

Emotional Intelligence, Self-Efficacy and Organizational Commitment as Moderators of Work-Life Balance in Organizations

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ABSTRACT

Striking a balance between personal and career professional aspirations is an urgent issue in all the modern-day firms; more so in those that involve an extremely high pressure working environment. To achieve effective and feel satisfied one has to combine personal goals with working duties. The aim of the current review paper is to understand the functionality of the work-life balance in the context of emotional intelligence, self-efficacy, and commitment to the organization. It provides an intellectual summary of work-personal life relationship, its applicability in organization, and how such construct ease the negative impact of work-life conflicts. The articles were chosen as they empirically examined various factors that influence determinants that relate to juggling work and personal life. According to the literature review, achieving a sense of equilibrium would increase the level of self-confidence of an employee in balancing conflicting demands. Self-efficacy allows developing the confidence to push the obstacles aside, organizational commitment brings up the engagement of the employees and supports the feeling of identity and emotional intelligence helps handle the stress and interpersonal connection developed are productive. Understanding the interaction between these constructs would maximize career-life enrichment, job satisfaction and further develop a comprehensive personal and professional growth. After that, the paper will provide appropriate future research directions and implications in the field.

Keywords: Work-Life Balance, Emotional Intelligence, Self-Efficacy, Organization Commitment, Work Performance, Management, Organizational Behavior

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INTRODUCTION

Time offers unsympathetic challenge to any working adult. This has become a struggle due to this constant strain to meet deadlines; to be home in time before the household help leaves, or the need to be at work in good time to attend an essential meeting. These conflicting time demands leave a constant sense of urgency that is imposing an enormous weight on working persons. In the modern world, both sexes are faced with a myriad of issues that often interfere with the balance of their professional and family life. With the impact of the expansion of the higher education coupled with the effects of globalization in the past that have seen many women entering the workforce with the resultant transforming impacts to their lives making them gain access to professional opportunities and with this shift towards knowledge-based economy, the term work has acquired a new meaning and significance, it is no longer about physical labour but more of an intellectual exercise (Revathy & Geetha, 2013). Workers spend over a third of their time at their work place on an average day. Others work even after going home and working past the office hours and others choose to work during weekends to meet company targets in order to get favourable ratings, and in the process forgetting about their own personal growth. These people are usually prone to forget the importance of proper balance

between work engagements and their lives (Murmu & Sarita, 2014). The interest in the overall health and well-being of workforce has recently increased (Wood et al., 2020). Being able to balance work and personal life and well-being without any notable harm to either. In the modern global economy, the stiff competition among businesses has forced business to be innovative at all times and focus on consumer needs by providing the highest quality of services which in turn contributes to the success of the business and in this highly competitive environment, employees must deliver high-quality individual performance and services to the collective interests of the company at large and the collective effort ensures the company stays ahead in this competitive business environment (Wolor et al., 2020). In addition, to achieve maximum productivity the enterprise should be keen on meeting the needs and dreams of its employees. This method does not only enhance productivity, but it also promotes a culture of harmony, which favours the overall performance of the team and the company, in general (Larasati and Hasanati, 2019).

The concept of WLB is divided into two major aspects (1) the degree of engagement in work, and personal life, (2) limited hindrance of the balance between work and non work demands (Sirgy & Lee, 2018). Reflecting on the

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concepts of the large picture of participating in different roles in any work and personal at the same time, not many definitions have been found. The former definition entails a healthy reasonably balancing between your professional tasks and both life-related needs attracting an equal satisfaction and equilibrium in both of these areas as well as, harmonizing your priorities and psychological energies in such a manner that you will be able to succeed beyond the work environment (Clark,2000). Still within this strategy, it is not the time they dedicate to all this domains which matters but the way people achieve success and satisfaction in all their duties (Kirchmeyer, 2000). Greenhaus et al. (2012) put in place the level of engagement as well as resource allocation in every function is core to quality of life. Any conflict between duties can be minimal in attaining WLB and that there is strong feeling of satisfaction in work and family life (Greenhaus and Powell, 2006). As mentioned by sirgy& Lee, (2018), according to Fisher et al 2009, it is the smoothly integrated and unified reconciliation of work obligations and personal living that gives individuals, irrespective of gender the potential to excel in different areas, uniting their personal and professional aspirations commitment. The line between occupational and personal life has gradually become increasingly unclear in the last few years. In other words, the level of integration has been increasing and the boundary between the two has been existing (Kinnuen et al., 2013). This is mostly due to changing gender roles, family arrangements, technology advances and expectations in the workplace that have led to introduction of change in way we work via introduction of remote working methods (Peeters et al., 2005). Powerful conceptualization Grzywacz and Carlson (2007) introduce influential study that is conceptualized when a personal participates in various roles in his or her life and is able to achieve the expectations of each of the roles in which he or she plays them successfully.

Out-Comes of Work-life Balance

The current society lays more emphasis on striking the value of equilibrium in many areas of the daily lives (Akanji et al., 2020b). Finding harmony is not only about time allocation, but be it needs a holistic goes strategy to health that includes family bonding, emotional stability and general life satisfaction (Le et al., 2020). Employees who attain good work-life balance usually receive rewarding results of the action taken at work because they accumulate the resources and have a stronger level of self-confidence to reach the goal, have a positive impact of personal life resources to work, and vice versa (Brough et al., 2020). The application of flexible time system or arrangement like flexi time and flexi place, which could be the work site also help in reducing stress at work, particularly among those who have care giving duties. This system leads to employee satisfaction with a narrow mind set, which increases productivity and competence (Hill et al., 2001). The demands of the workers were closely related to a better work-life fit with the support given by Supervisors (Greenhaus et al., 2012).

Studies have shown a lot of evidence indicating that there are a number of factors which can affect the alignment between life and work of the employees negatively and the cause reasons include; high job demands and job control (Chiang et al., 2010; Fernet et al., 2004) workload, bilateral employment and technological-related issues (CH Hill,2012;Naithani 2010;). There is also evidenced poor integration of life overall, and work is linked with high levels of emotional distress (Aazami et al., 2015), and low birth rates, which impairs population stability to higher levels of stress and low quality of life (Lewis et al., 2007) are also linked with ineffective implementation of tasks in the organization (Mendis and Weerakkody, 2014). Brough et al. (2008), De Cieri et al., (2002) and Wilkinson (2009) emphasized that numerous indirect contributory factors have an impact on work life balance such as reduced bonuses, economic recession and the retrenchment of staff may pressure employees to work more hours with less resources at their disposal, lack of conducive policies on flexible hours, taking of a break to rest and rejuvenate.

The lack of frame work data results in not being able to clearly understand evenness between work and life in the presence of variables such as emotional intelligence, self-efficacy and organizational commitment which moderates between the work-life domain equilibrium (Jyothi Sree and Jyothi,2012). However, there have been different views taken on the issue of WLB and this paper is aimed at bridging this gap and revitalizes our minds by exhausting an integrative framework that can be applied in the study of this subject as well as research on the same.

Emotional Intelligence and Work-life Balance

Emotional intelligence (EI) is an established psychological construct, which was introduced by (Thorndike, 1920) who described that (EI) was founded on the already existing concept of social intelligence. He postulated that EI entails the ability of an individual to understand others and identify with them, as well as make quality decisions during social engagements. Salovey and Mayer (1993) later theorized more on articulation and non-verbal expression of emotions, emotional control over oneself and others, and emotional use of information in solving problems. The paradigm busting book by (Goleman, 1995) resulted in an increased knowledge on the role played by emotional set of skills in all aspects of life particularly regarding leadership, teamwork, handling conflict and facilitating a more contributing emotionally workforce towards improved organizational performance. Literature on (EI) maintains that emotions are major aspects of human existence that profoundly define our influence on how our mind processors work and how we act and behave (Koubova& Buchko, 2013). The work environment might turn sour, it usually happens when the employees have such feelings like a loss of confidence, lack of identity and support. Jyothi Sree and Jyothi (2012) reaffirm the fact that team-selling or promoting emotional skills is part of the managerial philosophy because the success and prosperity of organizations depends on the effectiveness with which the

employees are engaged and managed. Research conducted by Carmeli (2003) recognized senior managers with a high emotional intelligence when compared to their counterparts with low EI to better manage and overcome work-family strains. This advantage is further expounded by the fact that it brings about more awareness on self-regulation and flexibility which make them ensure that the two areas gain sufficient consideration. Research confirmed the role of EI in creating an environmental sustainability in the balancing of work-life commitment and achieving a highly effective realization of task performance as well as pro social behaviour like altruism and obedience in the work place (Carmeli and Josman, 2006; Ramanithilagam and Ramanigopal, 2012). Through the establishment of emotional competencies, engagement in one and empathy and managed emotional reactance in their personal and their occupational lifetime.

Self-efficacy and Work-life Balance

Termed by Albert Bandura, by which he describes a personal sense of assurance to structure plans and take action that would be needed to achieve established goals (Bandura, 1986). Models developed later by Bandura re-examined the way that individuals who have a high sense of self-efficacy are resolute, they do not give up in their jobs, and they relentlessly keep struggling in difficult situations (Bandura, 2010). Self-mastery or the personal traits in conjunction with the self-efficacy enhancement assist in spreading a well-placed separation between the two spheres of life and enhance the ability to manage the responsibilities imposed by the career and family engagements. (Badri & Panatik, 2020). According to various sources of research, individuals of elevated self-efficacy report to enjoy positive payoffs, such as enriching job experience, superb performance, more dedication and effective decision-making at work (Guarnaccia et al., 2018; Ballout, 2009; Stuclicke and Vogus, 2003). Conversely, the low sense of self-worth is highly connected with the presence of anxiousness and chronic unhappiness (Faure and Loxton, 2003), which subsequently causes low sense of well-being in the employees (Caprara, 2002). Consequently, it is possible to state that self-efficacy is one of the fundamental elements in the process of supporting balanced living including professional time too as well as personal time.

Organisational Commitment and Work-life Balance

Organization commitment (OC) refers to extent of commitment along with loyalty to the organization in entirety and readiness to assist and engage in work with devotion in order to serve its cause, association with values, vision and ethical beliefs like devotion constitutes of highly observed belongingness, faithfulness, responsibility. Mowday et al. (1982) believe that such a relationship will motivate workers to maintain cooperation and inter-relationship development. Organizational commitment is represented by a sense of ownership and participation and active contribution to it (Queshiet et al., 2011). The framework provided by Meyer and Allen (1991) discusses

three dimensions in a relating manner, where affective commitment is the level of attachment to the organization in terms of emotion, and continuance commitment refers to a level of understanding of the possible cost of quitting. Normative commitment demonstrates responsibility of staying at work and meeting the targets of the organizations (Meyer and Allen, 1997). Maximizing productivity and effectiveness of organizations heavily relies on the workforce, and hence, employee satisfaction becomes a major concern in all organizations (Inuwa, 2016). The increased employee commitment is positively correlated to show the increased productivity (Sutanto, 1999; Ahmad et al., 2010; Hettiarachchi and Jayaeathua, 2014) because their dedication to organization enhances the degree of engagement and contributes to increased performance.

The increasing literature of articles indicates that an employee who successfully balances the professional and personal life is better committed to the organization, has a reason to believe that employees are supported and go through flexible working hours, and as such, more unlikely to experience excessive stress and job burnouts (Hill et al., 2001; Jafri 2013; Chang et al., 2019). Decreasing work pressure may enhance the level of organization commitment, thereby making it a desire to stay in the organization (Robinson et al., 2014). Absence of organizational support may lead to a feeling of loss with regards to the organization (Garg & Dhar, 2014). The more years work of overtime and working hours, the more the work and personal life are mixed, which negatively impacts commitment and the desire to ensure optimal performance (Lyness and Judiesch, 2013). Hence, meaningful relationship between balancing work and life of this review paper suspect is related to organizational commitment.

CONCLUSION

This review aimed to produce a significant impact on the construction of a systematic framework of the interpretation of (WLB) as a key determinant dictating the hiring and retention of high talents employees. The findings highlight the complexities on how in the relationships between dynamic needs of contemporary working populace, the interaction between the two realms of the professional and the domestic sphere work as they mediate main essential features presumably emotional acumen, self efficacy and organisational dedication, making them essential components of current day strategies in organisations. The implication of the finding in future has provided several practical measures. Through the incorporation of training, training organizations can enhance the ability of their staff to sustain the work and life balance by ensuring they train their employees on the ability to engage in emotional intelligence and confidence in oneself. Individualized support systems such as rewards schemes and flexible working hours, are potential promoters of team commitment in order and promote a more balanced work and personal priorities. Further, development of emotionally robust leaders can build a working environment in which the profitability of the firm can still dominate and the interests of the employees remain within

the second priority. Second, continuous evaluation and surveillance of the members business and personal lives are expected to hold the highest values of the organization heads. Given the tremendous impact on the stress-related outcome and performance, the introduction of measures and policies promoting personal-professional areas are commonly used. To conclude, leaders and policy makers need to review the effectiveness of various organizational currents such as programmable working schedules, part time jobs, work-sharing, parental leaves and sharing and rearing of children and the elderly to ensure that there is a solution to the balancing between work and family life. Such strategies may lead to increased loyalty of the employers, and encourage them to remain which ultimately benefit both the organization and its employees remain.

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