

Happiness, Emotional Intelligence and Work Life Balance: Prominent Indicator for Employee's Performance

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Abstract

Important factors in employees' performance in the organization is happiness, their level of emotional intelligence and work life balance. Performance is the base for acquiring recognitions, awards, promotions and retentions of employees. Happiness and emotional intelligence not only affects the workplace, it also affects the professional life and employees' find difficult to balance between their personal as well as professional lives. Factors like happiness, emotional intelligence is required for both individual as well as organizational growth. It not only enhances the performance by letting employee to foster positive relations, perform well in teams and build social status. The study identified the impact of happiness, emotional intelligence and work life balance on performance of employees'. Based on studies, present study has developed a research model which clearly showcases that happiness, emotional intelligence and work life balance has a direct impact on the performance of employees'.

Keywords: Happiness, Emotional Intelligence, Work Life Balance, Performance

INTRODUCTION

Information technology is one of most promising and booming sectors of Indian Economy. It has shrunk international boundaries and has created millions of jobs across the globe. The sector has touched most aspects of human life. It has had a number of positive impacts in everyone's life but has thrown some challenges for the people engaged in this sector. Therefore, it is important to understand the relationship between Happiness, Emotional Intelligence and work life balance in the Information Technology Industry. The study will help IT Organizations to align their HR policies with the basic attributes of human behavior and thus leading to enhanced productivity both for the employee and employer.

HAPPINESS

Positive psychology explains happiness as living an enjoyable life, "that successfully pursues the positive emotions about the present, past and future" (Seligman, 2002 & Seligman, 2003)." Happiness at work means an individual's ability to handle challenges wisely. Work and family are an important aspect of an individual's life any imbalance between the demand of these responsibilities could lead to stress and conflict. It also has severe impact on the health of an individual including raised cholesterol levels, substance abuse, anxiety and depression (Frone, 2003). The way to happiness is leading a meaningful and engaged life based on an individual's strengths leading to satisfaction. From performing activities of his or her liking (Seligman et al., 2006). A number of studies have reported that employees tend to have greater levels of productivity, out of box thinking and groundbreaking ideas for handling different situations when they are happy (Saenghiran, 2014).

HAPPINESS AND EMOTIONAL INTELLIGENCE

A study found that joyful members had higher emotional intelligence than those who were unhappy. (Khosla and Dokania, 2010) An individual with high emotional intelligence was likely to be happier and in control of his or her emotions (Austin, Saklofske & Egan, 2005), have positive outlook towards life and lesser chances of being depressed or bogged down by day to day issues (Schutte et al., 1990). Another research found that individuals with better emotional intelligence had lesser stress and had greater levels of happiness and satisfaction. (D. Ruiz-Aranda, 2013).

HAPPINESS AND WORKLIFE BALANCE

Work life balance is one of the most crucial area of human resource management which employees must pay attention in their life. Research by Greenhaus and Allen (2010) Focused on work life balance as the ability of a person in setting priorities of the two roles in work and family. And the success achieved by such person in balancing the two roles. Positive balance requires high level of engagement, attention, time involvement, whereas, negative balance refers to an equally low level of attention, engagement, or commitment. Positive balance implies

a satisfactory balance between family and work roles while negative balance refers to low level of gratification between the two roles (Clark, 2000; Kirchmeyer, 2000, Kofodimos, 1993). The work life balance not only improves the effectiveness of the organization but also improves the quality of life of the employees. If an individual fail to strive this balance between work and family can lead to stress which can impact the work attributes of an individual negatively and this can ultimately lead to burnout. (Lawson et al.,2013). The long working hours and a sense of increasing workload has a negative effect on an individual's physical and mental wellbeing (Dawson et al; 2001) weekend work, evening and night work, and early morning shifts lead to excessive fatigue and family and social life disturbance and may result in absenteeism and job dissatisfaction. (Colligan and Rosa, 1990; Smith, 1993; Wedderburn, 1967). The disturbance in family life may impact parenting and relations with spouse Barton et al., 1998; Bunnage, 1984; Repetti, 1989) Findings from the research has shown that employees who have support from supervisors appear to be more likely to have less difficulty in maintaining work life balance, moreover who have flexible schedule prenatal leave are less stressed and ultimately less inclined to quit (Helmle et al., 2014). Research indicates that work life balance has a substantial impact on the employee performance and is positively related to happiness (Khaled adnan Bataineh¹). A balanced engagement in work & family roles i.e. lesser conflict in the two roles will reduce stress and enhance overall wellbeing and happiness of the individual. (Frome et al; 1992). Research by Elisa J. Grant-Vallonea & Ellen A. Ensherb 2001, indicates that higher levels of work interfere with the personal life of individuals than personal life interfering with their work.

EMOTIONAL INTELLIGENCE AND WORKLIFE BALANCE

Emotional intelligence is the ability to manage and identify one's own emotion and the emotions of others. It mainly, has five elements such as- self-awareness, self-regulation, motivation, empathy, and social skills. Self-awareness is knowing what you are going through, you would be in a better position to understand others, and affect people around you. It also means you are aware of your strengths as well as weaknesses Self-regulation is the next step wherein you think before speaking. It basically means holding yourself responsible for your own mistakes and also helps in regulating your behavior. Motivation is when you are motivated to do a series of tasks you will be in a better position to influence others. Work towards your goals consistently. Empathy is ability to put yourself in other's shoe and think about a situation. Social skills are an important aspect of it. Social skills are all about communicating your point of view to others. It helps in forming rapport with others which makes the relationship more comfortable. (Salovey & Mayer, 1990). Employees with higher emotional intelligence are largely considered to have a better work life balance. The individual and organizational performance is influenced by emotional intelligence.(P.Shylaja , Dr. Ch.Jayasankara Prasad, 2017) A research on Emotional Intelligence and Work Life Balance by P. Shylaja 1, Dr. Ch.Jayasankara Prasad2, 2017 revealed that employees who scored high on emotional intelligence were satisfied with their pay and perks, work environment and maintained a good balance between their professional and personal lives and were positive about their future prospect. On the other hand, those with low emotional intelligence were less satisfied with pay and work environment and suffered stress both in personal and professional life. Another research by Dr. Rangreji, Deepak (2010) has shown that emotional intelligence plays an important role in the output of an employee and his/her association with the employer. A study on work life balance of career women established a strong connection between the factors influencing role efficacy and emotional intelligence. (Jyothi Sree V. & Jyothi P., 2012.)

RESEARCH METHODOLOGY

Objective of the Study: To find out the impact of Happiness, Emotional Intelligence and Work Life Balance on Performance of employees

Research Type: Descriptive

Significance of the Study: The core purpose of this study is to analyze the impact of Happiness, Emotional Intelligence and Work Life Balance on Performance of employees. The significance of this research is to study the relationship between 3 variables (happiness, Emotional Intelligence and Work Life Balance) to assess their impact on performance of employees which has not been undertaken by any research until this. Since organizations spend considerable amount of time and money for their employees' service & benefits, it is essential for organizations to understand factors which may help in increasing the performance of employees and achieve organizations goals.

Research Framework

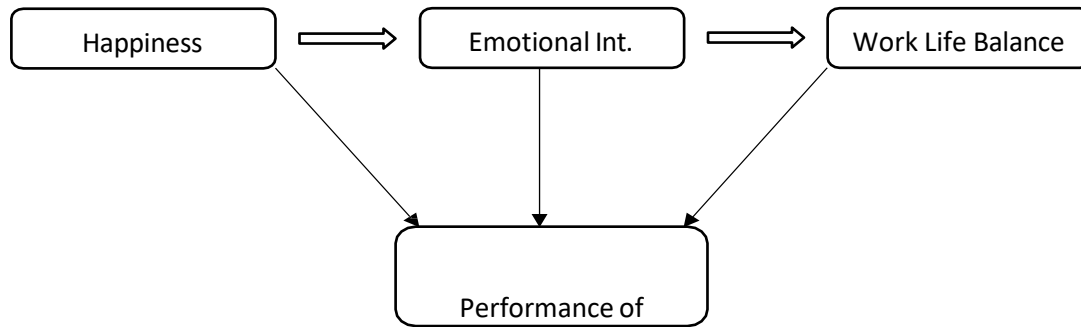
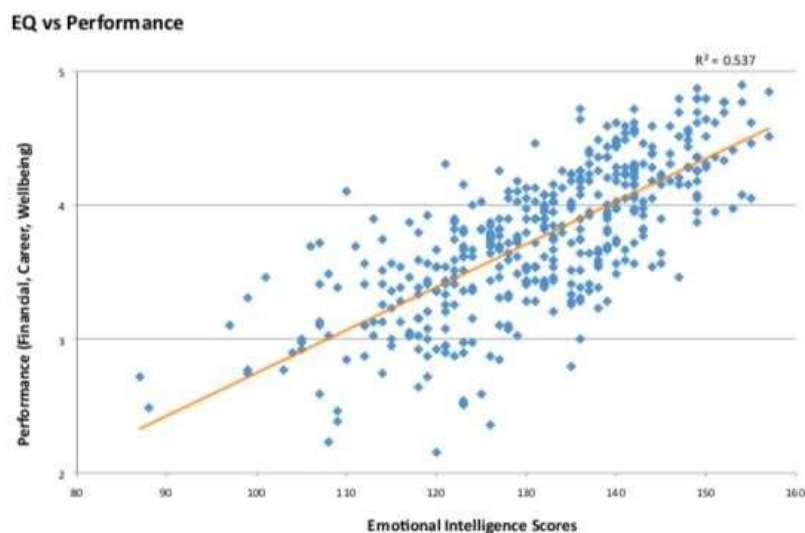


Figure 1: Research Model developed by author

Findings of the study

Happiness is one of the most important factor for the success of an organization. Organizations that focuses on their employees well-being tend to have happier employees. Lyubomirsky, King, and Diener (2005) in their study the benefits of frequent positive affect: does happiness lead to success? In their study of more than 200 academic study showed that happy employees experience 37% higher sales, 31% higher productivity, and 3 times higher creativity. These days its not just about money. Employees want to work for an organization that has a supportive environment and a positive work culture. American Express is one of the company that invests in their employees' experience and happiness. There are variety of things available to employees such as paid time off to volunteer, on cite café, and flexible hours. Employees and their family members feel supported by them at every stage of life by providing benefits to them that help support their emotional, physical and financial well-being. Companies like Google have invested more in employee satisfaction. For google, it has gone up by 37% making employees happier at work place really pays off. Previous researches have shown that higher level of employee happiness is directly associated with a 12% in productivity. In a study by Rexhepi & Berisha, 2017 identified the effect of emotional intelligence on employees' performance at workplace and found out that success is not dependent only on the level of IQ and knowledge but also on the level of emotional intelligence. Emotional intelligence is one of the important factor of employee performance. Higher level of Emotional intelligence among employees helps a build a workplace environment. Employees with high Emotional intelligence make use of their strengths more effectively compared to employees with low emotional intelligence, In one of the study in the Middle East of 418 leaders living in the region found that there is a strong relationship between emotional intelligence and performance. The scores in Emotional intelligence assessment predicted over 58% of the variations in professional and personal success such as influence, effectiveness, finance, relationships and career status.



Source: Joshua Freedman, Jayne Morrison, Andreas Olsson, Leadership Success and Emotional Intelligence in the Middle East, Six Seconds (<http://www.6seconds.org/blog/2010/08/leadership-success-and-emotional-intelligence-in-the-middle-east/>), 2010

In a study by (Samanek & Morrison, 2015) in pharmaceutical company found Emotional intelligence competencies using the Six Seconds emotional intelligence assessment and developed an intervention using

coaching to strengthen the Key accounts management team. The overall emotional intelligence of team increase by 8.9% and changed from functional to skilled. The entire team earned double digit profit and saw a great improvement in focus & dedication, strategic vision, accessibility and positive relationships. With rapid growth of competition, organizations have encouraged employees to consider the work life balance. Several studies have found that there is a positive impact of work life balance on the performance of employees. In a study by Garg & Yaiurvedi, 2016 found that every individuals needs to maintain equilibrium between their personal and professional life so that they can lead a healthy balanced life. The study revealed that work life balance has a direct impact on employees' retention and it overall enhances the organizational performance. IKEA is one of the leading furnishing retailer and dreams to "create a better everyday life for many people" and strongly believes to give people the possibility to grow both in their personal as well as professional lives for creating a better everyday life for themselves as well as customers. In their work culture the national value of commitment with family and community is combined with concern for a healthy environment which can be seen in its strategric approach which acknowledges work life balance. According to Anders Dahlvig, IKEA president, work life balance is expressed in terms of in paid days off for all staff for the first day of marriage leave, moving house leave and school leave, It if further expressed in areas including flex-time, full time and part time work, special shift arrangements, emergency leave, community service leave, parental leave, sick children leave, leave for caring dependents, employee assistance programs, and advise on work life balance and health promotions. Work Life balance program at IKEA help employees to balance work with other factors. Work life balance in organizational terms is a win-win situation as it increases commitment and morale by improving psychological contracts. According to Deputy store sales manager, Huxley, IKEA works with work life arrangements has a direct positive impacts on co-workers which makes them feel that company cares about them and gives them a great sense of loyalty. Work life balance arrangements have a direct effect on attendance and retention among employees.

Ways to cultivate Happiness, Emotional Intelligence and Work Life Balance in order to enhance Performance among employees

Consistently deliver Recognition and praise, an employee should be appreciated for his/her hard work, there can be monthly/quarterly award for team members whose work organization wants to recognize. Meaningful perks should be offered which employees value more over a pay raise companies like Google, Facebook and Apple offer great perks to their employees in order to boost workplace happiness. Invest time in employee's personal and professional growth, organizations can start Individual Development Plan where each employees comes up with 4 personal and professional goals they want to achieve by the end of the year. There should be training programs/ workshops to better understand and enhance emotional intelligence skills and abilities for employees. Organizations can provide good health coverage for all employees (part-time) including their family members.

CONCLUSION

The present study examined the impact of Happiness, Emotional Intelligence and Work Life Balance on Performance of employees'. Work life balance has a direct impact on employee performance, this find was reported in the work done by Helmle et al. (2014). Helmle et al. stated the impact of employee feeling on organizational success. The findings also showed that employees who feel that there is interference of work roles with family roles show less likelihood to feel that they possess work-life balance. Organizations that offer opportunities to their employees in managing their personal and professional roles will benefit more from their employees as they show great level of performance. Having healthy work life balance help employees in performing their tasks in more effective and efficient manner. Happiness is directly related to how individual experience and appraise their lives. Happiness at workplace is more than the possession of positive affective experience, sense of pleasure, enjoyment and good feelings as it also means having meaningful work life. An individual is deemed as a happy person when he/she feels positive emotions. Studies have reported that employees who are happy are more involved in their work roles and attain a greater level of job satisfaction. In a study by Saenghiran in 2014 found out that happy employees are inclined to show higher level of productivity, produce great ideas and use different strategies' in order to improve effectiveness. Emotional intelligence is one of the important variables that creates awareness and help employees to share knowledge, learn from others and creates concerns for others. Emotional intelligence influences the performance of employees and organization. The paper concludes that Happiness, Emotional Intelligence and Work life Balance are prominent indicator of employees' performance at work place.

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