

# The Impact of Emotional Intelligence on Work Life Balance among Pharmacy Professionals in Malaysia

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## Abstract

Analysts, executives, researchers or any member of skilled professional would be influenced with the concept of work-life balance at any one point of their time. In the advanced age of globalization and employment with the advent of new technologies, professionals are baffled to sustain a balance between their career and personal life. Accordingly, this study fills that gap in knowledge and thus demonstrating how Emotional Intelligence (EI) competency of pharmacy professionals impact on their ability to strike a Work-Life Balance (WLB). According to the Global Competitiveness Report, Malaysia's stage of development is compared to East Asia and Pacific countries in terms of all 12 pillars, the researcher used the 7th Pillar which is the Labour Market Efficiency for this study. The focus of this research will be on pharmacy professionals working in various sectors in Malaysia. This conceptual article uses the Daniel Goleman Emotional Intelligence model on work life balance with innovativeness as a moderating variable. The outcome of the research would provide a benchmark for the policymakers as well as for the labor market efficiency. The significance of the present research also interprets the study both in theoretical and practical terms.

**Keywords:** Work life balance; emotional intelligence; pharmacy professionals; Malaysia.

## 1. Introduction

This research paper is about how the Emotional Intelligence (EI) competency of pharmacy professionals impact on their ability to strike a Work-Life Balance (WLB). This research paper is about how the competence of EI among pharmacy professionals impact on their ability to strike a WLB. The key and a highly referred reason behind women quitting academic careers is due to impaired harmony between work and family. Felstead et al (2002) Characterizes WLB as a union of organization between the time and spaces of culture, where the working and non-working communities play their role and generate income chiefly by the labor markets. (Delecta, 2011) Encouraging WLB is observed an approach to invite and hold the labor force essential to aid economic well-being. The employed basically has a dual role to act viz. the professional and the personal. Kossek et al. (2014) added the WLB is dependent on the individual's point of view as everyone is distinctive in their nature and perception. Hence it may differ from person to person due to their priorities, goals, and values. Recent research suggests that the degree of job satisfaction is high but the degree of WLB is only moderate among Malaysian healthcare professionals. (Omar 2016) (Abd-Elaziz et al., 2015; Abou-Shouk and Khalifa, 2017; Al-Shamsi et al., 2018; Khalifa and Abou-Shouk, 2014; Khalifa and Fawzy, 2017; Khalifa and Hewedi, 2016; Khalifa and Mewad, 2017).

Gross National Happiness is a philosophy that guides the government for hiking the level satisfaction of the citizens and employee as well (Abou-Shouk & Khalifa, 2017; Al-Shamsi, Ameen, Isaac, Al-Shibami, & Sayed Khalifa, 2018; Mohamud, Khalifa, Abuelhassan, & Kaliyamoorthy, 2017; Nusari, Al Falasi, Alrajawy, Khalifa, & Isaac, 2018). According to the Global Competitiveness Report (2017), Malaysia's stage of development is compared above to East Asia and Pacific countries in terms of development in all 12 pillars. The researcher used the 7<sup>th</sup> Pillar, which is the Labor Market Efficiency as the background for this research. Malaysia ranks twenty-sixth among the 138 countries in terms of Labor Market Efficiency according to Global Competitiveness report, 2017.

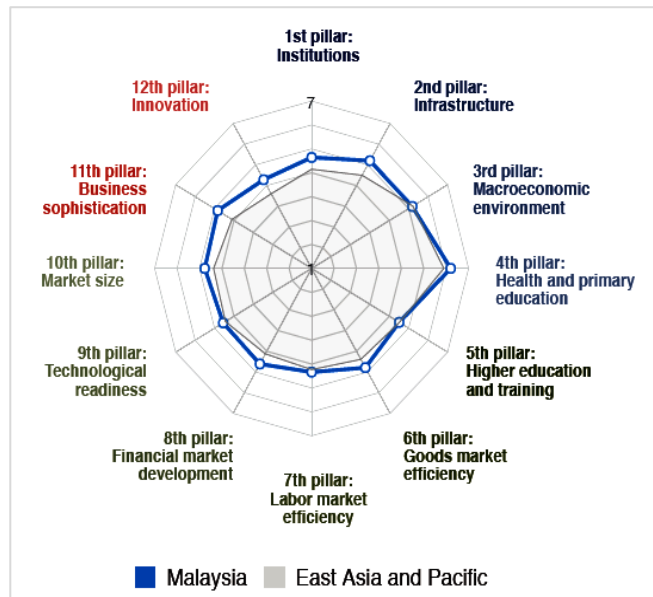


Figure 1: Stage of development in Malaysia  
Source: Global Competitiveness Report (2017)

## 2. Literature Review

### 2.1 Work Life Balance (WLB)

As reported by Vodanoff P (2005) WLB is referred as a global estimate of work and family assets to support the demands of both work and family and thus the individual takes part in both the domains adequately. Greenhaus and Allen (2006) specified WLB is about the degree of match between the individual's capability and contentment in the job of work and family realm to that of life's preferences. The origins of research on WLB could be actually tracked back to studies on women having many functions. WLB was called early as work-family conflict. WLB is a vital agent in today's employment relationships especially in twenty-four-hour operating companies such as health care employees who have to work at night and in rotating shifts. Kossek et al. (2014) added that work-life balance is a perception-centered approach since each person is unique thus the feeling of how well an employee's work and out of work roles are balanced shall depend on upon his or her life values, priorities, and goals.

Zedeck and Mosier (1990) and then O' Driscoll (1996) had derived out five models to describe the various connections of work and life of a person. The five models are the segmentation model, spillover model, compensation model, instrumental model and conflict model. The segmentation model states that the life and work of an individual is totally segmented and they have no associations thus function quiet distinctively. The spillover model contemplates that the work and life realms are somehow connected and they may affect each other resulting in benefit or in adversity. The compensation model enumerates that the work and the out of work state as two distinct spheres of life. It further hypothesizes that setbacks of one sphere of life will be compensated in the other sphere of life. Thus this model depicts an automatic balance that will exist between work and life. The Instrumental model illustrates that the exercise of one sphere of life will result in the success of another sphere of life (Poulose and Susdarsan, 2014). The conflict model highlights that individuals end up with psychological conflicts because of high demand in all spheres of Life.

WLB is involved with multiple tasks in work as well as family. Greenhaus, Collins, and Shaw (2003) refer WLB as an activity carried out by an individual so that he or she gets, in turn, an equal amount of satisfaction and uniform self-engagement with both the work and life of the individual. Thus, in a nutshell, one should attain a balance between work and out of work activities.

Individual elements of WLB are grouped and established on organizational factors, societal factors, and employee's personal life. Individual's factors influencing WLB is described by means of individuality, mental and physical health and EI. Organizational factors influencing WLB in persons are clarified in respect of flexible duties, policy and programme regarding WLB, work assistance, work strain, technology and role-oriented factors (Aldholay, Isaac, Abdullah, & Ramayah, 2018; A. Aldholay, Isaac, Abdullah, Abdulsalam, & Al-Shibami, 2018). Societal factors Influencing WLB are described in regard to family and social support primarily. This includes responsibility of taking care of a child in the family as well as other societal factors involving knowledge level, employee grade, earnings, nature of the job, age, gender, marital and parental status, and family nature. (Poulose & Susdarsan, 2014).

## 2.2 Emotional Intelligence (EI)

According to Schutte et al. (1998), EI is specified as the capability to adaptively acknowledge emotion, manifest emotion, govern emotion and tackle emotions. EI plays a significant role in the success of any venture of a person. Studies prove that the contribution of EI is about eighty percent whereas the intelligent quotient is only about twenty percent. Scientists have validated that an employee with more EI can easily adapt to new environment and will be fruitful to their organization (Ameen, Almari, & Isaac, 2019). It is well known that the strategic leaders of the organization will arise with this key character of EI. EI is also identified as one of the skills essential in 2020 to succeed.

## 2.3 EI and WLB

The findings of the study conducted on medical professionals pointed out that EI is indisputably aligned with work life and can be designated as a predicting element of quality of work life, and the achievement of the employee (Affandi & Raza, 2013). Studies conducted among IT employees on the Impact of EI on WLB dimensions was found to be faintly related however significant while the implications of emotions to facilitate performance influenced much. (Rangreji, 2010). In the work life realm, the incorporation of WLB programs was effectively influenced by emotional intelligence. Moreover, the literature of various sources suggests that EI differs between genders. (Harrod & Scheer, 2005). Another research conducted among academicians shows that EI and WLB are weakly correlated but EI doesn't create much impact on WLB (Studies & Delhi, 2017). The proposed hypothesis based on EI and WLB in this research is as below

*H1: Self Awareness has a Positive Effect (PE) on the WLB of pharmacy professionals in Malaysia*

*H2: Self-Regulation has a PE on WLB of pharmacy professionals in Malaysia*

*H3: Motivation has a PE on WLB of pharmacy professionals in Malaysia*

*H4: Empathy has a PE on WLB of pharmacy professionals in Malaysia*

*H5: Social Skills has a PE on WLB of pharmacy professionals in Malaysia*

## 2.4 Innovativeness

Innovativeness is specified as the extent in which an individual is quite rapidly adopting an innovation compared to other members of his or her organization (Rogers & Shoemaker, 1971), where "quite rapidly" denotes to actual or real-time than the perceived time of adoption. This fundamental base would allow an investigator for an authentic investigation of the impact of innovativeness on EI and work life balance (Ali, 2018).

*H6: Innovativeness strengthens the PE of self Awareness on WLB among pharmacy professionals in Malaysia*

*H7: Innovativeness strengthens the PE of self regulation on WLB among pharmacy professionals in Malaysia.*

*H8: Innovativeness strengthens the PE of motivation on WLB among pharmacy professionals in Malaysia.*

*H9: Innovativeness strengthens the PE of empathy on WLB among pharmacy professionals in Malaysia*

*H10: Innovativeness strengthens the PE of social skills on WLB among pharmacy professionals in Malaysia*

## 3. Research Method

### 3.1 Overview of the Proposed Research Model

In the present study, the hypothesized variables and their associations in the model have been obtained from the applicable literature of the models and the rationales. The study is designed based on the literature mentioned above. The proposed research model can be seen in Figure 1 below.

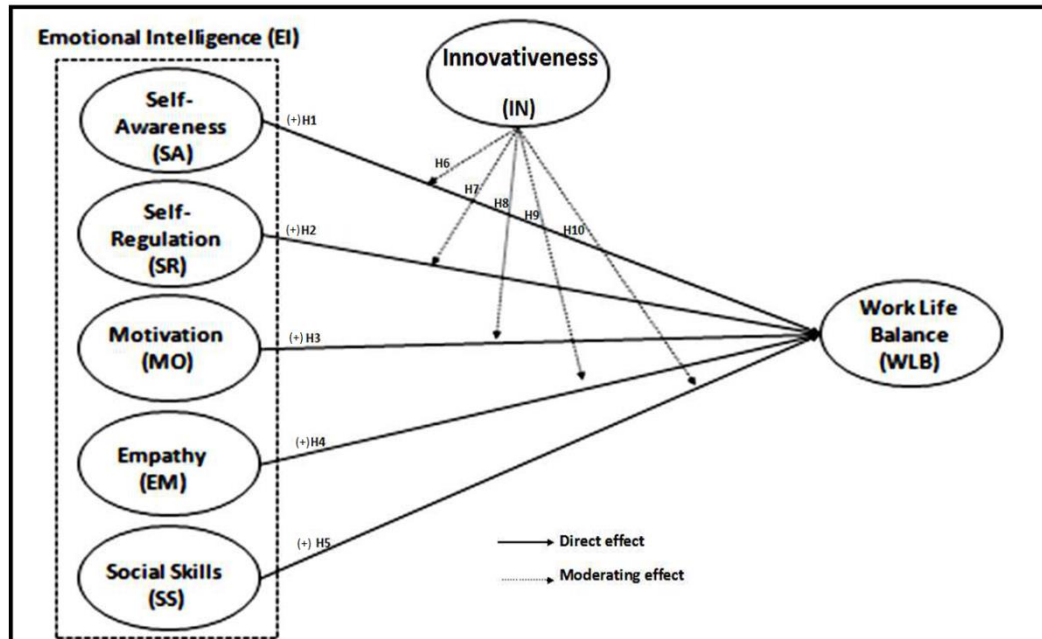


Figure 2: The Proposed Research Model

Based on the above-proposed model, WLB is the dependent variable. The Independent Variable that is the EI component consists of Self Awareness, Self-Regulation, Motivation, Empathy and Social Skills. These variables are derived from Daniel Goleman Model of EI which has two major components as personal and social. Personal proficiency comprises self-awareness, self-regulation, motivation, and social capability comprises empathy and social skills. (Gupta s 2016). In this current research model, Innovativeness is used as a moderating variable which heightens the PE of EI on WLB. The proposed conceptual framework model examines the relationship between EI as Independent Variable and Innovativeness as a moderating variable to WLB among Pharmacy Professionals in Malaysia. The proposed model has ten hypotheses to test.

A 5- Likert scale is going to measure the main construct of this study as recommended in the previous studies (Isaac, Abdullah, Ramayah, & Mutahar, 2017; Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2017; Isaac, Abdullah, Ramayah, & Mutahar Ahmed, 2017). Analyzing Data will be through the second-generation multivariate data analysis technique which is SEM which leads to more accurate estimates (Osama Isaac, Abdullah, Ramayah, Mutahar, & Alrajawy, 2018; Osama Isaac, Abdullah, Ramayah, & Mutahar, 2018). The main reasons for choosing SEM as a statistical method for this study is that SEM offers a simultaneous analysis (Isaac, Abdullah, Ramayah, & Mutahar, 2017a; Isaac, Abdullah, Ramayah, & Mutahar, 2017b; Isaac, Masoud, Samad, & Abdullah, 2016).

#### 4. Implications

Since Labour Market Efficiency is the seventh pillar of the performance factor of Malaysia among the 12 pillars used to evaluate, it is anticipated that the data resulting from this study shall serve as a guideline for policymakers to develop efficient and effective plans to improve the Labour Market Efficiency. This research will propose an extension to the Daniel Goleman's EI model by examining the role of innovativeness as a moderating variable on work life balance.

According to the Global Competitiveness Report (2017), some of the most problematic factors for doing business in Malaysia is identified as poor work ethics in the national labor force, Restrictive labor regulations and insufficient capacity to innovate. This indicates that Malaysia needs a solution that can enhance Labour market Efficiency. Thus, the moderating role of Innovativeness in the relationship between EI will enhance the WLB of professionals.

#### 5. Limitations and Suggestions for Future Work

This research population is limited to pharmacy professionals working in various sectors in Malaysia. The primary data will be collected through a self-administered structured questionnaire and therefore no qualitative perspective will be taken into account. Given the fact that innovativeness will moderate the role of WLB which will help for advancements in future research. Professionals should focus on developing, formulating and implementing, better WLB policies.

## 6. Conclusion

This research will propose an extension to the Daniel Goleman's EI model by examining the role of innovativeness as a moderating variable on work life balance. The findings of this study shall contribute to enhancing the WLB of pharmacy professionals in Malaysia and also gives a recommendation for future researchers, executives, professionals and others doing research in this key area.

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