

Relationship between Emotional Intelligence, Work Life Balance and Organizational Justice (A Study of Guaranty Trust Bank)

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Abstract—Banking industries are important and one of the most valued organizations of public services. Emotional intelligence is one facet that has been acclaimed as mediating functioning in a number of life dimensions and has received attention due to the possibility that emotions may moderate intelligence behavior by influencing an individual's reaction at work, home, etc. Therefore, this study investigated the relationship between emotional intelligence, work-life balance, and organizational justice in Guaranty Trust Bank in Lagos. The population for the study comprised of a staff of ten selected Guaranty Trust Bank branches located in Lagos State. The purposive sampling technique was used in selecting a total of one hundred and fifty (150) participants aged 25-55 (years) for the study. The Emotional Social Competency Inventory (ESCI), Work-Related Quality of Life Scale (WRQoL) via pen and paper, Chester & Todd Organisational Questionnaires (CTOQ) were used for data collection while descriptive statistics, regression and Pearson's correlation coefficient and multivariate analysis of variance were used for data analysis and presentation. Findings of the descriptive intercorrelations showed significant relationship between the emotional intelligence and the variables of organisational justice ($r=0.27$; $p<0.001$), and work-life balance at ($r= 0.14$; $p < 0.05$) while regression results of organisational justice (WRQoL) was not significant ($B = 0.564$, $>.05$). It was, therefore, recommended relevant department should be trained on emotional intelligence, communication skills to promote adequate and smooth communication, good relationship, and provide free and fair justice with employees.

Keywords—Emotional intelligence, work-life balance, organisational justice, employee, injustice, job performance

I. INTRODUCTION

Emotional Intelligence has been suggested as a crucial factor for enhancing occupational health and overall well-being [13]. The most accepted definition is that presented by [20], who defined Emotional Intelligence (EI) as "the ability to perceive accurately, appraise, and express emotions; the ability to access and/or generate feelings when they facilitate thought; the ability to understand emotions and emotional knowledge; and the ability to regulate emotions to promote emotional and intellectual growth.

The first use of the word "emotional intelligence" was by W. Payne in 1968 in an unpublished doctoral dissertation in opposition that emotional awareness was an important

component in children's development [13]. Emotional intelligence current usage was by psychologists Mayer and Salovey who introduced the theory of EI with a formulation of its concept and demonstration of its measurement in their 1990 journal [15]. Transformation begins when Daniel Goleman stumbled on Mayer & Salovey's articles developed to encompass a wide range of scientific findings including neuroscience [8]. However, the roots of EI can be traced by Thorndike's use of the concept of social intelligence in 1920, which concerned the ability to understand and manage people and to act wisely in human relations [18].

Emotional intelligence contribute greatly in the private life of a person, also in the work system with empirical evidence showing its impact with reference to service orientation, entrepreneurship and work/sales performance [16], [7], as well as team effectiveness, team decision-making processes, and team performance [9]. EI and its proponents are important associations with health, happiness, and well-being at work and home as working with intelligence which revolves around the act of making accurate work-related decisions, good problem-solving skills, is of immense value to the workforce and organization.

Organizations are social systems and target centres with stability depending on the existence of strong bonds between their constituent but in the case of favouritism in the organization can have devastating effects on the spirit of collective work because they affect the effort and motivation of staff [21]. Injustice and the distribution of unfair gains and output of organizations undermine the morale of employees and reduce their spirit of effort and activity. Thus, organizational justice is the extent to which staff or workers feel that rules, procedures and organizational policies related to their work are fair. There are four (4) types or dimensions of organizational justice: distributive, procedural, interactional and informational.

Previous researches have shown that employees, who suffer from fatigue at their jobs, also show decreased productivity and efficiency and thus show less participation and this directly affect the organization, home, and life [15]. The three components of work-life balance were then identified as time balance, involvement balance and satisfaction balance [6].

Reference [19] reported that the negative impact from work to home is based on negative assumptions about work and its meaning to the employee and that such perception leads to work-life balance interventions like either a reduction in working hours or more flexible working hours. It was also believed that the stifling of emotions can cause employee burnout and stress, which can provide unwelcome distraction and deplete energy outside the place of work [9].

Emotional intelligence is an essential and peculiar personal factor in the success and productivity of organizations [12]. Adequately regulating emotions helps employees 'positive affect' that stimulates favorable work and life behavior [3]. Thus, high EI individuals or employees are likely to stabilize work and life in the face of injustice, chaos or burnout. This research, therefore, examined the connection between emotional intelligence, justice in the organization and work-life balance of employees.

II. METHODOLOGY

The population for this study comprised the staff of Guaranty Trust Bank (GTB) in Lagos State. The purposive sampling was used to select one hundred and fifty (150) participants from ten (10) selected GTB branches in Lagos State. The selection was drawn from different departments in the bank and it included all categories of workers (Senior and junior staff).

The descriptive statistics such as frequency count, simple percentages, mean, and standard deviation were generated in presenting the results. To determine the relationship of the variables the regression and Pearson's correlation coefficient were used in the study

The instrument researchers personally administered were the Emotional and social competency inventory ($r=.87$), Work-Related Quality of life Scale (WRQoL $r=.78$) Chester and Todd Organizational Justice Questionnaire ($r=0.94$ $v=0.72$) to participants who voluntarily participated in the study.

III. RESULT

Table 1: Respondents

Gender	No of Respondents	Percentages (%)
Female	92	61
Male	58	39
Total	150	100

The table 1 shows that 92, (61%) of the participants were females while 58 (39%) were males

Table 2 Age Distribution of Participants

Age Range (years)	No of Respondents	Percentages (%)
25 – 29	45	30
30 – 39	77	51
40 and above	28	19
Total	150	100

Table 2 shows that the majority of the respondents 77 (51%) were within the age range of 30-39 years; of the participants, 45 (30%) were between 25-29 years; 28 (19%) were 40 years of age and above.

Table 3 Academic Qualification/ Year of Experience

Level of Study	No of Respondents	Percentages (%)
OND	6	4.0
HND	32	21.3
BSc	85	56.7
MSc	27	18.0
Total	150	100
Year of Experience		
0-5	90	60
6-10	45	30
11 and above	15	10
Total	150	100

Table 3 above shows that 6(4.0%) of the respondents were OND holders, 32 (21.3%) were with HND, while the majority were with BSc 85 (56.6%) and 27(18.0%) were those with MSc degree. Of the 150 respondents' the table shows that the majority 90 (60%) have been working within 0-5years, 45 (30%) have been working for 6-10years, only 15 (10%) have been working 11years and above

Table 4 Descriptive Statistics, Intercorrelations and Reliabilities (parentheses)of Variables

Variable	Mean	SD	1	2	3	4
Emotional intelligence	3.98	0.48	(0.89)			
Organisational justice	3.45	0.75	0.27**	(0.88)		
Work life balance	2.16	1.02	0.14**	0.47**	(0.9)	

n=150 * $p<0.05$, ** $p<0.01$, *** $p<0.001$

In line with the above table 4 the statistical analyses show that EI is positively related to organisational justice ($r=0.27$; $p<0.001$), and positively significantly related work life balance at ($r= 0.14$; $p < 0.05$), the relationship of emotional intelligence on both variables was supported.

The work related quality of life scale used in this study contained subscales each of which appeared to be plausible candidates for dependent variables measure the independent variable of EI (calculated as a total score). Furthermore, using multivariate analysis of variance(MANOVA) to analyze EI was significantly associated with variation in each of the subscales and the overall measure of work-life balance, at $p < 0.05$ in each case. This implies that EI was a significant predictor of variation in general wellbeing, $F(75) = 1.928$, $p =$

0.001, EI was a significant predictor of variation in work-life balance, $F(75) = 1.623$, $p = 0.009$ and EI was a significant predictor of working conditions and justice, $F(75) = 1.928$, $p = 0.004$.

Table 5 Regression analysis result of emotional strength and sustainability of organisational justice and work life balance

Variables	B	T	Sig
EI (ESCI)	0.801	12.725	.000
OJ (CTOJQ)	0.564	6.516	.081
WL(WRQol)	0.802	12.127	.000

Significant at the .05 level

Table 5 results clearly indicate that emotional intelligence has significant sustainability strength on workers performance ($B = 0.801$, $p < 0.5$). The beta value represents that 80% change has occurred due to emotional intelligence. That mean emotional intelligence is a very strong on workers ability to cope and manage work with other activities. The result of work - life balance clearly indicate in the regression analysis that emotional intelligence has strong sustainability on work-life balance ($B=0.802$, 12.127 ; $P<0.5$). The results of organisational justice (WRQol) are not significant ($B = 0.564$, $>.05$) and the beta is also not very strong. That mean 56% of impact is due to organisational decision and justice.

3.1 Discussion of findings

The result of the current study as revealed on table 4 showed that EI is positively related to organisational justice ($r=0.27$; $p<0.001$), and significantly related work- life balance at ($r=0.14$; $p < 0.05$). The most fascinating part of the multivariate analysis of variance is that emotional intelligence is associated with overall measures of work life balance at $p < 0.05$. EI was a significant predictor of variation in general wellbeing, $F(75) = 1.928$, $p = 0.001$. This finding suggests that EI and general well-being are positively correlated, although it is not clear whether this positive correlation reflects a causal effect of general wellbeing on EI or vice-versa. EI was a significant predictor of variation in work-life balance, $F(75) = 1.623$, $p = 0.009$. Another interpretation of this finding is that people that have EI are able to better manage and appreciate aspects of work-life balance; an alternate explanation would be that employees with higher EI are more treasured and appreciated to organizations; and therefore would receive preferential treatment in terms of organizational assistance. Furthermore, EI was a significant predictor of working conditions and justice at $F(75) = 1.928$, $p = 0.004$. This finding observed that emotionally intelligent people can improve their working conditions because of their interpersonal skills especially when properly treated in the organisation. The above finding agrees with findings of that people with good EI are likely to negotiate better at work, manage emotions related to work and life and form better and healthy relationship in general [1], [11].

The result on table 5 further revealed that emotional intelligence has significant sustainability strength on workers performance ($B = 0.801$, $p < 0.5$). The result of work life balance (WRQol) scale clearly indicate in the regression analysis that emotional intelligence has strong sustainability on work-life balance ($B=0.802$, 12.127 ; $P<0.5$). ‘‘Reference [17], showed that’’ emotional intelligence is recognized as tool for high level job performance and satisfaction. That means emotional intelligence is a very strong string on workers ability to cope and manage work with other activities.

The organisational justice result (CTOJQ) was not significant ($B = 0.564$, $>.05$) and the beta is also not very strong. That means 56% of impact was due to organisational decision and justice. This is similar to the study conducted by [4], that positive influence of organizational justice on employee’s attitudes and behaviour, an injustice within an organization breaks and disrupts bonds within the organization; hence, unfair practices within the organization are hurtful to employees and harmful to the organization itself.

IV.CONCLUSION & RECOMENDATION

The study concludes that emotional intelligence is significant between balance work life interfaces, organisational justice. However, organisational justice result $B = 0.564$, $>.05$ on EI is not very strong. Therefore, it is pertinent that executives and employers who do not pay attention to the organisation’s fair justice and workers emotion will probably face employee’s exhaustion and their unwillingness and inability to balance work and life. As such it was recommended that bank managements, organisations and agencies should be proactive and not ignore employee’s emotional aspect that enhances organisational efficiency, productivity and output.

V. ETHICAL CONSIDERATION

The researchers understand the importance of researching ethically; therefore, participants of was informed the nature of the study and only those who gave their consent participated.

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