Evaluating the Mediating Effect of Work-Life Balance between Emotional Intelligence and Job Satisfaction in Corporate Sector

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Abstract — Work Life Balance (WLB) is the current biggest problem being faced by the corporate employees. This research aims to evaluate the challenges of WLB that an employee has to face in his daily life, meanwhile what role does Emotional Intelligence (EI) play and to see how organizations can initiate to support them to improve their WLB and make them satisfied of their job. It aims to find out the impact of EI employee Job Satisfaction (JS) in the presence of WLB of corporate employees in Karachi, Hyderabad and Thatta. To fulfill this purpose, quantitative methodology was adopted, 300 questionnaires were distributed, and SPSS version 22 was used to analyse data. The results indicate that EI has significant and positive impact on employee JS whether in the presence or absence of WLB. Finally, the results of ANOVA test between male and female employees are statistically different for WLB and EI but no significant difference between the genders was statistically found for JS. There is also no significance difference observed between marital status for EI, WLB and JS. From the findings of the research, some solutions are recommended to improve employees WLB for their job satisfaction in corporate sector.

Index Terms — Corporate sector, Emotional Intelligence, Job satisfaction, Work Life Balance.

I. INTRODUCTION

As of 2005, the Board of Investment estimates that there were 43,965 corporate enterprises registered in Pakistan including different companies incorporated, financial services companies, insurance companies and banking companies. According to the wage Indicator, 2018 the law says that the In Pakistan, usual working hours per day are 8-9 hours and do not exceed 48 hours per week. Working hours should not be greater than 9 hours a day by including lunch and prayer time in working hours, whereas WLB is generally explained as the combination of job activities and other life aspects including personal life, family, society, in such a systematic manner so that one can carry personal lives in balance with work.

Work life balance is the most problematic issue confronting households in the 21st century, since economic pressures have risen significantly over the past decade, for

which most families already require at least two breadwinners to accommodate the rising cost of living. In this period, due to increased competitiveness experienced by global companies, businesses are being forced to improve and optimize their efficiency, which causes staff, administrators and practitioners to extend working hours. For the sake of better corporate success, companies expect the high level of commitment of the job and devoted effort by the workers [1].

There have been many surveys around the globe on work life balance, emotional intelligence and employee job satisfaction but corporate employee research in Karachi, Hyderabad and Thatta (Pakistan) is very unusual. This research gap will be tackled in this article. In addition to the introduction, the paper's structure includes the Research Problem statement, Objectives, Significance, Research overview presenting an overview of past studies on related issues, Conceptual Framework and Research Methods illustrating, analytical methods and test samples followed by Research results and conclusions.

A. Problem Statement

Work Life Balance (WLB) is the current biggest problem being faced by the corporate employees. The imbalance between workplace demands and pressure and demands and pressure on the home front disable employees to maintain physical and mental health which consequently affects the employee's Job Satisfaction [2]. Therefore, this evaluates the challenges in WLB that an employee has to face in his daily life, meanwhile what role does emotional intelligence play and to see how organizations can initiate to support them to improve their work life balance and make them satisfied of their job. It aims to find out the impact of emotional intelligence employees job satisfaction in the presence of WLB.

B. Conceptual Framework

C. Objectives of Research

1. To research the EI-WLB relationship.
2. To research the WLB-JS relationship.
3. To see EI's effect on the WLB.
4. To observe the WLB's effect on JS.
5. To determine the mediation effect of WLB between EI and JS.

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D. Significance of Study

The present study will contribute to the existing literature on the WLB in the field of HRM. WLB is seemed to be the most challenging issue today in developing countries in the field of HRM [3]. This study will help the researchers who aim to do further research on WLB to improve the employee satisfaction towards job. In the sense of clarifying the relationship between emotional intelligence, work-life balance and job satisfaction, this study leads to productive research in future. This analysis will provide potential researchers with information so that the analysis can be extended to a wider aspect. Other than that, this study allows researchers to establish a research tool that fits the context of Pakistan. In addition, this research may be the guidance for the company to develop a vision, mission, or business strategy plan for the practical implications. Often HR policymakers build policy packages but are not sure what an optimal WLB program should be, while WLB is an issue not just for people, but for workers, the economy, the state and society as a whole [4]. Hence, the study's results would not only benefit employees, but also families and employees.

II. LITERATURE REVIEW

A. Work Life Balance

Shakir [5] suggests that Work Life Balance is a common issue that circles around every place of work today. It is the state of equilibrium in which people can be happy with their personal and professional lives. He says Pakistani workers identify themselves with a severe disparity in their personal and professional lives. Furthermore Ansari [6] also says that the WLB has a big impact on the efficiency of the employee in Pakistan. At the other side, Brandth & Kvande [7] add that in this period, owing to intensified rivalry faced by global companies, businesses are being greedy to improve and optimize their efficiency, resulting in decreased job time for workers and demanding the high degree of work effort and committed time from workers. Similarly, Gregory & Milner [8] reveal that workers are more affected by the project-based job that allows staff to devote fewer time on their personal and family matters. Therefore Singla [9] points out that WLB and job satisfaction are positively and significantly related to each other. Since WLB is shown to be an significant factor in workplace satisfaction, these two factors play a very important role in corporate development through keeping workers as, aside from good pay and benefits, WLB and satisfaction towards job are both essential for workers to remain attached to the company. More specifically, Karckay and Bakalim [10] conclude that WLB has a fully mediating role in the relationship between work-family conflict / family-work conflict and job satisfaction. Bharti & Warriar [11] state that Family support is also necessary for individuals to carry out their work life smoothly; Family-work conflict is occurred when there is the family interfering with the abilities of employees to perform their responsibilities related to the work. However, Lyons & Duxbury [12] argue that a highly overloaded work responsibility is always taken at the cost of family. Most of the professionals who give more time to the work for more productivity in accordance with demand at work place

always compromise their family by not giving enough time to the family, consequently it leads to negative attitude from their family which affects badly the individual's personal life and in result the lesser productivity at workplace is obtained because when employees are personally disturbed it affects the concentration they could pay with happy and satisfied mind.

B. Emotional Intelligence

Emotional Intelligence is defined by Bharti & Warriar [11] as the ability to be aware, control and express one's emotions in order to effectively manage emotions in oneself and in contact with others. Authors found that emotions play a vital role in our daily life as understanding emotions can help to handle the intrapersonal and intrapersonal problems, EI enhances the emotional self-awareness, emotional expression, builds empathy, trust and honesty within workers in the company. It was further found that the highly intelligent senior managers handle the tension in the work life more closely than those managers who are less emotional intelligent. On the other side, Gupta [13] believes that the combination between emotional intelligence and work life together contributes to competitive advantage and productive organization. Emotion Intelligence needs to have more consideration therefore, the effort to develop emotional intelligence capabilities employees must be provided by the organization's human resource and leadership departments to achieve high-quality results from them. Sandhya [14] emphasizes that companies need to recognize the emotional intelligence element as an significant parameter when hiring and choosing the right suitable employee for the business and particularly when hiring for higher positions where there is a wider range of control. There should also be appropriate provision of funding to provide staff with educational services to enhance and grow emotional intelligence on workplace. Janssen [15] also points out that emotions and behavior will spill over to the other between work and family, which means that when people are not happy in life due to WLB imbalance, it brings negative feelings to work, which inevitably contributes to job dissatisfaction because the worker starts to do less back for the organization when he thinks that the organization is not putting enough time and effort in his/her wellbeing. Employees then find employment in another company where the relationships of social exchange are considered to be pleasant. Sharma [16] concludes that the high is the WLB of employees the high is the EI of employees. It implies that in their respective departments and offices, extremely high EI bearing workers have absolutely controlled WLB.

C. Job Satisfaction

Aamir et al [17] define job satisfaction as any circumstances linked to the physiological, psychological, and environmental factors that lead workers to express their feelings of work satisfaction. A variety of research studies are undertaken to indicate the relationship between WLB and its strategies and job satisfaction and performance produced by the organization's employee turnover rate and long-term retention of employees. Similarly, Singla [9] reported that the degree of work satisfaction often differs

with a shift in determinants of satisfaction. Janssen [15] suggests that the most popular operationalization of well-being is job satisfaction, indicating that people who experience WLB stress are not as content and fulfilled at work as people who do not experience it. Mendis [18] argues that there is a clear and optimistic link between the WLB and job satisfaction. The relationship is good because the more structured the work life the happiest the workers become with their employment. Therefore, it is also revealed through research that WLB contributes to greater workplace efficiency via JS and ensures that support from both management and worker's family is very necessary for the proper WLB. Wong [19] argues that Manager's assistance, co-worker assistance and flexible job environment relate to the job-life satisfaction and eventually lead to the growth of an organization's affective contribution. According to Janssen [15] dissatisfied employees intend to leave the organization or have a burnout which lead to the unnecessary costs for the organizations so the organizations must ensure that employees should have proper work life balance and are getting proper organizational support to have control over work life balance.

III. RESEARCH METHODOLOGY

The community of this research is the middle-level workers who operate in Karachi, Hyderabad and Thatta cities in the private business sector, including numerous incorporated firms, financial services businesses, insurance companies, and banking businesses, etc. This analysis was focused on evaluating the relationships among variables that were evaluated and analyzed numerically. Various techniques of non-probability sampling may be used to carry out this kind of analysis [20].

For this study, a purposive sampling method was used, which indicates that people that were easier to include in the analysis were also chosen after purposive sampling convenience sampling technique was also used. Sampling convenience is the simplest and cheapest to do and can have insightful results. People including, friends, relatives, co-students, neighbors, and others identified to the researcher and who were easy to reach by the researcher were chosen and encouraged to take part in the analysis [20].

A. Analytical Techniques

In order to evaluate the data obtained, the data relevance and validity of the hypothesis were tested using SPSS. Different tests were examined which included Cronbach's Alpha for reliability test, Pearson's correlation to find the relation between both variables, regression analysis to see the impact, Sobel test to see the mediation effect and ANOVA test to see the difference in the responses of male and female and married and unmarried respondents.

IV. DATA ANALYSIS

A. Reliability Analysis

Reliability statistics help to assess the internal accuracy of items as a category that are closely connected to a collection of items and affirm the reliability of the scale [21]. Many of

researchers have recommended Cronbach's Alpha to demonstrate the inward steadiness between scales. In this examination as below table demonstrates Cronbach's alpha Coefficient for scale for each variable indicating the relatively high internal consistency possessing items.

TABLE 1: RELIABILITY ANALYSIS

Scale	Work Life Balance	Job Satisfaction	Emotional Intelligence
Cronbach's Alpha	.982	.989	.987

B. Hypothesis for Analysis

H1A: EI and WLB have a positive and significant relationship.

H2A: WLB and JS have a positive and significant relationship.

H3A: The effect of EI on WLB is positive and significant.

H4A: WLB's effect on JS is positive and significant.

H5A: The relationship between EI and JS is partially mediated by WLB.

C. Pearson's Correlations

To analyze and evaluate the anticipated hypotheses, Pearson's correlations were determined. Simple bivariate correlations were calculated to determine the strength of relationships, and to recognize the direction of the relationships-either positive or negative between them. Table no.2 shows that there is the positive and significant relation between all variables therefore the proposed Hypothesis 1A and 2A were supported.

TABLE 2: CORRELATIONS

		WLB	EI	JS
WLB	Pearson Correlation	1	.961**	.939**
	Sig. (2-tailed)		.000	.000
	N	256	255	254
EI	Pearson Correlation	.961**	1	.958**
	Sig. (2-tailed)	.000		.000
	N	255	256	254
JS	Pearson Correlation	.939**	.958**	1
	Sig. (2-tailed)	.000	.000	
	N	254	254	255

D. Regression Analysis

Table 3 and 4 shows the coefficients of the independent variable emotional intelligence and dependent variable Work life balance are positive and significant with $R=0.921$, $R\text{ square}=0.848$ and adjusted $R=0.847$. Hence, Hypothesis 3A was supported.

TABLE 3: REGRESSION ANALYSIS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921 ^a	.848	.847	1.89879

TABLE 4: COEFFICIENTS

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.274	.232		5.482	.000
1 Emotional Intelligence	.880	.023	.921	37.530	.000

The independent variable WLB's coefficients and dependent variable Job satisfaction's coefficients are also significant with $R=0.898$, $R\text{ square}=0.806$ and adjusted $R=0.805$ as illustrated in Table no.5 and 6. Through Regression Analysis technique it is also proved that WLB impacts the JS positively and significantly. Hence Hypothesis 4A was also supported.

TABLE 5: REGRESSION ANALYSIS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.898 ^a	.806	.805	2.27671

TABLE 6: COEFFICIENTS

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.055	.294		.187	.852
1 WLB	.953	.029	.898	32.375	.000

Table 7 and 8 shows the coefficient of independent variable emotional intelligence and dependent variable Job satisfaction are significant with $R=0.898$, $R\text{ square}=0.806$ and adjusted $R=0.805$ Therefore hypothesis 5A is also supported because Emotional Intelligence is partially mediated by WLB.

TABLE 7: REGRESSION ANALYSIS

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.898 ^a	.806	.805	2.27671

TABLE 8: COEFFICIENTS

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.055	.294		.187	.852
WLB	.953	.029	.898	32.375	.000

E. Sobel's Test

Sobel's test was observed for comparing and examining the relationship between DV and IV to the DV and IV including the mediation factor, which resulted that Emotional intelligence is significantly related to Work life balance. There is a partial mediation effect of WLB also found between EI and Job Satisfaction which means that EI and Job Satisfaction are significantly related either in the presence of WLB as mediator or its absence.

TABLE 9: MEDIATION EFFECT

Input		Test statistic:		Std. Error:	p-value:
A	.985	Sobel test:	4.71475602	0.03864993	0.00000242
B	.185	Aroian test:	4.71348679	0.03866034	0.00000244
Sa	.023	Godman test:	4.71602628	0.03863952	0.0000024
Sb	.039				
Input		Test statistic:		p-value:	
Ta	43.28	Sobel test:	4.75013592	0.00000203	
Tb	5	Aroian test:	4.74888402	0.00000205	
	4.779	Godman test:	4.7513888	0.00000202	

F. Descriptive Statistics

Table 10 indicates the descriptive table which shows that there were two groups. Group 1 has 52 male employees who are single and 66 male employees who are married, Group 2 as 52 female employees who are single, 84 female employees who are married and 2 of female employees are widowed.

TABLE 10: DESCRIPTIVE STATISTICS

GENDER	MARITAL STATUS	Mean	Std. Deviation	N
Male (Group 1)	Single	10.5077	5.94147	52
	Married	8.4091	5.10112	66
	Total	9.3339	5.56227	118
Female (Group 2)	Single	9.8269	4.91018	52
	Married	7.3333	3.22316	84
	Widowed	6.3000	2.96985	2
Total	Total	8.2580	4.10463	138
	Single	10.1673	5.43453	104
	Married	7.8067	4.17441	150
Total	Widowed	6.3000	2.96985	2
	Total	8.7539	4.85138	256

G. ANOVA

Table 11 shows the ANOVA table which indicates the Gender F-Value for EI as 1.312 and Marital status F-Value as 2.112. Marital status for EI is not found significant while Gender for EI is found significant which points out to a difference of significance in EI of men and women employees of the mentioned 2 groups.

TABLE 11: ANOVA RESULTS FOR EI

		Sum of Squares	df	Mean Square	F	Sig.
GENDER	Between Groups	8.254	26	.317	1.312	.150
	Within Groups	55.429	229	.242		
	Total	63.684	255			
MARITAL STATUS	Between Groups	12.602	26	.485	2.112	.002
	Within Groups	52.550	229	.229		
	Total	65.152	255			

Table 12 shows the ANOVA table which indicates the Gender F-Value for Work Life Balance as 1.268 and Marital status F-Value as 1.620. Marital status for Work Life Balance is not found significant while Gender for WLB is found significant which means that there is a significance

difference in work life balance for men and women employees of the above mentioned 2 groups.

TABLE 12: ANOVA RESULTS FOR WLB

		Sum of Squares	Df	Mean Square	F	Sig.
GENDE R	Between Groups	7.104	23	.309	1.268	.191
	Within Groups	56.505	232	.244		
	Total	63.609	255			
MARIT AL STATU S	Between Groups	9.043	23	.393	1.620	.041
	Within Groups	56.317	232	.243		
	Total	65.359	255			

Table 13 shows the ANOVA table which indicates the Gender F-Value of Job Satisfaction as 1.337 and Marital status F-Value as 1.849. Gender and Marital status both for Job satisfaction factor are not found significant which means that there is no significance difference in satisfaction from job for men and women employees either they are single or married.

TABLE 13: ANOVA TEST FOR JOB SATISFACTION

		Sum of Squares	df	Mean Square	F	Sig.
GEN DER	Between Groups	7.448	23	.324	1.337	.145
	Within Groups	55.948	231	.242		
	Total	63.396	254			
MAR ITAL STAT US	Between Groups	10.105	23	.439	1.849	.013
	Within Groups	54.891	231	.238		
	Total	64.996	254			

V. DISCUSSION

The present study shadowed the suggestion by the study of Karckay and Bakalim [10] whose findings indicated that the WLB should be analyzed in studies on the mediating effect of work-life problems as a significant variable.

Similar to past study present study developed a hypothesis which stated a positively and significantly related bond between EI and WLB and found significant correlation between WLB and EI. The study by Findlay and R. Harmer [22] evident the direct regression of Emotional Intelligence with Job Satisfaction and determines a partial mediation affect between EI and WLB which means that Emotional Intelligence is positively and significantly related to Job satisfaction in the presence of WLB. One potential explanation of this result is that emotionally intelligent individuals, possibly because of their greater ease of establishing and gaining from meaningful relationships, are able to gain more pleasure from their careers. However, it may also be the case that higher JS levels contribute to higher levels of EI [23].

The current study hypothesized a positive and significant impact of WLB on Job Satisfaction which was accepted and has been consistent to previous studies. Similar to this study of Mendis and Weerakkody [18], there is a strong Pearson correlation between the two variables. It indicates that WLB and JS are positively related. Since the relationship is much

strong. Singla [9] also had a strong positive correlation between WLB and JS at 0.00 significance level similar to the current study.

VI. CONCLUSION

The current study hypothesized a positive and significant relation and impact of WLB on Job Satisfaction which was accepted and has been consistent to previous studies and also a partial mediation effect of Emotional Intelligence between WLB and Job satisfaction is observed. There is the difference found in perception of WLB and Emotional Intelligence in men and women. Job satisfaction matters same for both either men or women whereas there is no significance difference observed between married and unmarried respondents in three of the cases.

VII. RECOMMENDATIONS

There is need to give much consideration and importance to work life balance issues in the organizations. The organizations need to make policies and practices for proper work life balance and must be more responsive to employee's needs and demands, this helps employees to be productive, committed and satisfied and minimize or even eliminate the work life conflict. Organizations should arrange some training sessions for employees to help developing emotional intelligence skills for employees who are less emotional intelligent because this plays very important role in making work life balance as well as Job satisfaction.

VIII. AREAS OF FUTURE RESEARCH

Future research can use WLB in its broader sense, where other phases of WLB should also be studied which may affect the imbalance in the life of an employee in order to contribute more in the field of human resource management. Future study can elaborate the difference between number of children, income and cities etc.

The sample from private corporate sector is unable to generalize perception of employees from another sector such as Primary and Secondary Education, as well as higher Education workers in Private as well as government sectors of Pakistan as the characteristics of work differences. Moreover, the present survey design has the quantitative nature therefore, it is recommended to conduct research for the same framework based on qualitative methods to produce more descriptive results.

The research examined impact of WLB factors on Employee Job Satisfaction it is recommended to examine the impact on others factors too, the factors which are important for individuals to be satisfied with their life styles and for organizations to be satisfied from their enhanced workforce.

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