Managing Knowledge Worker Behavior via Emotional Intelligence and Quality of Work Life

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ABSTRACT
Managing work life balance is challenges to the knowledge workers. Knowledge workers are required to have competencies and abilities in managing imbalance of their work and life. When knowledge workers failed to manage their work and life, it will affect their emotions, attitudes, and behavior. Emotion is what knowledge workers feels such as sad, happy, anxiety, great as to express their emotions towards any situations. Spillover Theory mentioned that when people satisfy with their work, it can reflect over into other life. When knowledge workers feel happy at work place, they will react positively towards their life and family. However, when knowledge workers fail to manage their work and life, knowledge workers feel tired, stress, anger and that reflects their attitude at workplace and with their family. Therefore, it is important for the knowledge workers to understand the emotional intelligence (EI) as one of the strategies in managing their work and life. It is not something new but some knowledge workers are unaware of this competency that will facilitate themselves at work place and home. This study supports the ambition of the current Malaysian government and it has been observed that Societal Well-Being, better quality of life is an important agenda emphasized in the Government Transformation Programme (GTP) and one of the goals of the Knowledge-Based Economy, which is Society Well-Being. The discussion on the literature will significantly contribute to the organization, knowledge workers, body of knowledge and the society at large. It can be used and will advocate the effect of EI on Work Life Balance (WLB) and the ability of employers and knowledge workers to probably manage emotions and does satisfaction can be enhanced.

Keywords: Knowledge Worker, Emotional Intelligence, Work Life Balance.

1 INTRODUCTION
A different knowledge workers role as employee and life such as father, mother, children and others reflect the knowledge workers attitude and behavior. The behavior at workplace will affect knowledge workers behavior within the relationship and their routine life includes family and home. This also influences by the emotions. If people feel stress and have over workload, they will be unable to manage their work well and have less quality time for themselves and their family. Apparently, the work life balance (WLB) in this particular understanding focuses on the knowledge workers attitude and behavior among bachelor or married couples who spend less time in the social life being. The imbalance of work and life reflects the emotions either happy, sad, stress, anxiety or other feelings that can be classified as positive or negative emotions.

Emotion defines as a complex state of human mind, involving bodily changes such as breathing, pounding heart, flushed face, sweating palms, pulse rate, gland secretions, and etc. (Ramanithilagam & Ramanigopal, 2012). To understand the emotions, knowledge workers needs to clearly know his or her own emotions and be empathic to others’ emotions. This particular understanding represents emotional intelligence (EI) as the competency and ability of the knowledge workers who should manage their own and others’ emotions. Research in emotional competency or EI has consistently identified issues associated with managing stress or conflicts at workplace. EI is an intelligence skills needed to manage issues at workplace.

According to Palmer, Donaldson, and Stough (2001), EI influences knowledge workers satisfaction and change interpersonal behaviour and relationship. Other researchers believe EI can improve listening, communication, leadership and motivation at work place. In addition, EI can facilitate the knowledge workers and organization in managing stress (Bar On, 1997). Furthermore, the scholars mentioned that practices of effective work-family balance develop personal resilience and job satisfaction (Gardner & Stough, 2003).

To sum up the discussions above, this study observed that EI is very important to knowledge workers and organization in facilitating and helping them to manage their own and others’ emotions. The importance of EI in the workplace has been
thoroughly discussed by many scholars and there are many principles and theories between EI and WLB exists. However, there had been little constructive literatures discussing on EI in determining WLB. Therefore, this study conducts a literature review analysis across disciplines deliberately to identify the influences of EI in WLB principles. A lot of previous literatures discussed only on the importance of EI towards knowledge workers. To carry out this objective, this study conducted multiple literature searches to understand how EI influence the work life balance.

II LITERATURE REVIEW

A. Work Life Balance
Fundamentally, work life balance (WLB) refers to the people who satisfy their work challenges, career development and knowledge workers well-being whilst feels happy with their life, have family leisure and community life. In other words, WLB is defined as knowledge workers having less stress and conflict at workplace as well as enjoying their life. However, according to Ramanithilagam and Ramanigopal (2012), WLB does not mean an equal balance, but this concept is trying to plan an equal number of hours for work and personal activities. The nature of WLB in the organization can be considered when knowledge workers are able to manage their work and personal life. Study on WLB proved that if the knowledge workers have a balance in work, it will give a significant impact on the knowledge workers and their families (Kossek & Ozeki, 1998). However, Lockwood (2003) claimed that WLB is a subject that many knowledge workers have difficulties dealing with. It is a challenge for the organization to manage WLB for the knowledge workers’ benefits. The challenges at workplace such as competing job and family commitments have negatively affect knowledge workers performance (Patrick & Erickson, 1993; Rothbard, 2001).

The importance of understanding the concepts of WLB is actually it might help in preventing undesirable outcomes such as job burnout, family and work stress, physical symptoms, depression, alcohol abuse, problematic parent and child relationships, and negative child outcomes (Allen, Tammy, David, Herst, Carly et al., 2000; Frone, 2003; Hill, 2005). Due to these consequences, this will reflect to the knowledge workers and the organization. Positively, managing WLB will increase knowledge workers productivity, job satisfaction, organizational commitment, and low turnover rates (Sirgy, Joseph, Efraty, Siegel, & Lee, 2001; Lee, Sirgy, Efraty, & Siegel, 2002). In addition, WLB assists to enhancement in job and career, life satisfaction, organizational commitment, and psychological well-being, as well as lower job stress, depression, and problem drinking (Balmforth & Gardner, 2006). This was proved by Efraty, Sirgy and Claiborne (1991), highlight that well managing work life balance will influence on employee behavioral responses, such as organizational identification, job satisfaction, job involvement, job effort, job performance, intention to quit, organizational turnover, and personal alienation. The organizations believed the importance of maintain and sustain quality of life among knowledge workers as it will give more benefits to the organization in terms of commitment, loyalty and cooperation from knowledge workers.

In contrast, when knowledge workers fail in managing their WLB, it might contribute to lower morale and motivation, reduced productivity, and increased burnout and turnover (Benedict & Taylor, 1995). This means, imbalance between work and life will result in the ineffective knowledge workers and organizational performance. They show their less commitment due to the complexity roles of the knowledge workers towards organization and family. When there was less commitment, the attitude and behavior of them will absolutely change to absenteeism, immoral, and low motivation. This was supported by Danna and Griffin (1999) found that imbalance of the work and life will bring the knowledge workers to negative attitudes and behavior such as absenteeism, reduced productivity and efficiency, reduced product and service quality, high compensation claims, costly health insurance, and direct medical expenses.

B. Quality Life Balance
Quality of life is a multidimensional concept with a large subjective component that is reflected in a general perception of well-being or satisfaction (Scanlon, 1993). In another point of view, mentioned knowledge workers is living in a certain environment, a system, which represents knowledge workers quality of life (Dowrick, 2007). Recent study defines quality of life is the perception of well being and evaluation of own position in life based on experience (Pukeliene & Starkauskiene, 2011). In their further investigation, quality of life influences by two factors of external and internal environment. The internal environment encompassing four groups of factors: physical well-being such as health condition and personal security, knowledge workers developmental well-being of education and availability of information technology, social well-being such as family, leisure, and community life and material well-being for example income, availability of housing. In addition, factors describing the external environment of quality of life comprise natural, political, economic, social environment, and
complex assessment of macro-environment is terms of its livability. The internal and external factors mentioned are highly significant the quality of life. This was supported many scholars studied in quality of life agreed that high quality of life may be achieved by a free, healthy, physically, materially, and socially secure person, who is seeking to grow and actualize himself, to be recognized and respected in the society (Veenhoven, 2009).

The theory of quality of life was dominant used by most researchers which proposed by Schalock Model (Schalock & Verdugo, 2002). Most of the researchers used this model as to understand the quality of life of a person. Schalock Model comprises of eight factors, namely self-determination, social inclusion, interpersonal relations, rights, material wellbeing, emotional wellbeing, physical wellbeing and personal development (Schalock, 2004). The major domains in quality of life are related to work life, family life, home life, and leisure life contribute directly to satisfaction with overall life. Table 1 shows the definition and indicator for the elements included in the model. The researcher focused on emotional wellbeing, personal development, interpersonal relations and social inclusion of the Schalock Model to identify association between the variables with quality work and life balance. Past studies conducted by Gomez et al. (2010) on a comparison of alternative models of knowledge workers quality of life (QOL) for social services recipients found that Schalock Model was the perfect model to represent the studies.

C. Spillover Theory

In measuring work life balance most of the researchers were using the two theories in explained the relationship of work and quality of life (Staines, 1980). The first theory was used Spillover Theory, which predict that satisfaction in one life domains can spill over into other life. According to Crouter (1984) explained that there is a similarity between what occurs in the work environment and what occurs in the family environment. It was supported by previous literature emphasizes the way of the workers to express their emotions, showed a good attitudes, high skills, and behaviors that they establish at work into their family life and vice versa (Thorndike, 1920). This theory can be seen in two perspectives of positive and negative. The positive perception means that knowledge workers feel satisfaction in both of their work and life.

In contrast, spillover theory brings negative when an employee feels stress and dissatisfaction of their work and life. Actually spillover theory explained that the balance between the work and life bring employee feel satisfied with their job. When an employee feels happy and satisfy at the workplace, then they feel less stress, more satisfy and able to manage their work and life together. However, if the employee fails to balance between work and life, this will lead to the negative consequences such as absenteeism, procrastination, less commitment, and conflict at work and their life. This also aligned with the Maslow need theory.

D. Emotional Intelligence

A concept of emotional intelligence has evolved over the 100 years ago as starting in 1920 as Salovey and Mayer (1990), was the founder of theory emotional intelligence. In his major study identified there were three types of intelligence which is (1) abstract intelligence; (2) mechanical intelligence; and lastly was (3) social intelligence. Salovey and Mayer (1990),claimed that emotional intelligence was based on social intelligence theory. In particular understanding of emotions, social intelligence was explained, the ability to understand and manage self and other’s emotion as wisely related to the human behavior. This point of view was argued by Cronbach (1960) that the theoretical justification is able to identify the knowledge workers and others emotions that fit to respond to the environment. In this particular review, social intelligence refers to the ability to identify one’s own and others’ internal states, motives and behaviors and to act toward them optimally gain on the basis of the information.

<table>
<thead>
<tr>
<th>No.</th>
<th>Domains</th>
<th>Indicator</th>
<th>Descriptor</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Emotional Well Being</td>
<td>Contentment, Self-concept, Lack of Stress</td>
<td>Satisfaction, Enjoyment, Identity, Self Worth, Self Esteem</td>
</tr>
<tr>
<td>2</td>
<td>Personal Development</td>
<td>Education, Personal Competence, Performance</td>
<td>Achievements, Cognitive, Social, Practical, Success</td>
</tr>
<tr>
<td>3</td>
<td>Interpersonal Relationship</td>
<td>Interactions, Relationships, Supports</td>
<td>Social networks, Social contacts, Family, Friends, Peers, Emotional, Physical</td>
</tr>
<tr>
<td>4</td>
<td>Social Inclusion</td>
<td>Community Integration</td>
<td>Contributor, Volunteer</td>
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Table 1. Schalock Model.
The evolution of this theory begins when Gardner (1983) criticized that the theory may have embedded to other perspectives. The extension of the emotions study, Goleman (1995) introduced a new concept of emotional intelligence. The study analyzed that this concept widely covers multiple intelligence and not too focused on one particular area. This theory was introduced a multiple intelligence which influences the knowledge workers success. There are seven intelligences consists of linguistic, logical, visual, musical, kinesthetic, interpersonal and intrapersonal. In this particular concept, Goleman (1995) explained that interpersonal and intrapersonal closely related to the emotions traits.

However, the revolution of the emotional intelligence theory had changed tremendously which many arguments and criticism of the theory. There were many arguments and studies in different perspective of emotional intelligence, whereas until Cronbach (1960) had thoroughly studied and be a pioneer of emotional intelligence. In their studied defines emotional intelligence as know-how and ability of knowledge workers to stimulate the emotions naturally reflects to others. In contrast, Mayer and Salovey (1997), had studied the nature and impact of emotional intelligence on human capabilities. In Goleman’s study the concept of emotional intelligence applicable to practice in workplaces. It described the way in managing emotions at workplaces.

While Goleman (1998) support the competency or skill in managing emotions as to perceive accurately, appraise and express emotions. This studied draws other ability to access, understand, regulate and generate feelings through their thought, emotions, knowledge, and experience. However, Mayer and Salovey (1997), extends the concepts of emotional intelligence to four understanding of self-awareness, self-management, social awareness and social skills might be practiced at any situations.

In this study, a concept of emotional intelligence was adapted from studied by (Goleman, 1998). This is because, the four domains of EI consist of (i) Self Emotions Appraisal, (ii) Other Emotions Appraisal, (iii) Regulation of Emotions, (iv) Use of Emotions were applicable and significant in the work environment. Self-emotional appraisal (SEA) defines as an knowledge workers’s own ability to understand emotions and be able to express these emotions naturally. The studied belief that people who has great ability is able to make good judgment and acknowledge their emotions well before most people.

In second domains is others’ emotional appraisal (OEA).Appraisal and recognition of emotion in others relate to the knowledge workers competency to recognize and understand the emotions of those people around them. The studied founds that knowledge workers who capable in other emotions appraisal will be much more sensitive to the feelings and emotions of others as well as reading their minds. In third domains is regulation of emotions (ROE).

This ability will enable knowledge workers rapid recovery from psychological distress. Finally, the use of emotion (UOE) is defined as the ability of knowledge workers to make use of their emotions by directing them towards constructive activities and personal performance. It is able to knowledge workers to manage their emotions in a positive manner. According to Brotheridge and Grandey (2002) explained there are three characteristics of labor’s emotions.

First is a face to face or voice-to-voice employee interaction with other people. Second, workers’ emotional expression influences others’ emotions. Third, organization rules and requirements effects knowledge workers’ emotions in a particular area such as job descriptions, job training, or implied in mission and vision statements or organizational culture. Table 2 below explained the concept of emotional intelligence.

<table>
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<tr>
<th>No</th>
<th>Emotional Intelligence Components</th>
<th>Concepts</th>
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<tbody>
<tr>
<td>1</td>
<td>Use of Emotions</td>
<td>An knowledge workers’s to make utilize of own emotions by direct them towards positive activities and personal performance.</td>
</tr>
<tr>
<td>2</td>
<td>Self Emotions Appraisal</td>
<td>An knowledge workers’s ability to understand in deep emotions and able to express the emotions naturally.</td>
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<tr>
<td>3</td>
<td>Others Emotions Appraisal</td>
<td>An knowledge workers able to perceive and recognize the emotions of those people around them.</td>
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<tr>
<td>4</td>
<td>Regulations of Emotions</td>
<td>Ability of knowledge workers to control own emotions, which enable quick recovery from psychological distress</td>
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E. Conceptual Framework
The concepts were explaining two definitions from different scholar Goleman (1998) and Mayer, Caruso, and Salovey (2000). The study used the concept of emotional intelligence from Salovey and Mayer (1990), with reasoned of this theory was
well established and many scholars used this study to measure the emotional intelligence. In this particular concepts believed that all the elements consist in this study have the significant with work life balance.

<table>
<thead>
<tr>
<th>Independent Variables</th>
<th>Dependent Variables</th>
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<tr>
<td>Emotional Intelligence</td>
<td>Work Life Balance</td>
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<tr>
<td>Use of Emotion (UEO)</td>
<td>Motivations</td>
</tr>
<tr>
<td>Self Emotion Appraisal (SEA)</td>
<td>Ability</td>
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<tr>
<td>Others Emotion Appraisal (OEA)</td>
<td>Role Perceptions</td>
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<tr>
<td>Regulation of Emotion (ROE)</td>
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III DISCUSSIONS

Overall of the discussion is to understand the concepts of work life balance and emotional intelligence are closely related. From the discussion above, this study identifies knowledge workers behavior issues need to be addressed in the organization and focuses on the knowledge workers.

A. Motivations

Motivation defined as a force within a person that affects his or her direction, intensity and persistence of voluntary behavior (McShane, Olekalns, & Travaglione, 2013). In is referring to the direction of what the knowledge workers want to achieve in terms of work life balance. People are motivated to achieve high work performance and have leisure time to spend with their family or life. In certain situation when people who are motivated to higher achievement, they will difficult to balance their need of work and life. They fail to allocate their time between work and life. This is what motivation means that the direction influence the knowledge workers behavior. The motivation is also influenced by the emotions of people. When knowledge workers feel frustrated, sad, dissatisfy, angry and others, it might reflect on their performance at work places. Example, if they have conflict at home, they will bring their negative emotions and reflect to blame others, and their work is as not satisfying level. In versus, if there were workload or stress at the workplace, they will affect their emotions at home. Thus, it creates problems such as less communication, relationship problem and others. Knowledge workers are satisfied with their work and life as include of their family and career. When knowledge worker feels happy and enjoy in their life, it reflects in the way they perform their work. They are motivated and keep improving their performance.

B. Ability

Ability is natural aptitudes and learned capabilities required to successfully complete the task. This ability is, similar to the concepts of self-efficacy. Self-efficacy is a person’s belief that he or she has ability, motivation and right role in favorable situation to perform the task. According to Bandura (1998) defines self-efficacy as an knowledge workers belief in her ability to produce designated levels of performance. Self-efficacy is also a measure of an knowledge workers confidence in her abilities to marshal personal resources and deploy an appropriate response strategy to address job situations. This means that, the capability of knowledge workers in managing their emotions will show their capability and strength to accomplish their task even there were face problem at workplaces or in their life. By understand own emotion, others and know how to manage and control own emotions will make knowledge workers think positively. The knowledge workers will think first rather than using their emotions in making decision or problem solving.

C. Role Perceptions

Role perception in this study discussed the complexity of the knowledge workers role at work place and in their life. The complexity is the number of distinct an important roles or identities that perceived about themselves. This can be explained that knowledge workers hold more than one role such as knowledge workers, supervisor, friends, daughter, father or mother to their child and others. The highest complexity of their roles shows that there were need high responsibility and balance between their role at workplaces and to their life or family. In contrast, thus who is low complexity means that the knowledge workers tend to have lower stress, focuses to one particular area and have great time in their life and family.

IV CONCLUSION

As the conclusions to the above discussions, the work life balance refers to balance between their work, career and family or their life. When a person fails to balance between their work and life, this will reflects to their emotions. When people are stress and they easy to temper and feel pressure. They unable to control the situation and bring to home. Simultaneously it affects their behavior at home or relationship with people around them. In this context, managing emotions is the important to show their professionalism and able to handle any situation with positive thinking. Emotional intelligence facilitates the other by understand own
and other emotions, regulate and use own and other emotions. In certain situation, people able to handle and control over the situation. However, it is difficult to manage their emotions mannerly and it will reflect to their attitudes and behavior. With emotional intelligence will increase their motivation, increase self-efficacy and understand well their roles at work places and into their life.

ACKNOWLEDGMENT

This Research was supported by the Research Management Institute (RMI) Of Universiti Teknologi MARA, under the Grant Research Incentive Faculty (RIF).

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Knowledge Management International Conference (KMICe) 2014, 12 – 15 August 2014, Malaysia

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