

The Impact of Emotional Intelligence on Work-Life Balance and Employee Behavior: A Case Study of Production Employees at Selected manufacturing company in Colombo District

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Abstract: The purpose of this study was to identify the impact of Emotional Intelligence on Work-Life Balance and Employee Behavior of Production Employees at Selected manufacturing company in Colombo District. A standardized questionnaire was employed to gather primary data from a sample of 248 production employees, utilizing convenience sampling for the selection of participants. Correlation analysis and simple regression analysis were used to measure relationships and to test the advanced hypotheses of the study by using Statistical Package for Social Sciences (SPSS 26). Furthermore, employee behavior suggests a mediating and moderating relationship between EI and work-life balance. As a moderator, employee behavior can influence the strength or direction of the relationship between emotional intelligence and work-life balance. As a mediator Employee behavior can help explain the relationship between emotional intelligence and work-life balance, providing insight into how certain factors influence employee actions. Thus, the paper presents a mediation model that depicts the relationships of these variables. It builds an integrated model that will help theorists and researchers expand the literature on work-related well-being and assist organizations in designing their HR policies and practices. The results indicate that emotional intelligence has significant direct effects on employee work-life balance. While there is an insignificant impact of employee behavior as a mediator on the relationship between emotional intelligence and work-life balance. Management can take necessary actions to enhance the EI of their employees so that it will help 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, Employee Behavior, Work-life Balance*

Introduction

We are living in a rapidly changing and ever-modernizing world (Prince, 2017). Globalization and the speed of information and technology make life easier as well as create a problem. That is almost every aspect of any organization and the pressure of the workplace and work life-balance. Employees bear the brunt from the turmoil in the economy as it becomes increasingly difficult to find a

balance between their work and private lives. Work-life balance is the ability to equally measure and deal with personal responsibilities, while ensuring optimum job performance (Muras et al., 2012). A balance is needed in order to combat stress, promote efficiency and improve the overall wellbeing of an individual (Al Hazemi & Ali, 2016). Research by Cherniss and Goleman (2001) establishes a strong connection between emotional intelligence and work-life balance. EI is the most effective instrument of

forecasting employee performance since it recognizes and manages employees' emotions in the appropriate manner (Kirby & Lam, 2002). Individuals with high emotional intelligence are better equipped to manage stress, communicate effectively, and build positive relationships both at work and in personal life. For instance, a study by Palaniappan and Awang (2013) demonstrated that emotional intelligence positively influences work-life balance by helping individuals cope with work demands and maintain harmony in their personal lives. Research by Greenhaus and Powell (2006) found that employees with better work-life balance were more likely to exhibit positive behaviors such as increased job satisfaction, organizational commitment, and lower turnover intentions. In a competitive market economy, employees' behavior is a fundamental point for building the image of an Organization (Kwizera et al., 2019). Examining the relationship between work-life balance and emotional intelligence as well as how these factors affect employee behavior in a selected manufacturing company in the Colombo District is the aim of this study.

Problem Statement

ABC Company, operating in the manufacturing sector, is grappling with significant challenges, including low productivity, heightened competition, and rising costs linked to the turnover of skilled workers. The turnover of employees leads to a loss of critical talent and expertise, weakening the organization's competitive edge and hindering its ability to adapt to industry advancements. The company human resource performance reported a 20% employee turnover rate for the financial year 2022–2023, a 10% increase from the previous year, with exit interviews revealing that excessive workloads and additional tasks beyond job descriptions contribute to this trend.

To address these issues, fostering a strong work-life balance and enhancing emotional intelligence among employees are crucial. Employees with high emotional intelligence are better equipped to manage stress and maintain productivity, while those with low emotional intelligence struggle in high-pressure situations. Therefore, prioritizing emotional intelligence is essential not only for individual performance but also for improving overall workforce dynamics and promoting organizational success in the manufacturing sector.

Research Objectives

The general objective of the current study is to examine the impact of Emotional Intelligence on Employee Behavior and Work-Life Balance of Production Employees at Selected manufacturing companies in Colombo District. The specific objectives have been set out as follows:

1. To identify the impact of Emotional Intelligence on the Work-life Balance.
2. To identify the impact of Emotional Intelligence on Employee Behavior
3. To identify the impact of Employee Behavior on the Work-life Balance.
4. To identify the impact of mediation role on Employee Behavior.
5. To identify the impact of moderating variable of employee behavior to the relationship between Emotional Intelligence and Work-life Balance.

Significance of Study

This study highlights significant implications for both organizational practices and employee well-being, particularly in the context of managing and balancing emotional intelligence with work-life dynamics. In today's workplace, an imbalance between these two factors

can lead to various deficiencies that hinder employee performance. When employees struggle to harmonize their emotions with their work responsibilities, their productivity may not reflect their true potential.

Achieving a balance between emotional intelligence and work-life balance is essential for enhancing overall productivity within a company. Strong relationships between employees and management not only boost job satisfaction but also directly correlate with individual and organizational performance. This interconnectedness encourages teamwork and fosters a sense of responsibility among organizations toward their employees.

By focusing on these dynamics, the study aims to identify the gaps that arise from an unbalanced relationship between emotional intelligence and work-life balance, and to explore their impacts on various aspects of the organization and its employees. Ultimately, addressing these gaps can pave the way for innovation and create an environment where employees can effectively manage their emotions, leading to a healthier work-life balance.

Definition of Key Concepts

Emotional Intelligence

Emotions are experienced by every human on a daily basis. They are subjective and are said to be linked to the nervous system of an individual which is influenced by neuropsychological changes in their thoughts, behavioral responses etc. and consist of feelings such as fear, sadness, joy etc. (van Kleef & Côté, 2022). Emotional intelligence is therefore the capability to control and understand emotions and use them in a positive way in one's everyday life (Goleman, 2021).

Work-life Balance

Work-Life Balance rapidly became popular because of the dynamic workplace changes and became a global phenomenon (Ashwini, 2017). On the other hand, a lack of work-life balance has been linked to a range of stress-related illnesses, as well as dissatisfaction and lower levels of productivity. It is highly essential to retain a balance between the two areas as they affect one's physical, mental and emotional state (Kelliher et al., 2019). Every human is different and therefore each person may achieve work-life balance differently by doing what is meaningful to them. Failure to maintain a balanced work-life balance often leads to work-life conflict (Padmanabhan & Kumar, (2016).

Employee Behavior

In any organization managing the behavior of employees is a major concern. Especially, organizations wish to have employees who will carry out the task, duties, and responsibilities of their positions and who will not engage in actions which will harm the organization, it is other employees or its customers in any way. Effective management of employee behavior is crucial for maintaining a positive work environment and achieving organizational goals. Robbins, S. P., & Judge, T. A. (2019). Organizational behavior (18th ed.). Pearson.

Literature Review

Emotional Intelligence

Emotional intelligence as a concept have attracted the attention of psychologists many years ago, and it has developed step by step to become one of the basic subjects in organizations' behavior and leadership (Chiva & Alegre, 2008), particularly in people-centered organizations (Armstrong, 2006). Employees with emotional intelligence might be capable of monitoring and handling their emotions. Besides, emotional intelligence enhances

the performance of both individuals and organizations because it has a big impact on the types of jobs that employees perform and their relationships with the organizations (Rangreji, 2010). Hence, employees feel and express their emotions has an impact on their performance, thereby enabling the employees to solve problems either at work or family related.

Work-life Balance

Work-life balance has existed since the 1930s even before World War II. Based on the evidence in the W.K. Kellogg Company, reduced working hours, particularly using four six-hour shifts instead of the typical three eight-hour daily shifts) was found to boost employee productivity and morale (Loockwood, 2003). According to Struges and Guest (2004), the work-life balance concept has piqued the interest of academics and practitioners alike, and it has also become a primary concern in human resource development. As stated by Torrington et al (2008), these issues are continuing to fuel debates and discussion demographic profiles of employees thus work-life study still continue until the current day. Global competitiveness has encouraged employers to start building a healthy and supportive working environment with the aim of enabling their employees to balance personal and work responsibilities to ensure that they are happier and more productive.

Employee Behavior

There is a wide variety of employee behaviors in any organization that can occur within the workplace. Employee behaviors have various sequences of actions carried out by employees in the organizations (Hanna et al., 2004). Some of these behaviors may be positive that are actions of employees on behalf of the organization, employees and customers (Bowen & Shoemaker, 1998) and/or

negative behavior that may destroy a productive work environment and generate stress, provoke minor illnesses and even cause depression among employees (Helen, 1993). These negative behaviors become epidemic and spread to others like diseases, which is costly to the organization's productivity and eventually takes its toll on employees' health and performance. Theory of the research Daniel Goleman's Emotional Intelligence Theory is a groundbreaking perspective on human intelligence, suggesting that emotional intelligence can be more important than traditional intelligence quotient. The theory highlights five key domains: self-awareness, self-regulation, motivation, empathy, and social skills. Goleman (1995) asserts that these domains represent learned capabilities, not inborn traits, and can therefore be developed. Self-regulation relates to how we control our emotional reactions and impulses. Motivation refers to the emotional tendencies guiding or facilitating achieving goals beyond money and status. Empathy concerns understanding and responding to the emotional states of others, while social skills encompass the abilities needed for effective interpersonal interactions. This influential theory has significantly impacted various fields, such as psychology, leadership, and education, highlighting the importance of emotional competencies in personal and professional success. Goleman Emotional Intelligence theory proposes that individuals vary in their competence in self-awareness, self-regulation, motivation, empathy, and social skills. These fundamental elements are divided into personal and social competencies

Conceptual framework

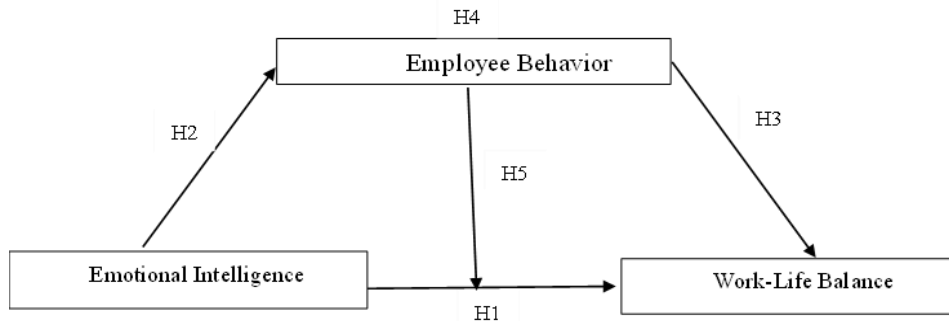
The conceptual framework shown in Figure 01 has been developed. The independent variable of the study is Emotional Intelligence. The dependent variable of the study is Work-life balance.

Also, there is another variable which acts as mediator and moderator and that is employee behavior.

Hypotheses Development

H1: There is an impact of Emotional Intelligence on Work-Life Balance H2:

organization and permanent production Employees 800 are taken as the population to conduct this study.



There is an impact of Emotional Intelligence on employee behavior H3: There is an impact of Employee Behavior on Work-Life Balance

H4: There is an impact of Emotional Intelligence on Work-Life Balance with the mediating effect of Employee Behavior

H5: There is an impact of Emotional Intelligence on Work-Life Balance with the moderating effect of Employee Behavior

Population

Population within a study can be defined as a set of people with specialized characteristics that are needed in order for a researcher to carry out a study (Marczyk et al., 2021). In the current study, the population is known to the author. The present study is about a coating company located in Colombo for the population of the study. According to the list of active employees of the organization, currently 1400 employees are working in the

Sample and Sampling Technique

In the current study, sample size is 260 according to the Krejcie and Morgan table with a confidence interval of 95%. The current study has taken 248 as the sample size of this study. The current study applied the convenience sampling method to collect data and can save researchers time and resources, allowing for a more efficient data collection process, and convenience sampling can speed up the data collection process, enabling researchers to quickly collect the information they need.

Measurement Scales

The independent variable: Emotional Intelligence was assessed using the measurement scale developed by Petrides (2009) with 30 items. All the items are anchored on a seven-point Likert scale where 1 = extremely disagree and 7 = extremely agree. No reverse-coded items are included in the scale. Sample items include: 'Understanding my emotion'. 'I can deal effectively with people'.

The dependent variable: Work-Life Balance was assessed using the measurement scale developed by (Greenhaus et al., 2000). With 14 items. All the items are anchored on a Six-point Likert scale where 1 = completely disagree and 6 = completely agree. No reverse-coded items are included in the scale. Sample items include: 'I am happy with the amount of time for non-work activities'; 'my work suffers because of my personal life'.

The moderating & mediating variable: Employee behavior was assessed using the measure scale developed by Sirajudeen M., Irshath M., Tamilenthir includes 19 items. All the items are anchored on a five-point Likert scale where 1 = Strong Agree and 5 = strongly disagree. No reverse-coded items are included in the scale. Sample items include: 'My skills and abilities are utilized effectively by the company', 'It is easy for me to reach consensus, even on difficult issues'.

Data Collection Instruments

Primary data were collected via a structured, self-administered questionnaire prepared based on mentioned standard measurement scales in sub-section 3.8. The questionnaire comprises three sections: Section I – demographic data; section II – items relating to emotional intelligence; section III – items relating to work-life balance and section IV – items relating to employee behavior. All the filled questionnaires distributed were in English language and the received responses were corded with a reference number.

Methods of Data Analysis

The SPSS package has the full capability to conduct a large volume of data which

is useful in social science research that includes powerful statistical analysis algorithms (Bryman & Cramer, 2011). The primary data collected were screened and entered SPSS for analysis. First, the reliability of the scales and the sample was ensured via the Cronbach Alpha coefficient of internal consistency. Construct validity was ensured using the KMO test and factor analysis. Descriptive statistics were generated to analyze the individual behavior of variables, and the dataset was tested for multivariate assumptions. The advanced hypotheses were tested using correlation analysis and regression analysis.

Data Analysis

Sample Composition

Demographic data of the study sample shows that 92.34% of the respondents are male and 59.3% are in the age group of 31-40 years. 97.6% of the total people are married, and 49.6% of them have two children. The majority (70.2%) have 11-15 years of experience. Notably, 7.66% of the population is male, and 1.2% is in the age bracket of 51-60 years.

Descriptive Statistics

Descriptive statistics are used to scientifically quantify and explain variations in numerous practical computations performed in daily life. The primary values of each variable were analyzed by examining the mean and standard deviation. The subsequent tables present detailed information regarding the variables. The report provides an overview of the minimum, maximum, and range for each variable, along with the skewness and kurtosis associated with the constructions. Additionally, it includes statistical measures such as the mean, median, mode, and standard deviation for every variable analyzed.

Table 1: Descriptive Statistics

	N Statistic	Range Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Variance Statistic	Skewness		Kurtosis	
								Statistic	Std. Error	Statistic	Std. Error
Full Emotion	248	3.37	2.37	5.73	5.1827	.46020	.212	-2.771	.155	10.304	.308
Full Work	248	3.07	1.93	5.00	3.5544	.73570	.541	-.470	.155	-.732	.308
Full Behavior	248	3.26	1.74	5.00	3.5753	.76375	.583	-.464	.155	-.752	.308
Valid N (listwise)	248										

Source: Analyzed data, 2024

Correlation Analysis

The Pearson correlation coefficient of +0.745 indicates a statistically significant relationship between work-life balance and emotional intelligence at the 0.01 level. Given that the researcher's findings are considered valid, it can be concluded that emotional intelligence has a notable influence on the hypothesis concerning work-life balance. That shows the positive and strong relationship between emotional intelligence and work-life balance. The

relationship between emotional intelligence and employee behavior demonstrated statistical significance at the 0.01 level, evidenced by a Pearson correlation coefficient of +0.873. Consequently, it can be inferred that the researcher supports the hypothesis regarding the influence of employee behavior on emotional intelligence. That shows the positive and strong relationship between employee behavior and emotional intelligence.

Model Summary
Table 2: Model Summary (H1)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.202 ^a	.041	.037	.69286	.041	10.513	1	246	.001

a. Predictors: (Constant), EI

Source: Analyzed data, 2024

Table 3: ANOVA (H1)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.047	1	5.047	10.513	.001 ^b
	Residual	118.092	246	.480		
	Total	123.139	247			

a. Dependent Variable: WLB

b. Predictors: (Constant), EI

Source: Analyzed data, 2024

The R Squared (Coefficient of Determination) value, as indicated in the table, is 0.041, which corresponds to 4.1%. This value is statistically significant, with a significance level of 0.000 ($P < 0.05$). This suggests that 4.1% of the variance in individuals' intentions regarding work-life balance can be explained by the independent variable. Furthermore, the F-ratio presented in the ANOVA table assesses the adequacy of the overall regression model in relation to the data. The results demonstrate that the independent variable significantly predicts the dependent variable, with $F = 10.513$ and P (Sig.) = 0.000 ($P < 0.05$). Thus, it can be concluded that the regression model provides a suitable fit for the data.

The correlation between employee behavior and work-life balance was statistically significance at the 0.01 level with a Pearson correlation coefficient of +0.951. It can be concluded that the researcher acceptable then There is an impact of Employee Behavior on Work-Life Balance hypothesis. That shows the positive and very strong relationship

between employee behavior and work-life balance.

Regression Analysis

Simple linear regression analysis was done to test the hypotheses (H1), and the results of the test are presented in the following Table.

Table 4: Coefficient (H1)

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	2.666	.328		8.119	.000	2.020	3.313
	EI	.224	.069	.202	3.242	.001	.088	.361

a. Dependent Variable: WLB

Source: Analyzed data, 2024

The coefficient table presented above shows that the significant values for the emotional intelligence variables were below 0.05. This suggests that these variables have a meaningful relationship

with the intention to maintain work-life balance.

According to the above value H1 hypothesis is accepted.

Table 5: Model Summary (H2)

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.383 ^a	.147	.144	.71643	.147	42.406	1	246	.000

a. Predictors: (Constant), EI

Source: Analyzed data, 2024

Table 6: ANOVA (H2)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.766	1	21.766	42.406	.000 ^b
	Residual	126.265	246	.513		
	Total	148.031	247			

a. Dependent Variable: EB

b. Predictors: (Constant), EI

Source: Analyzed data, 2024

The R Squared (Coefficient of Determination) value, as indicated in the preceding table, is 0.147, which corresponds to 14.7%. This value is statistically significant, with a significance level of 0.000 ($P < 0.05$). This implies that 14.7% of the variance in employee behavior perception can be accounted for by the emotional intelligence variable.

Furthermore, the F-ratio presented in the ANOVA table assesses the adequacy of the overall regression model in relation to the data. The results demonstrate that the independent variable significantly predicts the dependent variable, with an F value of 42.406 and a significance level of 0.000 ($P < 0.05$). This indicates that the regression model provides a good fit for the data.

Table 7: coefficient (H2)

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.061	.340		3.123	.002	.392	1.729
	EI	.466	.072	.383	6.512	.000	.325	.607

a. Dependent Variable: EB

Source: Analyzed data, 2024

According to the above table coefficient table, significant values of emotional intelligence variables were less than 0.05. That indicates that variables have a

significant relationship with employee behavior intention.

According to the above value H2 hypothesis is accepted.

Table 8: Model Summary (H3)

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.755 ^a	.570	.568	.46416	.570	325.561	1	246	.000

a. Predictors: (Constant), EB
Source: Analyzed data, 2024

Table 9: ANOVA (H3)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.140	1	70.140	325.561	.000 ^b
	Residual	52.999	246	.215		
	Total	123.139	247			

a. Dependent Variable: WLB

b. Predictors: (Constant), EB
Source: Analyzed data, 2024

The R Squared (Coefficient of Determination) value, as indicated in the preceding table, is 0.570, or 57.0%, with a statistically significant significance level of 0.000 ($P < 0.05$). This implies that 57.0% of the variance in the intention to maintain a work-life balance can be explained by the independent variable.

Furthermore, the F-ratio presented in the ANOVA table assesses the adequacy of

the overall regression model in relation to the data. The results demonstrate that the independent variable significantly predicts the dependent variable, with $F = 325.561$ and $P(\text{Sig}) = 0.000$ ($P < 0.05$). This indicates that the regression model provides a robust fit for the data.

Table 10: Coefficient (H3)

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	1.483	.128		11.631	.000	1.232	1.734
	EB	.688	.038	.755	18.043	.000	.613	.763

a. Dependent Variable: WLB
Source: Analyzed data, 2024

According to the above table coefficient table, significant values of employee

behavior variables were less than 0.05. That indicates that variables have a

significant relationship with work-life balance intention.

Mediator Analysis

According to the above value H3 hypothesis is accepted.

Table 11: Mediator Analysis (H4)

Relationship	Effect	Coefficients	t	p	Confidence Interval	
					Lower Bound	Upper Bound
EI→ EB → WLB	Total Effect	0.0582	0.5712	0.5684	-0.1424	0.2588
	Direct Effect	0.0123	03890	0.6976	-0.0500	-0.0745
	Indirect Effect	0.0459			0.0931	-0.1355

The total effect of EI on WLB through Employee Behavior is 0.0582. The p-value associated with this total effect is 0.5684, indicating that it is not statistically significant at the conventional significance level of 0.05. The confidence interval for the total effect ranges from -0.1424 to 0.2588, and it includes zero. This suggests that there is no evidence of a significant total effect of EI on WLB through EB. The direct effect of EI on

WLB, not mediated by EB, is 0.0123. The p-value for this direct effect is 0.6976, indicating that it is not statistically significant. The confidence interval for the direct effect ranges from -0.0500 to -0.0745, and it includes zero. Consequently, there is a lack of substantial evidence indicating a direct impact of emotional intelligence on work-life balance.

Moderating Analysis

Table 12: Moderating Analysis (H5)

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.821 ^a	.675	.671	.40511	.675	168.777	3	244	.000

a. Predictors: (Constant), INT, EI, EB
Source: Analyzed data, 2024

Table 13: ANOVA (H5)

ANOVA ^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.095	3	27.698	168.777	.000 ^b
	Residual	40.044	244	.164		
	Total	123.139	247			

a. Dependent Variable: WLB

b. Predictors: (Constant), INT, EI, EB

Source: Analyzed data, 2024

Consider R Squared (Coefficient of Determination) value, according to above table, R Squared is 0.675 or 67.5% with statistically significant of sig value 0.000 ($P < 0.05$). That means 67.5% of variants in perception work-life balance were predicted from the EI, EB variable.

The F-ratio in the ANOVA table tested whether the overall regression model was a good fit for the data. The table shows that the independent statistically significantly predicts the dependent variable.

$F = 168.777$, $P(\text{Sig}) = 0.000$ ($P < 0.05$). That was the regression model is a good fit of the data.

Table 14: Coefficient (H5)

Model		Coefficients ^a					
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B
		B	Std. Error	Beta			Lower Bound Upper Bound
1	(Constant)	11.451	1.140		10.041	.000	9.205 13.697
	EI	-1.968	.223	-1.775	-8.844	.000	-2.407 -1.530
	EB	-2.414	.371	-2.647	-6.510	.000	-3.145 -1.684
	INT	.606	.071	4.376	8.502	.000	.465 .746

a. Dependent Variable: WLB

Source: Analyzed data, 2024

The R Squared (Coefficient of Determination) value, as indicated in the table above, is 0.675, which corresponds to 67.5%. This value is statistically significant, with a significance level of 0.000

($P < 0.05$). Consequently, it can be inferred that 67.5% of the variations in perceptions of work-life balance can be accounted for by the Emotional Intelligence (EI) and Employee Behavior (EB) variables.

Findings and Discussion

According to the analyzed data, in this study could find the relationship among variables. The first hypothesis of the study is, there is an impact emotional intelligence on work-life balance. It confirmed that there is a significant positive impact of emotional intelligence on work-life balance ($r = 0.202$ and Sig.2-tailed 0.000). The second hypothesis of the study is, there is an impact Emotional Intelligence on Employee Behavior. It confirmed that there is a significant positive impact of Emotional Intelligence on Employee Behavior. ($r = 0.383$ and Sig.2-tailed 0.000). The third hypothesis of the study is, there is an impact on Employee Behavior on work-life balance. It confirmed that there is a significant positive impact of employee behavior on work-life balance ($r = 0.755$ and Sig.2-tailed 0.000). A mediation analysis is conducted to examine the mediating effect of Employee behavior on Emotional Intelligence and Work-life balance. The total effect of EI on WLB through Employee Behavior is 0.0582. The p-value associated with this total effect is 0.5684, indicating that it is not statistically significant at the conventional significance level of 0.05. The confidence interval for the total effect ranges from -0.1424 to 0.2588, and it includes zero. This suggests that there is no evidence of a significant total effect of EI on WLB through EB. A moderating analysis is conducted to examine the moderate effect of Employee behavior on Emotional Intelligence and Work-life balance. It confirmed that there is a significant positive impact of employee behavior ($r = 0.821$ and Sig.2-tailed 0.000).

Implications

The present study has important implications for organizations when designing their human resource policies and practices. For instance, efforts should

be directed towards picking up candidates with higher emotional intelligence during hiring, promotions, key transfers, foreign assignments, etc. This becomes more important in case of “jobs that demand high degree of social interactions” (Robbins & Judge, 2017). Leaders with high emotional intelligence are able to better understand and manage their own and their team's emotions, which leads to improved communication, conflict resolution, and overall teamwork. Furthermore, emotional intelligence is a precursor to achieving work-life balance and emotions experienced in the family domain may spill over into the work domain, subsequently influencing one's job satisfaction, engagement, and so on. Thus, contributing to a 'win-win' situation. When it comes to work-life balance, companies that prioritize and support work-life balance initiatives have higher employee satisfaction, lower turnover rates, and higher productivity. For the growth and success of individuals and the organization, employees' work and families striving to maintain a high level of work-related well-being through maintaining a proper work-life balance should ensure emotional intelligence. Therefore, the present study mainly provides insight into the institutional sector. By promoting emotional intelligence and supporting work-life balance, companies can cultivate a more positive and productive work culture, leading to improved employee well-being and organizational success.

Direction for Future Research

This study will be an effective one for all decision makers if it is considered as a whole rather than just focusing on one group of employees in one department in one particular industry. Future research could include larger sample sizes, employees from different occupations and cultures, or different levels of employees within a single organization, such as executives, managerial, technical, and

front-line personnel. Studying can also be pursued in a wide array of industries, spanning sectors like construction, healthcare, finance, and others. Further, the researcher tested only the impact Emotional Intelligence on Work-Life Balance and Employee Behavior. Furthermore, there could be more variables, factors, and constructs which could impact on Work-life balance. It is suggested for future researchers continue the present work into a prospective research area with repetition for future. Finally, the present study suggests further studies related to the current field of study to fill the empirical gap in the Sri Lankan context.

Limitations of the Study

The current study is based on the factory workers currently working in the production department of ABC Company. Further, the sample does not cover the whole department in the company. Further, this research only considered one company in the manufacturing industry. Therefore, the result may not reflect to the other manufacturing companies in Sri Lanka. This research only used the questionnaire method for data collection. It is not sufficient to gather more accurate information, and it is a time-consuming method. As, Findings from a convenience sample may not be generalizable to the broader population. Since the sample is not randomly selected, the results may only apply to the specific group studied. Researchers may miss important segments of the population because they are focusing on those who are easiest to reach or most willing to participate.

Conclusion

Managing both professional and personal life effectively and efficiently has become a major challenge for manufacturing workers. Employees with high levels of emotional intelligence experience a better

work-life balance. They demonstrate expertise in managing and understanding not only their own emotions but also the emotions of others. At the same time, employees with low emotional intelligence levels find it difficult to manage their work and life. Where organizational policies can help employees achieve their work-life balance by conducting training programs. By recommending organizational policies for regular EI training workshops, Training programs incorporating experiential learning methods such as role-playing and simulations can be implemented to develop EI skills, and mindfulness and stress management techniques can be regularly implemented to improve self-awareness and emotional regulation. Finding a work-life balance can increase happiness at work, motivation, and the ability to spend time with friends and family. It also helps to increase organizational commitment, improve productivity, efficiency, retain the best talent and motivate employees to give their best. To that end, organizational efforts should be made to establish peer support groups where employees can share experiences and strategies for managing work-life balance and improving EI. This research demonstrates that the combination of emotional intelligence and work-life balance contributes significantly to organizational success and fosters competitive advantages within manufacturing companies.

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