

Impact of Emotional Intelligence on Employee Work-Life Balance: A Study of Clinical, Non-Executive Level Employees in ABC Hospital (Pvt) Limited

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Abstract: The current study examines the impact of Emotional Intelligence (EI) on the Work-life Balance of Clinical, Non-Executive level employees in ABC Hospital (Pvt) Ltd. This study explored the relationship and examined the influence of those variables among non-executive level employees who work in a service Company in Sri Lanka. This research is a deductive (theory–testing) research. This research was conducted using survey research strategy and quantitative research method. Non-Executive clinical level employees of ABC Hospitals were chosen as the population of the study. A Simple random sampling technique was used calculate the sample size. Accordingly, sample size was 155 observations and used primary data as data source, data collection was done through a self-administered printed questionnaire. The number of employees who responded was 155 among 160 employees. Statistical Package for Social Science (SPSS), version 23.0 was used as the data analysis tool. The results indicate that emotional intelligence has significant direct effects on employee work-life balance. It can be concluded that self-management is the most impacted dimension of emotional intelligence in determining employee work-life balance. According to the hypotheses testing, there is a positive correlation between work-life balance and the dimensions of emotional intelligence. Parametric test including correlation and multiple linear regressions proves the results findings. There is a statistically significant relationship between emotional intelligence and the level of work-life balance. Management can take necessary actions to enhance the EI of their employees so that it will support them to have a proper work-life balance. Management needs to focus on the level of EI of their employees to enrich work-life balance to achieve higher level of productivity, commitment, and involvement.

Keywords: *Emotional Intelligence, Empathy, Self-Awareness, Self-Management, Self-Motivation, Social skills, Work-life Balance*

Introduction

Human Resource Management (HRM) plays a crucial role in every organization. Without HRM, businesses would not be able to attract and retain top talent, different to grow and improve their business operations, and wouldn't be able to achieve organizational goals and objectives effectively and efficiently as employees are the foundations of every successful business. Globalization, strong rivalry, ethical procedures, rapid and quick advancement, and social responsibility are the difficulties faced by business enterprise (Daft, 2010). Sharma (2014, p. 551) disclosed that this difficulty has created severe dilemma for working professionals, to maintain a balance between work and family- He noted that individuals were found to be failing to strike a good balance between their corporate job life and their social lives. Sharma (2014) also found that this imbalance is causing a slew of psychosomatic problems, resulting in a lack of competency, lower productivity, insatiability, failure to sustain, adaptability, and mobility in the workforce. Work-life balance is an inter-role occurrence that shows an individual's attitude towards the different roles plays in one's life (Rusu, 2018, p. 384).

EI refers to skills and attitudes that extend beyond traditional areas of general knowledge, specialization and professional or technical training (Sfetcu, 2020, p. 38). Sfetcu and Shelar believe this may be learned and improved, while others consider it as an inborn trait. Moreover, the five components of emotional intelligence are mentioned that knowing one's feelings, controlling emotions, motivating oneself, recognizing the emotions of others, and handling relationships. Considering the abovementioned evidence, it can be concluded that if an employee has a higher level of EI, it helps them to reduce stress at work so that they can conquer their fears. This state enhances employees 'communication skills and enriches their social skills. This supports them to move to the next step. Employees who have high EI, is identified that employee try to engage in positive interpersonal relationships. So that it could be stated that EI improves both personal and organizational effectiveness.

Work-life balance is one of the most crucial things that everyone needs to successfully manage to smoothly run their life, if there is an unbalance, everyone will find difficult to live in peaceful manner (Thorat and Dharwadkar, 2016, as cited in Abu Bakir, 2018). Many scholars define work- life

balance in different perspectives such as diversity perspective, the health and wellness perspective, the talent management perspective, employee relation perspective, corporate citizenship perspective, the total reward perspective, and the cultural change perspective (Rajalakshmi & Swarnalatha, 2016). According to Clark (as cited in Zerwas, 2019, p. 55) satisfaction and effective performance at work and at home, with the least amount of role conflict is defined as work-life balance. Fleetwood (as cited in Rajalakshmi & Swarnalatha, 2016, p. 7) stated that individuals who have proper control over when, where, and how they work are said to have a work-life balance. It is attained when an individual's right to a fulfilling existence inside and outside of paid labor is accepted and valued as the norm for the mutual benefit of all members of society. Rusu (2018, p. 384) pointed out that professional and personal duties are equally important; neither is more significant. Rusu (2018) also highlighted that individuals' resources, such as time, commitment, attention, and engagement, are used to accomplish their obligations, and a positive balance is established when these investments are high in all the roles that individuals play. A private health care service provider in Sri Lanka which is one of the top healthcare organizations and is referred to as ABC Hospitals in the current study. ABC Hospitals provide quality services to customers through innovative digital solutions, including telemedicine, online pharmacy, online laboratory portal and tele physiotherapy by offering a wide variety of laboratory services, such as genetics and specialty exams.

EI is the most effective instrument for forecasting employee performance since it recognizes and manages employees' emotions in the appropriate manner (Kirby & Lam, 2002). Goleman (as cited in Faldu & Udayakumar, 2020, p. 183) described EI as the ability to recognize one's own and others' feelings, to encourage, and effectively manage emotions in relationships. Goleman believed that high EI alone would not lead to success. To encourage and manage emotions at the workplace, businesses strive to improve their employees' EI. EI can be utilized as a foundation for learning to cope with and handle the conflicting demands of job and family life (Hedayati, 2007, p. 5). According to Myers and Tucker (as cited in Vanitha, 2011, p. 109) EI enhances both intrapersonal and interpersonal communication abilities to grasp the function of emotions in the workplace. It plays a significant role in the kind of work an employee produces, and the relationship he or she enjoys in organization (Rangreji, 2010, p. 42).

The rapid change in the environment leads to challenges to survive and be competitive in business. Due to the rise in healthcare providers in

Sri Lanka, hospitals are vying for patients by delivering better services. Success depends on having qualified workers and their willingness to outperform well in performance. According to Makabe et al. (2015), Kumar and Chakraborty (2013), and Rama and Nagini (2014), work-life balance is a crucial component of employee satisfaction. So that performance depends on the level of work-life balance. It is not easy to enhance work-life balance, so hospital management need to take necessary actions in order to improve the level of employee productivity and satisfaction.

In this modern business environment, the work- life balance is an important practice as organization strives for operational excellence through constructive profit and growth, regardless of their working limitations and operative strength (Vanitha, 2011, p. 257). According to Goodwin and Richards (as cited in Abu Bakir, 2018, p. 257), those who are not maintaining work-life balance have a higher level of discontent and are more likely to quit the job. Therefore, absenteeism level, employee retention level, motivation level, and productivity level are all influenced by work-life balance. Having considered above mentioned evidence it could be indicated that both an organization's and an individual's functions are crucial for creating a balance between work and family. The main objective of the study is to identify the impact of EI on work-life balance of non-executive clinical employees at ABC Hospitals (Pvt) Ltd. Moreover, specific objectives are to determine the impact of dimensions of EI on work-life balance of non-executive clinical employees at ABC Hospitals (Pvt) Ltd.

Literature Review and Hypotheses Development

Hoang (2021) mentioned that the foundation of the work- life balance concept is the notion that one's personal and professional lives should operate in harmony to create a perfect balance in one's life whereas achieving a balance between an employee's work life and their personal life is referred as work-life balance (Jyothi & Jyothi, 2012, as cited in Hoang, 2021, p. 1). Chung and Lippe (2018) disclosed that men and women use flexible working in different ways, leading to different results in terms of wellbeing and work- life balance so that employee performance may be positively or negatively impacted by work- life balance. Low productivity and poor performance can be caused by an imbalance between work and personal life (Konrad & Mangel 2000; Cohen & Liani 2009 as cited in Hoang, 2021). When a person lacks the resources essential to satisfy both their family and job obligations, then it will lead to becoming

stressed (Faldy & Udaykumar, 2020).

Rangrej (2010) described work- life balance as a sufficient level of involvement or 'fit' between various roles in an individual's life. Work- life balance is often connected with equilibrium and preserving a complete sense of peaceful life. Work life balance entails examining individual's capability to cope multiple demands of life at the same time. For a variety of reasons, concerns regarding work- life balance have become more prominent. Moreover, the shift to global competitiveness has raised the need for businesses and individuals to be more adaptable and sensitive to change.

According to Pareek social needs, personal requirements, management of time, working with teams, compensation and benefits and work are the six components of the work-life balance. Personal needs include looking after family members, maintaining one's health, and attending to household chores. When a person is unable to meet these demands, they experience irritation as well as health issues. Participating in social events and society is what social needs are all about. When a person is unable to meet these needs, they may experience stress. Meeting deadlines without working overtime is one of the most important aspects of time management. If these requirements are not met, productivity suffers. When necessary, teamwork entails sharing work with coworkers. Work satisfaction will improve if anybody has a good team. Compensation entails being paid for one's labor; monetary unhappiness leads to irritation and decreased productivity. The type of work satisfies the individual. It is critical for any organization to assign the appropriate job to the appropriate employee. The first three components are clearly tied to personal life, whereas the last three components are related to work life (Faldy & Udaykumar, 2020).

EI has its origins in 1920s along with social intelligence (Hedayati, 2007). It was rediscovered by Mayer and Salovey, who named the term EI (Kaur & Walia, 2010, p. 45-46). EI has the potential to be a major predictor of organizational outcomes until now, as the management of social conduct has required the management of emotions (Hochschild, 1979, as cited in Hedayati, 2007, p. 5). This could be utilized as a framework for learning to manage with and control the conflicting demands of job and family life (Hedayati, 2007, p. 5). The saying "emotional intelligence" has been used to define a set of personal characteristics that help people improve their professional and societal relationships (Joyce et al., 2021, p. 802). EI could be an excellent forecaster of organizational success. Considering the abovementioned evidence, it could be utilized as

a foundation for learning to cope with and handle the challenging demands of corporate jobs and family life.

EI models began with recognizing one's own and others' feelings and emotions, as well as understanding the substance of these feelings and emotions to take appropriate actions (Armstrong, 2006, as cited in Abu Bakir, 2018, p. 260). There are numerous approaches for measuring EI levels. The EI models have aided in the development of several construct assessment tools. EI conceptualized in each theoretical model from one of two perspectives, ability, or mixed model. EI is regarded by ability models as a pure kind of mental capacity, and thus as pure intelligence. Mental capacity and personality qualities are combined in mixed models of emotional intelligence. Individuals' judgment of their own emotional capacities is referred in trait models of emotional intelligence (Sfetcu, 2020, p. 38).

Recent organizational situations have begun to focus more on employees' EI at work and how it affects their behavioral patterns. Employees' EI and its impact on their behavior and balancing factors is the subject of research and ongoing studies (Vanitha, 2011). Due to a lack of available time and resources, employees' obligations were incompatible (Abu Bakir, 2018), whereas Bozionelos and Hughes (2007) stated that most important negative effects of work-life imbalance are related on employee performance and attrition rates so that this imbalance employee productivity, commitment, reliability, and efficiency dropped to the worst level and increased the desire to leave (Locke, 2009).

Managing the line between corporate job and family in today's competitive environment is increasingly difficult (Vidhya, 2019, p. 428). According to Kreiner, employees may perform effectively if they successfully balance their work and family efficiently. Wayne stated that higher organizational commitment and job satisfaction are linked to a balanced work-life. Various academics have underlined the importance of work-life balance management as a vital management technique for improving employee performance and organizational success. Furthermore, Carmeli (2003) discovered that EI directly impacts work-life balance and one's performance.

Many prevalent societal and personal issues have been presented as having solutions in EI. This is only now catching up to its proponents' notion that emotional skills are crucial for assisting individuals in achieving their overall goals. The researcher will discuss the empirical data that has been gathered so far to show how EI may lead to benefits to individuals. EI help us to develop and maintain

better relationships with family and friends. Those who have high EI has more positive interaction and relationships with others, this allows them to manage emotions effectively (Csikszentmihalyi & Csikszentmihalyi, 2006).

EI has a relationship with the work setting. It affects the level of job performance at work. In this modern dynamic work environment, it is essential to cooperate with other coworkers. Individuals are different in perceptions, attitudes, values, and culture. So, it will be hard to deal with different personalities. So, in that case, EI plays a vital role in how an employee effectively deals with others. Previous scholars stated that the individual with a high level of EI will receive more positive ratings from their coworkers and managers (Csikszentmihalyi & Csikszentmihalyi, 2006). One of the most common disorders is depression. Depression and EI are interrelated. Studies show that those with strong EI had lower anxiety and sadness and higher satisfaction levels.

Comprehending the relative contributions of individual traits, EI, in understanding emotional reactions at work can be clarified by learning an appropriate criterion such as work-life balance (Hedayati, 2007, p. 5). Trait EI may be significant for the success of WLB, particularly because emotional self-efficacy is a key component of this approach. The perception of emotional self-efficacy has a significant role in managing self-emotion in any context because they impact behavior both directly and indirectly through their influence on other decisions that could influence one's success. To accomplish work-life balance, every employee and employer must collaborate.

According to the findings of Hedayati, having a greater degree of emotional intelligence helps to maintain a work-life balance, and EI plays a major role in creating a successful work and family life. It was determined that EI strongly influences employee performance and organizational outcomes, creating a foundation to achieve organizational goals and objectives. To construct a sustainable and rewarding business, the modern business should concentrate on initiating, developing, and maintaining effective work-life balance policies. They must develop an accurate working culture that encourages implementing available policies.

Numerous earlier research of Abu Bakir, Shylaja and Prasad, Koubova, and Buchko investigated the link between emotional intelligence and their success in striking a work-life balance. Employees in the banking industry were able to achieve a proper work-life balance due to the EI (Thorat and Dharwadkar, 2016, as cited in Abu Bakir, 2018).

Sharma (2014) validated the favorable relationship between EI and WFB by surveying 55 workers of various ages and professions. Having EI abilities helped Indian working women effectively manage their home and work responsibilities (Srividhya and Sharmila, 2014, as cited in Abu Bakir, 2018). Kumarasamy et al. (2016), as cited in Abu Bakir (2018), found that managers' EI involvement has a relationship in promoting employees' work-life balance. Koubova and Buchko (2013) and Shylaja and Prasad (2017) found that it is difficult for employees to achieve work-life balance independently. Managers' EI abilities allow them to set practical methods for achieving employees' work-life balance. Carmeli (2003) stated in his study on senior managers in the public sector that having high EI makes managers more aware of their significant obligations at work and home, keeping them from neglecting those needs. As a result, they are more aware of the underlying work-life conflicts and better at handling them. Having a high EI plays a critical role in resolving work-life disputes and positively impacts wellbeing (Lenaghan et al., 2007, as cited in Kappagoda, 2013).

One of the most popular five-dimension models Goleman (1998) developed is adopted to advance hypotheses. Torrington et al., (2011) indicated that, five-dimension model illustrated a complementary approach to controlling one's own and other people's emotions. Accordingly, based on the five-dimension model, it can be hypothesized:

H1 - There is a significant impact between EI and the level of work-life balance.

Bakir, (2018) stated that there is a positive relationship between self-awareness and work-life balance. Hopkins and Yonker, (2015) indicated that self-awareness is basic for EI. An individuals' capacity to comprehend his or her emotions, state of mind and desires might be expressed from Self-awareness (Robbins & Judge, 2013), so that this will leads to identify the strengths and weakness of themselves and identify how to mitigate their weakness (Jiang, 2014). Accordingly, it can be hypothesized:

H2 - There is a significant impact between self-awareness and the level of work-life balance.

As stated by McKeown and Bates (2013) persons with self-management are reliable in achieving high standards of reliability; moreover, they are responsible for their own performance. According to Santos et al., (2015) individuals with self-management would be able to adjust and have the flexibility to deal with uncertainty. Self-awareness is the ability to concentrate on us and control one's own emotion in an effective manner McKeown and Bates (2013). Accordingly, it can be hypothesized:

H3 - There is a significant impact between self-management and the level of work- life balance.

Gibson et al., (2012) indicated that individuals who are having self-motivation would be able to regulate their goals and objectives while Zhang et al. (2015) stated that these kinds of people are always trying to attain their success and being innovators. Self-motivation is the ability to motivate oneself and others to achieve the goals effectively and drives people to take up new challenges (Gibson et al, 2012). Self-motivators can arouse their inner bravery to pursue their goals, recognize their true motivations for success and inspire others to do the same. Accordingly, it can be hypothesized:

H4 - There is a significant impact between self-motivation and the level of work- life balance.

Shafiq and Rana (2016) stated that empathy plays a major role in establishing a healthy internal working environment. Capability to understand others' emotions and their feelings and act based on it is

associated with empathy (Gibson et al., 2012). Both empathy which is giving support to others, and sympathy, which is feeling bad due to others suffering, are crucial for EI skills (Alfonso et al., 2016). Accordingly, it can be hypothesized:

H5 - There is a significant impact between empathy and the level of work-life balance.

Chiva and Alegre, (2008) mentioned that social skills indicate healthy relationships with others, creating helpful connections and encouraging harmony within their surroundings. Stubbs and Wolff, (2008) indicated that individuals with social skills can make effective communication, enhance listening ability and able to work with their team members effectively. Accordingly, it can be hypothesized:

H6 - There is a significant impact between social skills and the level of work-life balance.

The conceptual model is shown in Figure 1.

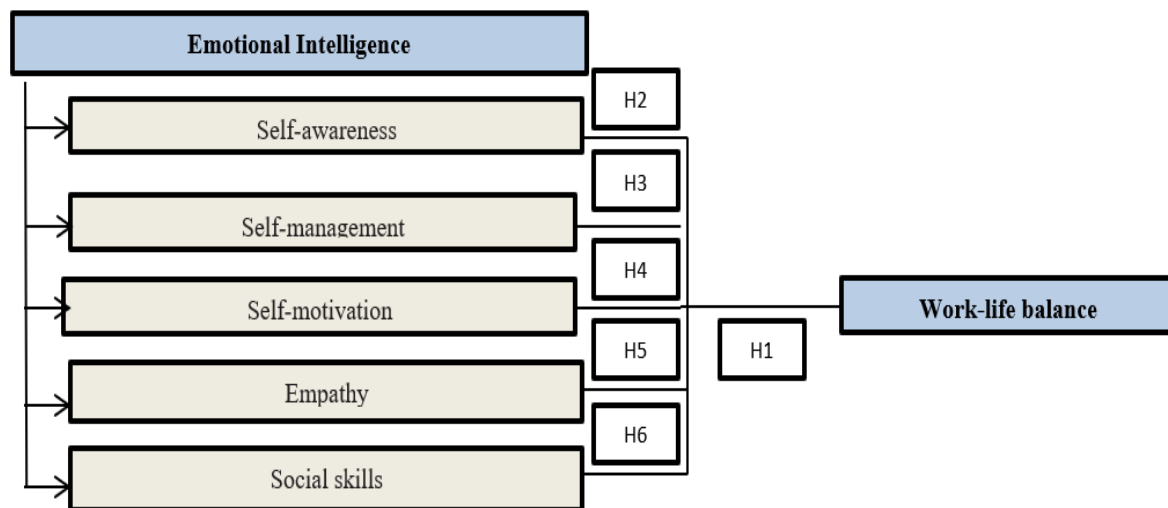


Figure 1: Conceptual Framework

Source: Developed by researcher, 2022

Research Methodology

This is a cross-sectional study. The unit of analysis is the individual clinical non-executive healthcare employees. The population size was 260, and according to the Morgan table (95%CI) sample size was determined as 155. Out of the 160 questionnaires distributed to ABC Hospital, all questionnaires were returned of those returned; only 155 questionnaires were in a usable state (effective response rate of 96.9%). The researchers employed simple random sampling technique as the subset has equal probability of being chosen and is meant to be an unbiased representation of a group. The data

collection was done through a self-administered anonymous questionnaire. After the data collection was performed, data were analyzed using Statistical Package for Social Science (SPSS) version 23.0 software.

First reliability of the scales and the sample was ensured via Cronbach Alpha coefficient of internal consistency. Construct validity was ensured using KMO test and a factor analysis. Cronbach alpha of internal consistency coefficients of dimensions of independent variable and both composite variables are greater than 0.7 indicating that multi-item measurement scales are reliable enough and no bias. ESSL Cum% for both composite variables and the

dimensions of independent variables are greater than 50% and the FL values of individual items in the scales used were adequate. Hence, it could be concluded that multi-item scales are valid, and the data set seems statistically free from bias. Descriptive statistics were generated to analyze the individual behavior of variables such as gender, age, highest education level, civil status, number of children and years of experience and the dataset was tested for multivariate assumptions. The advanced hypotheses were tested using correlation analysis and regression analysis.

Measures

The dependent variable: work-life balance, was assessed using the measurement scale developed by Hayman (2005); as cited in Smeltzer et al. (2016), which includes 15 items. All the items are anchored on a five-point Likert scale where 1=Strongly Disagree and 5=Strongly Agree. Reverse-coded items are included in the scale. Sample items include: 'I am happy with the amount of time for non-work activities'; 'I am too tired to be effective at work'; 'My work suffers because of my personal life'.

The independent variable: emotional intelligence was assessed using the measurement scale developed by Wong & Law (2002) as cited in Jena (2021), which included 31 items. All the items are anchored on a five-point Likert scale where 1=Strongly Disagree and 5=Strongly Agree. Reverse-coded items are included in the scale. Sample items include: 'Understanding my emotion' (self-awareness); 'I will be able to achieve most of the goals that I have set for myself' (self-management); 'I enjoy sharing my knowledge in the

group.' (Self-motivation); 'I can often understand how people are feeling even before they tell me' (empathy); 'I often feel uncertain around new people whom I don't know' (social skills).

Sample Composition

The sample consisted of 155 clinical employees (non-executives). The study sample is female dominant, where 70.97% of the respondents are females. Moreover, 41.94% of respondents are 26 years – 30 years, and 68.39% of respondents have completed their Diploma. All the respondents are married, as this study considers only married samples for analysis. Furthermore, 61.29% of respondents have 1 child and 73.55% of respondents have 1 year – 3 years' experience.

Results

Sampling adequacy was ensured using KMO measure and the sig. value of KMO coefficient. The construct validity was assessed performing an Exploratory Factor Analysis [EFA] with SPSS. Factor Loadings [FL] and the cumulative percentage of Extraction Sums of Squared Loadings [ESSL] were used to draw conclusion. ESSL Cum% for both composite variables and the dimensions of independent variables are greater than 50% and the FL values of individual items in the scales used were adequate. Hence, it could be concluded that multi-item scales are valid, and the data set seems statistically free from bias. According to reliability and validity analysis no items was deleted, thus all the items included in the standard scales were retained.

Table 1: Sampling adequacy

Variable	KMO Coefficient	Batlette's Test [Chi-Square]	Sig.
Work-life Balance	0.963	2925.13	0.000
Emotional Intelligence	0.964	6034.23	0.000

Source: Analyzed data, 2022

Table 2: Validity Statistics

Variable	Dimension	No. of Items	Highest FL	Lowest FL	ESSL Cum%
Work-life Balance	Work-life Balance	15	0.913	0.840	77.41%
Emotional Intelligence	Self-Awareness	4	0.913	0.891	81.7%
	Self-Management	8	0.908	0.839	78.1%
	Self-Motivation	4	0.885	0.842	74.7%
	Empathy	8	0.909	0.881	80.43%
	Social Skills	7	0.909	0.882	79.5%

Source: Analyzed data, 2022

Table 3: Regression Statistics

	Self-awareness	Self-management	Self-motivation	Empathy	Social skills
R	0.822	0.727	0.688	0.651	0.676
R Square	0.676	0.528	0.473	0.424	0.457
Adjusted R Square	0.674	0.525	0.469	0.420	0.453
Observations (N)	155	155	155	155	155
F	319.69	171.39	137.15	112.66	128.59
Sig.	0.000	0.000	0.000	0.000	0.000

Source: Analyzed data, 2022

Hypotheses Testing

For the current study, to test the advanced hypotheses, parametric tests including correlation and multiple linear regression were used. Table 2 shows that there is a strong positive correlation between the work-life balance and the level of self-awareness ($r = 0.822$) which is statistically significant as sig. 2 tailed (0.000) is less than the level of significance (0.01). Hence, H2 is accepted testifying that work-life balance is significantly correlated with self-awareness. Strong positive correlation is found between the work-life balance and self-management ($r = 0.727$) which is statistically significant as sig. 2 tailed (0.000) is less than the level of significance (0.01). Hence, H3 is accepted testifying that work-life balance is significantly correlated with self-management. Moderate positive correlation is found between the

work-life balance and self-motivation ($r = 0.688$) which is statistically significant as sig. 2 tailed (0.000) is less than the level of significance (0.01). Hence, H4 is accepted testifying that work-life balance is significantly correlated with self-motivation. Moderate positive correlation is found between the work-life balance and empathy ($r = 0.651$) which is statistically significant as sig. 2 tailed (0.000) is less than the level of significance (0.01). Hence, H5 is accepted testifying that work-life balance is significantly correlated with empathy. Moderate positive correlation is found between the work-life balance and social skills ($r = 0.676$) which is statistically significant as sig. 2 tailed (0.000) is less than the level of significance (0.01). Hence, H6 is accepted testifying that work-life balance is significantly correlated with social skills.

Table 4: Correlation Analysis

		Self-Awareness	Self-Management	Self-Motivation	Empathy	Social skills
Work-life Balance	Pearson Correlation	.822**	.727**	.688**	.651**	.676**
	Sig. (2-tailed)	.000	.000	.000	.000	.000

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Analyzed data, 2022

Table 3 represent that 67.6% (R Square - 0.676) of the variation of work-life balance could be significantly (0.000 which is less than 0.05) explained by the independent construct in the research model, self-awareness [while other factors remain unchanged]. Further, as given in table 4, marginal contribution of self-awareness (0.471) in determining the level of work-life balance is to be considered statistically significant (Sig. - 0.000) in the regression equation. Thus, according to the regression results, H₂ is accepted statistically, claiming that self-awareness has a significant impact on work-life balance.

According to the results depicted in table 3, 52.8% (R Square - 0.528) of the variation of work-life balance could be significantly (0.000 which is less than 0.05) explained by the independent construct in the research model, self-management [while other factors remain unchanged]. Further, as given in table 4, marginal contribution of self-management (0.723) in determining the level of work-life balance is to be considered statistically significant (Sig. - 0.000) in the regression equation. Thus, according to the regression results, H₃ is accepted statistically claiming that, there is a significant impact of self-management on work-life balance.

According to the results depicted in table 3, 47.3% (R Square - 0.473) of the variation of work-life balance could be significantly (0.000 which is less than 0.05) explained by the independent construct in the research model, self-motivation [while other factors remain unchanged]. Further, as given in table 4, marginal contribution of self-motivation (0.480) in determining the level of work-life balance is to be considered statistically significant (Sig. - 0.000) in the regression equation. Thus, according to the regression results, H₄ is accepted statistically claiming that there is a significant impact of self-motivation on work-life balance.

According to the results depicted in table 3, 42.4% (R Square - 0.424) of the variation of work-life balance could be significantly (0.000 which is less than 0.05) explained by the independent construct in the research model, empathy [while other factors remain unchanged]. Further, as given in table 4, marginal contribution of empathy (0.579) in

determining the level of work-life balance is to be considered statistically significant (Sig. - 0.000) in the regression equation. Thus, according to the regression results, H₅ is accepted statistically claiming that there is a significant impact of empathy on work-life balance.

According to the results depicted in table 3, 45.7% (R Square - 0.457) of the variation of work-life balance could be significantly (0.000 which is less than 0.05) explained by the independent construct in the research model, social skills [while other factors remain unchanged]. Further, as given in table 4, marginal contribution of social skills (0.611) in determining the level of work-life balance is to be considered statistically significant (Sig. - 0.000) in the regression equation.

Table 5: Coefficients

Model	Unstandardized Coefficients	Sig.
(Constant)	.767	.000
Self-Awareness	.471	.000
(Constant)	.477	.000
Self-Management	.723	.000
(Constant)	.528	.000
Self-Motivation	.480	.000
(Constant)	.710	.000
Empathy	.579	.000
(Constant)	.641	.000
Social skills	.611	.000

Source: Analyzed data, 2022

Discussion

According to Abu Bakir study, most significant findings demonstrate that managers at the analyzed hospitals possess EI competencies and that they offer their staff work-life balance activities. Multiple regression analysis showed a statistically significant relationship between managers' social and EI and workers' work-life balance. The survey found that respondents' perceptions of the work-life balance program vary depending on their gender, but workers' perceptions are unaffected by their marital status or the number of children they have. Based on

the findings, the researcher suggested that in health care companies and hospitals in particular, greater focus be placed on enhancing managers' and workers' EI abilities as well as expanding the breadth of the work-life balance activities that are offered (Abu Bakir, 2018).

There is agreement that the implementation of formal work-life balance programs in healthcare companies is facilitated by management's capacity to comprehend and sympathize with workers' difficulties. Hui-Wen et al. (2010), Salehi et al. (2016), Kumarasamy et al. (2016), Thorat and Dharwadkar (2016), Koubova and Buchko (2013), and Shylaja and Prasad (2017) shown how managers' EI abilities allow them to empathize with workers' concerns, particularly those related to a balance between work and life.

Thus, this study was conducted to examine the impact of EI on work-life balance of clinical non-executive employees in ABC Hospitals. Abu Bakir (2018) found that there is a statistically differences between males and females' perception of work-life balance initiatives facilitated by their working organizations. Moreover, in this survey, female respondents stated that Jordanian culture forces women to play numerous roles within their families and that. Men are not ready to play that kind of family work or even to give support and help. Women must perform the same tasks and play the same responsibilities in work as men.

Ciarniene and Vienazindiene's (2018) study findings proved that Lithuanian women were more aware than men in understanding the gravity and advantages of flexible working practices in the workplace. Research findings of Emslie and Hunt (2009) pointed Scottish women experience greater hardship in the workplace than men do, and they requested a wider range of supportive programs. The results didn't match with what Amazue and Onyishi (2016) proved that marital status is not a determining factor in managing work-life balance. The results match what was found by Jailaxmi and Gautam (2017), namely, that marital status significantly impacts work-life balance. At the same time, Devi and Sheshadri (2016) proved that marital status impacts the level of work-life balance. So that the results match this study. Moreover, Devi and Sheshadri (2016) demonstrated that there is a positive relationship between the number of children and the requirement for work-life balance practices, especially in childcare facilities and flexible work hours.

Managerial Implications & Directions for Future Research

While the research was being conducted, normally, any researcher had to face any difficulties within the data collecting and analytical processes. Therefore, when conducting the current study, the researcher had to face difficulties when accessing the respondents when collecting accurate data from the samples. Clinical employees at ABC Hospitals also have a shift basis, and they all have restrictions for using mobile phones while on shift. Therefore, a printed questionnaire was distributed to the samples. So, the researcher also got the situation to physically visit to Hospital to issue and collect even night times.

Conclusion

According to this study and with reference to the previous research evidence as discussed above shows that EI plays a vital role in employee work-life balance. Employees who have high level of EI experience a balance between work and life. At the same time employees who have low level of EI face hard to manage their work and life. Finding work-life balance can increase your job happiness, motivation, and ability to spend time with friends and family. It can take ongoing determination to learn how to balance demanding job schedules with personal responsibilities. For many professionals, it can be extremely difficult to balance their personal and professional needs.

Having higher requirement to work for a long time in case of emergencies, non-executive clinical employees face burnout, which have detrimental mental effects. This can impair driving and concentration, lead to fuzziness, increase the risk of making mistakes on the job, and lower the overall productivity. At the end of the day, it severely affects the well-being. Connections with family and friends may suffer if an employee continuously finds it too hard to manage. It's crucial to make time for oneself and the people one cares about, even though there is personal sacrifices.

Finally, in this study all the developed objectives were achieved at the end of the data analysis. So that researcher can conclude that there is a statistically significant relationship between EI and the level of work-life balance. The results of analysis depicted that emotional intelligence has positive association with work-life balance. Accordingly, it was found that work-life balance of non-executive clinical employees at ABC Hospitals is positively impacted by EI.

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