

# Influence of Job Satisfaction and Emotional Intelligence Factor on Work Life Balance in Non Executive Employee in Indian Railway, Bilaspur Zone.

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**Abstract:** The present study to identify which factor influence of emotional intelligence and job satisfaction on work life balance in non executive employee in Indian railways specially Bilaspur zone. The 387 sample data collected from 12 departments from Bilaspur zone (Bilaspur division, Raipur division and Nagpur division). Data were collected through primary and secondary sources and analyzed using SPSS 20.

**Finding-** The findings that job satisfaction and emotional intelligence factor have positive impact on employee work life balance in Indian Railways non executive employees of Bilaspur Zone.

**Practical Implication:** This study emphasizes the view point that organizations improve work life balance of employees to help them balance their work related and personal challenges.

**Keywords:** work life balance, emotional intelligence, and Indian railways.

## 1. INTRODUCTION

### 1.1 Work Life Balance

Work life balance is becoming increasingly challenging and this challenge is mostly reviewed in the context of striking a balance between work and family. Work life balance was first used in the middle of 1970s to describe the balance between an individual's work and personal life (Newman & Matthews, 1999). The work life balance construct will be operationalised using statements that assess the absence of interrole conflict between work and non work (Kopelman, Greenhaus & Connelly, 1983). Work life balance we can say home and family responsibilities (Baron, 1987).

### 1.2 Emotional Intelligence

Emotional intelligence has been found to have positive effect on job satisfaction by O'Hara 2006, Druskat, Sala & Mount, 2006, superior outcomes in work groups as well as leadership qualities (Lopes, Cote & Salovey, 2006) and in organizational success (Mount, 2006). Emotional intelligence apart from affecting job satisfaction was also found to be impacting work-family conflict, which is one of the variables of work life balance.

### 1.3 Indian Railways

Indian Railways department transporting nearly 25 Million passengers and more than 2.8 Million Tons of freight daily with the help of 2,29,381 wagons, 59,713 coaches and more than 9,213 locomotive engines of various kinds(www.Indian railways, Wikipedia).

### 1.4 Objectives

Objective of this study is, thus, 1. To examine the level of work life balance, job satisfaction and emotional intelligence among non executives employee in Indian Railways. 2. Impact of job satisfaction and emotional intelligence on work life balance. 3. Identify which factor more influence with job satisfaction and emotional intelligence on work life balance in Indian Railways non executive level of employees. This research can be helpful for Indian Railways to indentify the factor which influence the employee job satisfaction and the emotional intelligence in the result.

### 1.5 Hypotheses to e Tested For This Study

Table 1: Hypotheses of Job Satisfaction Instruments (HA)

<b>H<sub>A1</sub></b>	There is no effect of General working condition and work life balance.
<b>H<sub>A2</sub></b>	There is no effect of Pay and Promotion Potential and work life balance.
<b>H<sub>A3</sub></b>	There is no effect of Work Relationships and work life balance.
<b>H<sub>A4</sub></b>	There is no effect of Professional Development and work life balance.

<b>H<sub>A5</sub></b>	There is no effect of Job Stress and work life balance.
<b>H<sub>A6</sub></b>	There is no effect of Organizational Policy & Strategy and work life balance.
<b>H<sub>A7</sub></b>	There is no effect of Promotion Opportunity and work life balance.
<b>H<sub>A8</sub></b>	There is no effect of Organizational Climate and work life balance.

Table 2: Hypotheses of Emotional Intelligence Instruments (HB)

<b>H<sub>B1</sub></b>	There is no effect of I have good understanding of my own emotions and Emotional Intelligence.
<b>H<sub>B2</sub></b>	There is no effect of I always know whether or not I am happy and Emotional Intelligence.
<b>H<sub>B3</sub></b>	There is no effect of I always know my friends emotions from their behavior and Emotional Intelligence.
<b>H<sub>B4</sub></b>	There is no effect of I am good observer of others emotions and Emotional Intelligence.
<b>H<sub>B5</sub></b>	There is no effect of I would always encourage myself to try my best and Emotional Intelligence.
<b>H<sub>B6</sub></b>	There is no effect of I am able to control my temper so that I can handle difficulties rationally and Emotional Intelligence.
<b>H<sub>B7</sub></b>	There is no effect of I am able to adapt to new environments and Emotional Intelligence.
<b>H<sub>B8</sub></b>	There is no effect of I like to share my emotions with others and Emotional Intelligence.
<b>H<sub>B9</sub></b>	There is no effect of I compliment others when they have done something well and Emotional Intelligence.
<b>H<sub>B10</sub></b>	There is no effect of When I am in a positive mood, solving problems is easy for me and Emotional Intelligence.
<b>H<sub>B11</sub></b>	There is no effect of By looking at their facial expressions; I recognize the emotions people are experiencing and Emotional Intelligence.
<b>H<sub>B12</sub></b>	There is no effect of My supervisor is a good role model for work and non-work balance and Emotional Intelligence.

## 2. LITERATURE REVIEW

### 2.1 Work Life Balance

Gregory and Milner (2009) Work life balance is often replaced by work life balance. Originally the concentration of the linkage between work and family roles was; furthermore, concerted on the women and the pressure they have to deal with while managing work and family. Bharat (2008) A larger part of the it sector is hence moving from a standard eight-hour a day to operating twenty four hours a day for seven days of the week. Many employees need to work on Saturdays and Sundays too. Moreover, there is a changing pattern in the working hours which is quite different from the standard one, which normally operates from 9 am to 5 pm (Bharat 2009). While some employees work in the standard time some others need to be available for work that normally starts early in the evening and continues well through the night. Sometimes they need to even work beyond the normal eight hours (Rai 2009).

### 2.2 Emotional Intelligence (EI)

Salovey & Mayer (1990) explained that EI is associated with positive mental health and emotionally intelligent people are a pleasant company whereas those lacking in EI are generally disturbed to their environment. Sherlock (2002) literature suggested the incorporation of EI into the curriculum of international education. Based on Goleman's that EI can be taught and arguments and researches supporting the need for both intellectual and emotional development of students through education, the study recommended that values like open mindedness, inclusion, respect and tolerance can be development by propagating the development of EI in students.

### 2.3 Job Satisfaction

Balgir (1991) revealed that job satisfaction, salary, job security, better chances of promotion, happy personal life, high position and friendly social circle are some of the motivating factors in that order which strongly influence Indian managers. Dhar and Jain (1992) carried out an investigation amongst academicians. The investigation explored the nature of relationship between job satisfaction, job involvement, age and length of service. An important finding of the study was that job involvement and job satisfaction are positive correlation which imply that involvement in job increases job satisfaction and vice-versa.

### 2.4 Indian Railways

Patrick Dawson and Ian Mcloughlin "undertook a study about the effects of computerization on railway freight supervisors. The study revealed that computerization enabled British Rail management to develop a strategy for redefining supervision in a manner which both increased headquarters' control of freight operation and enhanced the role played by local supervisors. Leo Kroon, Ramon Lentink and Alexandar Schrijver (2006) in their study analyzed the shunting of passenger train units in Netherlands railways. A model for the train units shunting problem was described in this study.

3. RESEARCH METHODOLOGY

The data was collected through stratified sampling method. Collect the information through questionnaires all departments from Bilaspur Zone. Primary data were collected through questionnaires with 5 point likert scale where A= disagree, B= somewhat disagree, C= neutral, D= somewhat agree, E= agree. The data was analyzed using SPSS 20, the test applied was Correlation Pearson’s Product to analyze the relation between job satisfaction, emotional intelligence and work life balance and.

4. Data Analysis

4.1 To examine the level of work life balance, job satisfaction and emotional intelligence among non executives employee in Indian Railways.

According to table 3, researcher asked 10 questions for work life balance to the non executive employee of Indian railways. This table represents 387 respondents opinion for the work life balance questions in terms of 5 point likert scale (1. Disagree, 2. Some Disagree, 3. None, 4. Some Agree, 5. Agree) and pictorial representation in figure 1.

Table 3: Level of Work Life Balance

Work Life Balance										
	WLB1	WLB2	WLB3	WLB4	WLB5	WLB6	WLB7	WLB8	WLB9	WLB10
Disagree	55	63	61	54	49	62	58	78	77	35
Some Disagree	38	32	35	32	28	33	36	10	10	32
None	32	32	16	31	30	30	24	6	17	28
Some Agree	151	156	138	161	151	157	158	72	92	116
Agree	111	104	137	109	129	105	111	221	191	176
<b>Total</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>

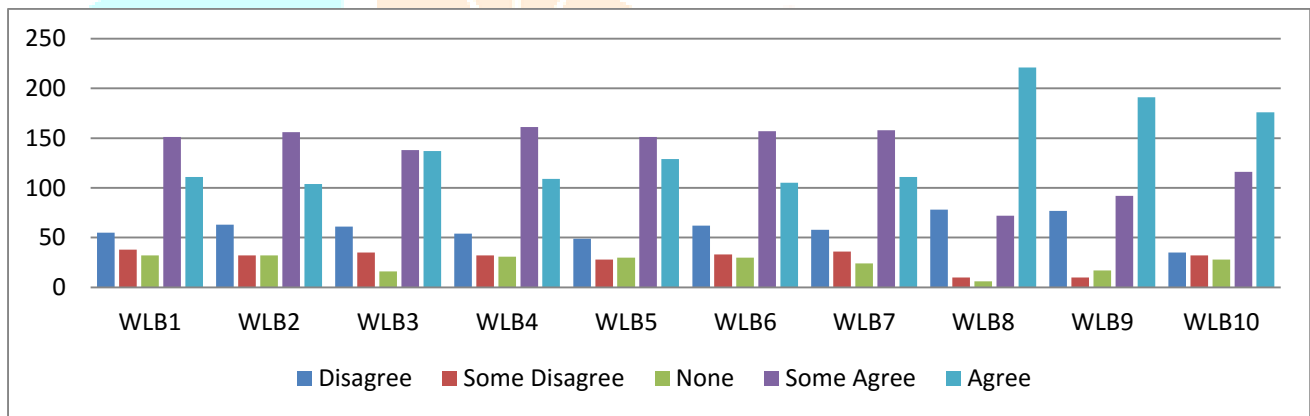


Figure 1: Pictorial representation of Work Life Balance

According to table 4, researcher asked 12 questions for emotional intelligence to the non executive employee of Indian railways. This table represents 387 respondents opinion for the work life balance questions in terms of 5 point likert scale (1. Disagree, 2. Some Disagree, 3. None, 4. Some Agree, 5. Agree) and pictorial representation in figure 2.

Table 4: Level of Emotional Intelligence

Emotional Intelligence												
	EI1	EI2	EI3	EI4	EI5	EI6	EI7	EI8	EI9	EI10	EI11	EI12
Disagree	2	15	46	0	8	46	17	0	4	62	37	71
Some Disagree	12	28	41	1	12	33	23	0	7	54	33	53
None	32	38	59	53	29	38	29	21	54	59	59	59
Some Agree	115	139	147	151	124	127	150	133	137	146	129	109
Agree	226	167	94	182	214	143	168	233	185	66	129	95
<b>Total</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>

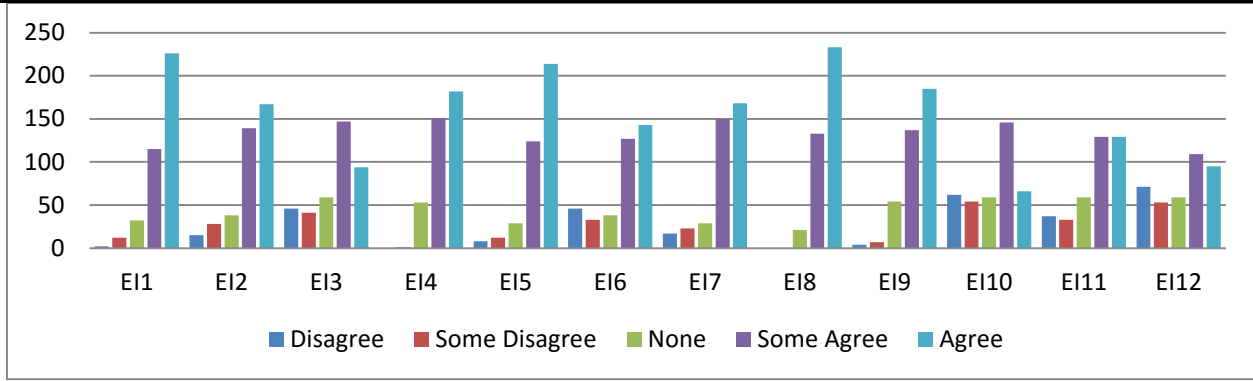


Figure 2: Pictorial representation of Emotional Intelligence

According to table 5, researcher asked 20 questions for emotional intelligence to the non executive employee of Indian railways. This table represents 387 respondents opinion for the work life balance questions in terms of 5 point likert scale (1. Disagree, 2. Some Disagree, 3. None, 4. Some Agree, 5. Agree) and pictorial representation in figure 3.

Table 5: Level of Job Satisfaction

Job Satisfaction																				
	JS1	JS2	JS3	JS4	JS5	JS6	JS7	JS8	JS9	JS10	JS11	JS12	JS13	JS14	JS15	JS16	JS17	JS18	JS19	JS20
Disagree	24	49	26	5	5	0	0	3	17	1	3	19	60	11	5	7	0.0	1	3	2
Some Disagree	40	60	29	8	2	1	0	20	38	22	12	7	56	40	64	37	0.0	1	16	28
None	67	21	29	16	16	10	12	45	28	27	10	3	33	44	41	35	18	33	14	19
Some Agree	128	124	163	99	88	74	164	145	167	109	126	139	153	161	152	161	178	180	200	182
Agree	128	133	140	259	276	302	211	174	137	228	236	219	85	131	125	147	191	172	154	156
<b>Total</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>	<b>387</b>

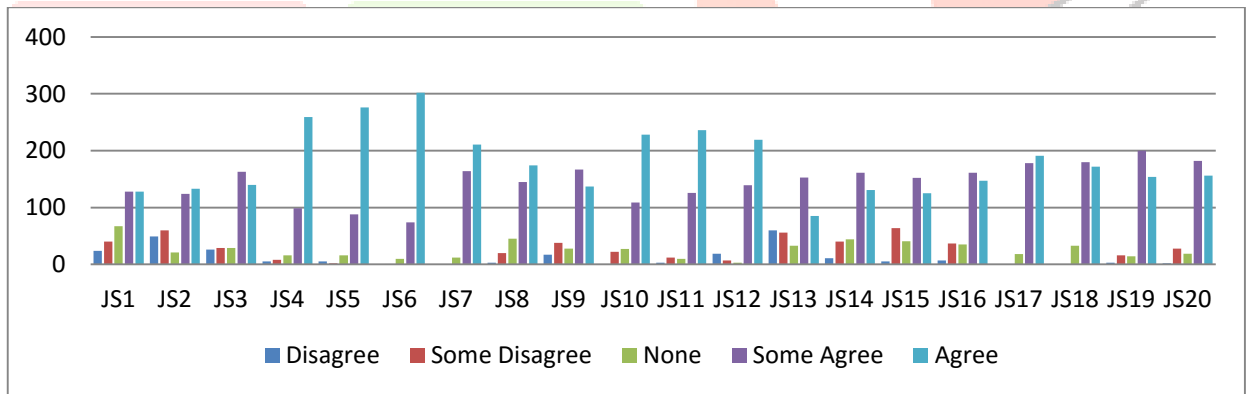


Figure 3: Pictorial representation of Job Satisfaction

4.2 Influence Job Satisfaction factor with work life balance.

Table 6: Correlation with Job Satisfaction on work life balance.

		Correlations							
		A1	A2	A3	A4	A5	A6	A7	A8
Work Life Balance	Pearson Correlation	.057	.140**	.293**	.132**	.010	.270**	.165**	.005
	Sig. (2-tailed)	.261	.006	.000	.009	.837	.000	.001	.927
	N	387	387	387	387	387	387	387	387

A1- There is insignificant relationship and positive correlation between the A1 and Work Life Balance is  $r = .057$  and sig value is .261 which is grater than .05 so that null hypothesis  $H_{A1}$  is accepted. It is concluded that as General working condition have weak relation so it has no impact on the level of work life balance in Indian Railways. Indian Railways increase the level of work life balance by increase general working condition.

A2- There is significant relationship and positive correlation between the A2 and Work Life Balance is  $r = .140$  and sig value is .006 which is less than .05 so that null hypothesis  $H_{A2}$  is rejected. It is concluded that as Pay and Promotion Potential have weak relation so it has impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by increase Pay and Promotion Potential.

A3- There is significant relationship and positive correlation between the A3 and Work Life Balance is  $r = .293$  and sig value is  $.000$  which is less than  $.05$  so that null hypothesis  $H_{A3}$  is rejected. It is concluded that as Work Relationships have weak relation so it has impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by increase Work Relationships.

A4- There is significant relationship and positive correlation between the A4 and Work Life Balance is  $r = .132$  and sig value is  $.009$  which is less than  $.05$  so that null hypothesis  $H_{A4}$  is rejected. It is concluded that as Professional Development have weak relation so it has impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by increase Professional Development.

A5- There is insignificant relationship and positive correlation between the A5 and Work Life Balance is  $r = .010$  and sig value is  $.837$  which is grater than  $.05$  so that null hypothesis  $H_{A5}$  is accepted. It is concluded that as Job Stress has weak relation so it has no impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by decrees Job Stress.

A6- There is significant relationship and positive correlation between the A6 and Work Life Balance is  $r = .270$  and sig value is  $.000$  which is less than  $.05$  so that null hypothesis  $H_{A6}$  is rejected. It is concluded that as Organizational Policy & Strategy have weak relation so it has impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by increase Organizational Policy & Strategy.

A7- There is significant relationship and positive correlation between the A7 and Work Life Balance is  $r = .165$  and sig value is  $.001$  which is less than  $.05$  so that null hypothesis  $H_{A7}$  is rejected. It is concluded that as Promotion Opportunity have weak relation so it has impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by increase Promotion Opportunity.

A8- There is insignificant relationship and positive correlation between the A3 and Work Life Balance is  $r = .0058$  and sig value is  $.927$  which is grater than  $.05$  so that null hypothesis  $H_{A8}$  is accepted. It is concluded that as Organizational Climate have weak relation so it has no impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by increase Organizational Climate.

#### 4.3 Influence Emotional Intelligence factor with work life balance.

Table 7: Correlation with Emotional Intelligence on work life balance.

		Correlations											
		B 1	B 2	B 3	B 4	B 5	B 6	B 7	B 8	B 9	B 10	B 11	B 12
Work Life Balance	Pearson Correlation	.105*	.113*	.060	.104*	.164**	.163**	.081	-.060	.097	-.002	.080	.091
	Sig. (2- tailed)	.039	.027	.241	.041	.001	.001	.114	.237	.057	.966	.118	.074
	N	387	387	387	387	387	387	387	387	387	387	387	387

B1- There is significant and positive correlation between the B1 and Work Life Balance is  $r = .105$  and sig value is  $.039$  which is less than  $.05$  so that null hypothesis  $H_{B1}$  is rejected. It is concluded that as I have good understanding of my own emotions have weak relation so it has impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by increase I have good understanding of my own emotions.

B2- There is significant and positive correlation between the B2 and Work Life Balance is  $r = .113$  and sig value is  $.027$  which is less than  $.05$  so that null hypothesis  $H_{B2}$  is rejected. It is concluded that as I always know whether or not I am happy have weak relation so it has impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by increase I always know whether or not I am happy.

B3- There is insignificant and positive correlation between the B3 and Work Life Balance is  $r = .060$  and sig value is  $.241$  which is grater than  $.05$  so that null hypothesis  $H_{B3}$  is accepted. It is concluded that as I always know my friend's emotions from their behavior have weak relation so it has impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by increase I always know my friends emotions from their behavior.

B4- There is significant and positive correlation between the B4 and Work Life Balance is  $r = .104$  and sig value is  $.041$  which is less than  $.05$  so that null hypothesis  $H_{B4}$  is rejected. It is concluded that as I am good observer of others emotions have weak relation so it has impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by increase I am good observer of others emotions.

B5- There is significant and positive correlation between the B5 and Work Life Balance is  $r = .164$  and sig value is  $.001$  which is less than  $.05$  so that null hypothesis  $H_{B5}$  is rejected. It is concluded that as I would always encourage myself to try my best have weak relation so it has impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by increase I would always encourage myself to try my best.

B6- There is significant and positive correlation between the B6 and Work Life Balance is  $r = .001$  and sig value is  $.001$  which is less than  $.05$  so that null hypothesis  $H_{B6}$  is rejected. It is concluded that as I am able to control my temper so that I can handle difficulties rationally have weak relation so it has impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by increase I am able to control my temper so that I can handle difficulties rationally.

B7- There is insignificant and positive correlation between the B7 and Work Life Balance is  $r = .081$  and sig value is  $.114$  which is grater than  $.05$  so that null hypothesis  $H_{B7}$  is accepted. It is concluded that as I am able to adapt to new environments have weak relation so it has impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by increase I am able to adapt to new environments.

B8- There is insignificant and negative correlation between the B8 and Work Life Balance is  $r = -.060$  and sig value is  $.237$  which is grater than  $.05$  so that null hypothesis  $H_{B8}$  is accepted. It is concluded that as I like to share my emotions with others have weak relation so it has impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by increase I like to share my emotions with others.

B9- There is insignificant and positive correlation between the B9 and Work Life Balance is  $r = .097$  and sig value is  $.057$  which is grater than  $.05$  so that null hypothesis  $H_{B9}$  is accepted. It is concluded that as I compliment others when they have done something well have weak relation

so it has impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by increase I compliment others when they have done something well.

B10- There is insignificant and negative correlation between the B10 and Work Life Balance is  $r = -.002$  and sig value is .237 which is grater than .05 so that null hypothesis  $H_{B10}$  is accepted. It is concluded that as When I am in a positive mood, solving problems is easy for me have weak relation so it has impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by increase When I am in a positive mood, solving problems is easy for me.

B11- There is insignificant and negative correlation between the B11 and Work Life Balance is  $r = .080$  and sig value is .118 which is grater than .05 so that null hypothesis  $H_{B11}$  is accepted. It is concluded that as by looking at their facial expressions; I recognize the emotions people are experiencing have weak relation so it has impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by increase by looking at their facial expressions; I recognize the emotions people are experiencing.

B12- There is insignificant and negative correlation between the B12 and Work Life Balance is  $r = .091$  and sig value is .074 which is grater than .05 so that null hypothesis  $H_{B12}$  is accepted. It is concluded that as my supervisor is a good role model for work and non-work balance have weak relation so it has impact on the level of work life balance in Indian Railways. However Indian Railways increase the level of work life balance by increase my supervisor is a good role model for work and non-work balance.

4.3 Regression Analysis

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.527 <sup>a</sup>	.278	.274	.29264	1.329
a. Predictors: (Constant), Emotional Intelligence, Job Satisfaction					
b. Dependent Variable: Work Life Balance					

According to table 5, the R value is 0.527 which means good level of predictors constant (Work Life Balance). The  $R^2$  value is 0.278 which means Independent variable (Job Satisfaction & Emotional Intelligence) explain 27.8% of the variability of our dependent variable (Work Life Balance). The Durbin Watson test: The Durbin-Watson statistic is 1.329 which is between 1.5 and 2.5 and therefore the data is auto correlated.

Table 9: Statistical significance ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	12.635	2	6.318	73.768	.000 <sup>b</sup>
	Residual	32.886	384	.086		
	Total	45.521	386			
a. Dependent Variable: Work Life Balance						
b. Predictors: (Constant), Emotional Intelligence, Job Satisfaction						

According to the table 6, sig value 0.000 which is less than .05 that means emotional intelligence and job satisfaction strongly impact on work life balance.

Table 10: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.101	.247		4.459	.000
	Job Satisfaction	.313	.052	.263	5.999	.000
	Emotional Intelligence	.371	.039	.419	9.559	.000
a. Dependent Variable: Work Life Balance						

According to the table 7, in the regression coefficient, job satisfaction factor is 0.313 and emotional intelligence factor is 0.371 and sig value is 0.000 which is less than 0.05 therefore we can say a positive relationship between independent variable (job satisfaction and emotional intelligence) and dependent variable (work life balance).

Table 11: Residuals Statistics

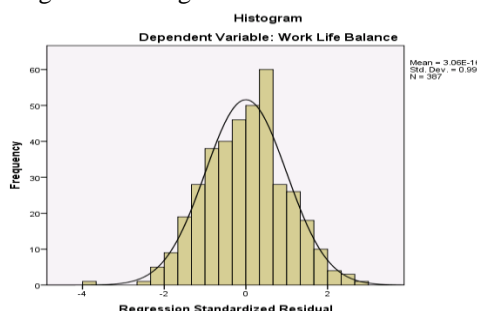
	Minimum	Maximum	Mean	Std. Deviation	N
Mahal. Distance	.013	11.910	1.995	1.890	387
Cook's Distance	.000	.084	.003	.007	387
a. Dependent Variable: Work Life Balance					

According to the table 8, Mahal. Distance maximum value = 11.91 which is less than 13.82 so we can say there are no outliers in independent variable and dependent variable.

According to the table 8, Cooks distance: As you can see the maximum value of Cook's distance in our sample is .084 which far less than the value of 1 which may be a cause for concern. We do not appear to have any problematic cases in our sample.

Histogram

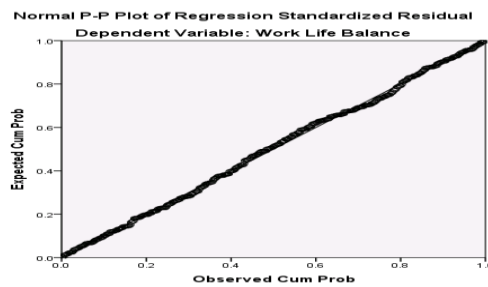
Figure 4: Histogram of Work Life Balance



According to the Figure 4, Histogram basically checks for our dependent variable (Work Life Balance) is normal distributed or not normal distributed. Histogram graph has a peak and a 'bell' shaped appearance which means our work life balance is normally distributed.

### P-P Plot

Figure 5: P-P Plot of Work Life Balance



According to the figure 5, in this plot basically, the straight diagonal line in the middle represents a normal distribution while the plotted points represent the residuals. The dark thick dots near to diagonal line. We can say the pictorial graph represent to normal distribution.

### Scatterplot

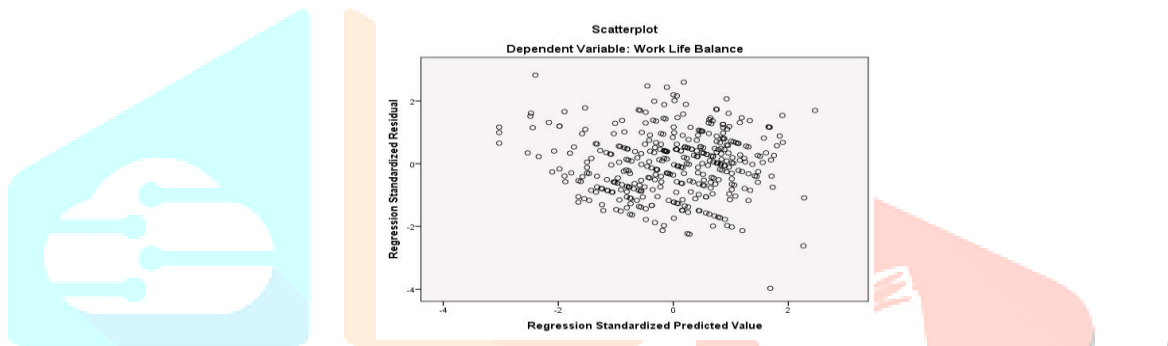


Figure 6: Scatterplot of Work Life Balance

According the figure 6, Scatterplot describe relationship between emotional intelligence and job satisfaction with work life balance. Scatterplot using check for out layer. Scatterplot range between -3 to +3 and if we draw box between ranges so we found most of the dots appear in the box. So we can say my data set is normal and no any out layer.

## 5. LIMITATION OF THE STUDY AND SCOPE FOR FUTURE RESEARCH

There are some limitations in this paper. The sample size is limited. Study cannot be generalized to other sectors. Employees might have copied the answers of their colleagues. Study only purely railways department's employees. Respondent not give true answer. The employee may have answered questions in hurry

## 6. FINDINGS AND CONCLUSION

Research found good level of job satisfaction and emotional intelligence. The researcher found the factor of job satisfaction AH2, HA3, HA4, HA6 have impact on employee work life balance and HA1, HA5, HA8 factor of job satisfaction not impact on employee work life balance. The factor of emotional intelligence HB1, HB2, HB4, HB5, HB6 have impact on employee work life balance and HB3, HB7, HB8, HB9, HB10, HB11, HB12 have not impact on employee work life balance. It is found out that the Indian Railways can face multiple problems related to job satisfaction, emotional intelligence and emotional intelligence.

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