelligence	0.765	0.063	0.539	8.622	<0.001**
Social Skills	---->	Emotional Intelligence	1.226	0.105	0.490	10.531	<0.001**
Emotional Intelligence	---->	Quality of Worklife	1.237	0.142	0.342	5.091	<0.001**

Table 3.3 --SOURCE : Primary Data --Note:Denotessignificantat1%level**

Here the coefficient of Self Awareness is 1.465 represents the partial effect of Self Awareness on Emotional Intelligence, holding Self-Management, Motivation, Empathy, Social Skills and Emotional Intelligence as constant. The estimated positive sign implies that such effect is positive that Emotional Intelligence would increase by 1.465 every unit increase in Self Awareness and this coefficient value is significant at 1% level. The coefficient of Self-Management is 2.301 represents the partial effect of Self-Management on Emotional Intelligence, holding Self Awareness Motivation, Empathy, Social Skills and Emotional Intelligence as constant. The estimated positive sign implies that such effect is positive that teaching skills would increase by 2.301 every unit increase in Self-Management and this coefficient value is significant at 1% level. The coefficient of Motivation is 0.759 represents the partial effect of motivation on Emotional Intelligence holding Self Awareness, Self-Management, Empathy, Social Skills and Emotional Intelligence as constant. The estimated

positive sign implies that such effect is positive that Emotional Intelligence would increase by 0.759 every unit increase in Motivation, and this coefficient value is significant at 1% level. The coefficient of Empathy is 0.765 represents the partial effect of empathy on Emotional Intelligence, holding Self Awareness, Self-Management, Motivation, Social Skills and Emotional Intelligence as constant. The estimated positive sign implies that such effect is positive that Emotional Intelligence would increase by 0.765 every unit increase in empathy and this coefficient value is significant at 1% level. The coefficient of Social Skills is 1.226 represents the partial effect of Social skills on Emotional Intelligence, holding Self Awareness, Self-Management, Motivation, and Emotional Intelligence as constant. The estimated positive sign implies that such effect is positive that Emotional Intelligence would increase by 1.226 every unit increase in Social skills and this coefficient value is significant at 1% level and The coefficient of Emotional Intelligence is 1.237 represents the partial effect of Emotional Intelligence on Quality of Work Life, holding Self Awareness, Self-Management, Motivation, Empathy and Social Skills as constant. The estimated positive sign implies that such effect is positive that quality of work would increase by 1.237 every unit increase in learning skills and this coefficient value is significant at 1% level.

3.4. Interrelationship amidst emotional intelligence and quality of work life

Dimensions of Emotional Intelligence	Quality of Work Life	P value
Self Awareness	0.276	0.000**
Self Management	0.274	0.000**
Motivation	0.101	0.013
Empathy	0.010	0.810
Social Skills	0.034	0.361
Overall Emotional Intelligence	0.2422	0.000**

Table 3.4 --SOURCE : Primary Data --Note:Denotessignificantat1%level**

The Correlation coefficient between Self-awareness and quality of work life is 0.276 which indicate 27.6 percentage positive relationships between self-awareness and quality of work life and is significant at 1 % level. The Correlation Coefficient between Self-management and quality of work life is 0.274 which indicate 27.4 percentage positive relationships between self-management and quality of work life and is significant at 1% level. The Correlation Coefficient between Overall Emotional Intelligence and quality of work life is 0.233 which indicate 24.22 percentage positive relationships between Overall Emotional Intelligence and quality of work life and is significant at 1% level. There is no significant relationship between Motivation, Empathy and Social skill with quality of work life

4.0 Findings

- This study found that there is a positive relationship between self-awareness, self-management, motivation and overall emotional intelligence with quality of work life
- It is found that self-awareness and self-management are key elements for enhancing quality of work life
- There is a strong association between emotional intelligence and quality of work life , Higher the emotional intelligence better the quality of work life
- There is significant relation between Self-awareness , Self-management and quality of work life
- There is no significant relation between Motivation, Empathy and Social skill with quality of work life
- There is positive relationships between Overall Emotional Intelligence and quality of work life

5.0 Conclusion

Emotions are intrinsic part of biological makeup. In everyday work life it plays a significant role and influences our behaviour. Emotional intelligence concept is a sphere of how we sense our emotions, recognizing emotions on others to manage and handle relationships. Employees are the key asserts of any organisation, A happy and healthy employee will give better turnover, make good decisions and positively contribute to the organizational goal , therefore its important that a employee has a good quality of work . There is a significant relation between emotional intelligence and quality of work life , more the EI better the QWL so organisations should initiate provide training and development programs to improve employees emotional intelligence such that they would have a better quality of work life

6.0 Scope for further research

The study could be replicated to cover a bigger sampling frame in various industries in future.

7.0 Limitations

The company's name cannot be disclosed to maintain confidentiality.

8.0 Conflict of interest

There are no conflicts of interest with regard the current study .

9.0 Availability of Data and Material

The original data set was used to obtain the results.

10.0 Ethical considerations

In this study all the ethical values were taken into consideration. The research was executed by respecting the anonymity of the participant of the survey in order to minimize social pressures and collect the data accurately. All the participants of this survey has participated voluntarily.

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