



Article

A Study on Quality of Work Life Balance and Emotional Intelligence in Automobile Industry

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Name of Author:

Mrs. P. Chitra¹, Dr. N. Sugundan², Dr. S.K. Gurumoorthi³

Affiliation:

¹Assistant Professor, Department of Management Studies, GRT Institute of Engineering and Technology, Tiruttani

²Associate Professor & Head, Department of Management Studies, GRT Institute of Engineering and Technology, Tiruttani

³Professor, Department of Management Studies, GRT Institute of Engineering and Technology, Tiruttani.

Corresponding Author:

Mrs. P. Chitra

chitra.p@grt.edu.in

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Abstract: The automobile industry is distinguished its high levels of competition, demanding targets, and fast-paced environment. These factors frequently result in employee fatigue and decreased productivity, emphasizing the significance of maintaining a healthy balance between work and personal life. The significance of cultivating a harmonious work environment has become more apparent as businesses increasingly acknowledge the correlation between employee productivity and well-being. One of the primary effects of WLB in the automobile industry is on employee satisfaction and retention. The primary data is obtained via a survey (Google form) that is filled out by a group of participants. In addition, the researcher collected secondary data from a range of sources including books, published materials, newspapers, journals, and websites in order to establish the theoretical and analytical framework. The research included a sample size of 100 individuals were selected from automobile industry. The researcher used a random sample procedure to choose the items for sampling. Convenient sampling is used to collect data from people who voluntarily participate in research. The research endeavors to offer insights into strategies for improving employee well-being and organizational performance by examining how EI can mediate stress and enhance WLB. In order to ascertain the extent to which these dynamics influence both individual and organizational outcomes, that integrates quantitative surveys and qualitative interviews. The results are anticipated to emphasize the critical role of EI in the preservation of WLB and to suggest actionable recommendations for HR practices and leadership strategies that are specifically designed to meet the unique requirements of the automobile industry.

Keywords— Work-Life Balance (WLB), Emotional Intelligence (EI), Automobile Industry, Employee Well-being, Organizational Performance, Stress Management, HR Strategies and Leadership Practices.

INTRODUCTION

The automobile sector is among the industries in which the concept of work-life balance has garnered substantial attention. In this industry that is both highly competitive and fast-paced, it is imperative for both employees and organizations to maintain a harmonious equilibrium between their personal lives and work responsibilities. The automobile industry presents distinctive obstacles to the preservation of work-life balance due to its rigorous production timelines, demanding schedules, and ongoing

innovation. Job satisfaction typically increases when employees are granted the opportunity to effectively manage their personal and professional lives through flexibility and leisure. This is especially pertinent in an industry where exhaustion can result from high-pressure duties, shift work, and extended hours. Companies that prioritize work-life balance by providing flexible work hours, telecommuting options, and sufficient time off are likely to experience increased levels of employee engagement and loyalty. The retention of experienced workers

through such measures becomes a strategic advantage in an industry where specialized labor is essential. In addition, employee productivity and performance are tightly correlated with work-life balance. Companies that prioritize the establishment of a harmonious work environment are likely to experience increased employee satisfaction, increased retention rates, improved productivity, and increased innovation. The industry's long-term competitiveness and resilience in an increasingly demanding global market will be significantly influenced by the adoption of work-life balance as it continues to evolve. The sector's unique characteristics necessitate customized solutions, such as the prevalence of shift work, the prerequisite for continuous process optimization, and high-pressure deadlines. As a consequence, there is a disparity between the theoretical understanding and the practical implementation of the ways in which companies can employ emotional intelligence (EI) to enhance work-life balance. The findings are expected to highlight the crucial importance of Emotional Intelligence (EI) in maintaining Work-Life Balance (WLB). They will also provide practical suggestions for Human Resources (HR) practices and leadership techniques that are especially tailored to address the unique needs of the automobile sector.

Research Background

Employees that achieve a harmonious work-life balance are often more attentive, invigorated, and driven. They have a lower likelihood of experiencing stress-related problems, which may result in errors, decreased productivity, and eventually impact the work's quality. However, an inadequate work-life balance may lead to absenteeism, low morale, and possibly health problems, all of which can exacerbate the situation and reduce the organization's total productivity. Work-life balance has a significant influence on creativity and innovation, which are essential catalysts in the automotive sector. Companies such as Tesla, BMW, Suzuki, and Toyota have attained success not just by excelling in their operations but also by consistently pursuing innovation. Equilibrium between work and personal life fosters creativity by providing people with the opportunity to rejuvenate, enhance cognitive clarity, and provide novel viewpoints to address challenges. When workers see that their time on their own is valued, they are more inclined to provide inventive ideas and strategies, so enabling the firm to maintain a competitive edge in the market. Furthermore, the societal change towards improved equilibrium between work and personal life has resulted in the implementation of novel regulations and procedures within the automotive industry. Technology integration has been crucial in facilitating flexible work arrangements. The study's results may have an impact on the management of change and the culture

inside a business. Companies may use the study's findings to develop a culture that emphasizes both productivity and well-being, which can aid in implementing cultural change projects. This may include promoting mental well-being, fostering transparent communication, and encouraging behaviors that align with both the goals of work-life balance (WLB) and the concepts of emotional intelligence (EI). By recognizing the connection between emotional intelligence (EI) and work-life balance (WLB), companies can enhance employee well-being, drive better business results, and maintain a sustainable competitive edge in today's challenging market. The presence of behavioral intelligence (EI) in the car industry will have significant consequences for the theoretical comprehension and practical implementation of corporate behavior, management of human resources, and leadership development. The effects are far-reaching, including employee welfare, human resources policy, leadership approaches, and overall company effectiveness. This might lead to enhanced work satisfaction, less absenteeism, and reduced weariness, eventually benefiting the mental well-being and morale of employees. The study's findings might potentially influence the development and execution of strategies by departments of human resources. If it is established that emotional intelligence is a crucial aspect in achieving work-life balance (WLB), HR teams may focus its development via seminars and training. Throughout the recruiting, onboarding, and performance review processes, businesses may include interventions and tests that are especially designed to measure emotional intelligence. The findings of the research might be used to tailor policies aimed at fostering programs for managing stress, employee support efforts, and hours that are flexible.

Strategies for Leadership and Management:

Automotive firms function within a context where effectiveness and accuracy are crucial, whether it at the conceptualization stage, production, or post-sales support. Because digital technologies provide virtual collaboration, remote monitoring, and simplified communication, they make it simpler for workers to operate from multiple places or adjust their work schedules to accommodate personal demands. These measures not only enhance the balance between work and personal life, but also correspond with the increasing focus on sustainability and the reduction of environmental consequences caused by commuting. The balance between work and personal life in the car sector is not just a concern for employee well-being, but also a crucial determinant of organizational performance. The study suggests that certain emotional competences, including as flexibility, empathy, and stress tolerance, are more important in this setting. This finding might be used

to guide the creation of emotional intelligence programs tailored to various industries. By understanding these nuances, companies may build strategies that are not only more successful but also more aligned with the needs and preferences of their staff. This work has the potential to support future research that examines similar patterns in other industries that experience high levels of pressure or extends the model to include other psychological factors, such as psychological wealth or resilience. The research highlights the need of integrating instruction on emotional intelligence into programs for leadership in order to enhance leadership development. Leaders that demonstrate empathy are more likely to excel in managing team dynamics, show exceptional communication skills, and have a high level of emotional intelligence (EI). Organizations may create work environments that encourage work-life balance (WLB) and enhance employee engagement by fostering a culture where leaders demonstrate emotionally intelligent behaviors. Moreover, leaders who understand the fundamental correlation between Emotional Intelligence (EI) and Work-Life Balance (WLB) may adopt tactics that reduce work-life conflict, leading to enhanced organizational results and heightened team efficiency. Having a high standard of emotional intelligence (EI) may help improve decision-making, boost productivity, and promote employee retention. Having the capacity to maintain a consistent and driven staff may be a crucial edge in competitiveness for the car sector, which faces significant turnover rates and fierce rivalry. The study's focus on the unique dynamics of the automobile sector has the potential to lead to the development of tailored methods that tackle particular challenges, such as shift work, short turnaround times, and technical skill needs.

LITERATURE REVIEW

The interrelation between (WLB) and (EI) has gained considerable attention in recent years, particularly in high-pressure industries like the automobile sector. The challenges within this industry, including long working hours, high levels of stress, and demanding job requirements, make it crucial to understand how these factors interplay and influence employee well-being and organizational performance. In industries like automobile manufacturing, where production timelines are stringent and shifts can be unpredictable, employees often struggle to achieve this balance. Studies show that poor WLB can lead to job dissatisfaction, higher stress levels, and increased turnover rates. The demanding nature of the automobile industry, characterized by extended working hours, weekend shifts, and performance pressures, has been associated with work-life conflict, leading to burnout and decreased employee engagement. Allen (2011).

Role of Emotional Intelligence

Emotional intelligence is essential for individuals to effectively handle difficulties and maintain harmonious work-life equilibrium. Cherniss (2000) is the author of the cited work. Multiple researches have investigated the beneficial influence of emotional intelligence (EI) on achieving a harmonious equilibrium between work and personal life. Individuals with elevated emotional intelligence (EI) has superior skills in regulating their emotions, enabling them to effectively cope with job-related stress and cultivate more robust interpersonal connections outside the workplace. Bar-On (2006) and McKee (2005). The capacity to effectively regulate one's emotional state is especially advantageous in the automotive industry, where stress and exhaustion are prevalent.

HR Practices and Leadership: Integrating EI into HR strategies and leadership development programs could be pivotal in addressing the WLB challenges in the automobile sector. Research indicates that emotionally intelligent leaders are more empathetic, better at managing team dynamics, and more capable of fostering a work environment that supports WLB Gardner (2003). This suggests that companies could benefit from training programs aimed at enhancing EI among both employees and leaders. Moreover, organizations that promote a culture of emotional intelligence are likely to see improvements in employee satisfaction, reduced turnover, and enhanced organizational performance Lopes (2006)

Gaps in the Literature: Existing studies have primarily examined WLB in general or in less demanding sectors, while the role of EI has mostly been explored in relation to leadership and managerial effectiveness Zeidner (2004). The specific emotional competencies that could enhance WLB among automobile industry employees remain underexplored, leaving a significant gap in both theoretical understanding and practical application. Petrides & Furnham (2006).

Statement of the Problem:

The current automobile industry is characterized by rapid technical breakthroughs, strict regulatory standards, and the continual need for innovation. It works in an environment that is highly competitive and changing. Consequently, many workers have challenges in balancing their work and home life. This disparity leads to higher rates of employee turnover, reduced productivity, weariness, and diminished work satisfaction. Moreover, the operational framework of the sector, characterized by frequent long working hours, weekend shifts, and limited time for rest, intensifies these challenges, ultimately affecting the welfare of workers and the overall performance of the business. The importance of

emotional intelligence is becoming more and more apparent in its role in managing stress, enhancing interpersonal relationships, and improving decision-making. People with inferior emotional intelligence may find it difficult to handle stress and competing expectations, which may ultimately result in poor performance, strained relationships, and reduced mental health.

Research objectives

1. To identify key strategies for improving both WLB and EI among employees in the automobile sector.
2. To recommend policies and leadership practices that foster better work-life balance and emotional resilience.

METHODOLOGY

The research design is to provide an appropriate framework for a study. The selection of a research strategy is a crucial step in the process of designing a study, since it specifies the method by which pertinent information will be obtained. This research used a combination of primary and secondary sources of data. The primary data is obtained via a survey (Google form) that is filled out by a group of participants. In addition, the researcher collected secondary data from a range of sources including books, published materials, newspapers, journals, and websites in order to establish the theoretical and analytical framework. The research included a sample size of 100 individuals were selected from automobile industry. The researcher used a random sample procedure to choose the items for sampling. Convenient sampling is used to collect data from people who voluntarily participate in a research.

Analysis, findings and Results

The research aimed to determine the demographic traits of employees who possess emotional intelligence and are able to actively and enthusiastically participate in their job with a sense of purpose and dedication. The Chi-Square test and Contingent Coefficient (CC) are employed to evaluate the hypothesis. The impact of age on the quality of work life (QWL) of automobile employees can be examined from multiple angles. Career growth opportunities, skill acquisition, and mentorship programs are critical factors influencing their QWL. They often seek positions with career advancement prospects and value a dynamic work culture. They often value job security and stability over career growth. Concerns about retirement benefits, health care, and long-term employment can significantly influence their QWL.

Null hypothesis: The nature of the respondents does not significantly influence their level of impact on the QWL.

The following table illustrates the degree of association between the respondents' age and their level of satisfaction, as determined by the preparation of a two-way table.

Table Age and level of Impact

| Age | Level of Impact | | | Total |
|--------------------|-----------------|-------------|-------------|---------------|
| | Less | Moderate | High | |
| Less than 30 | 8 22.9% | 19 54.3% | 8 22.9% | 35 100.0% |
| 30-45 years | 14 35.0% | 19 47.5% | 7 17.5% | 40 100.0% |
| More than 45 Years | 10 40.0% | 1 4.0% | 14 56.0% | 25 100.0% |
| Total | 32 32.0% | 39 39.0% | 29 29.0% | 100 100.0% |

It has been observed from the above table that the percentage of high level of impact was the highest (56.0%) among the more than 45 Years and the same was the lowest (17.5%) among the 30-45 years. Generally more adaptable to physically demanding tasks and quick to learn new technologies. However, they may face challenges in balancing work and personal life, especially if they are in the early stages of their careers. Older Employees: Often possess valuable experience and a strong work ethic. They may struggle more with physically demanding tasks, but their experience allows them to manage stress and workload efficiently. Health and energy levels might impact their job satisfaction and performance.

Chart: 01

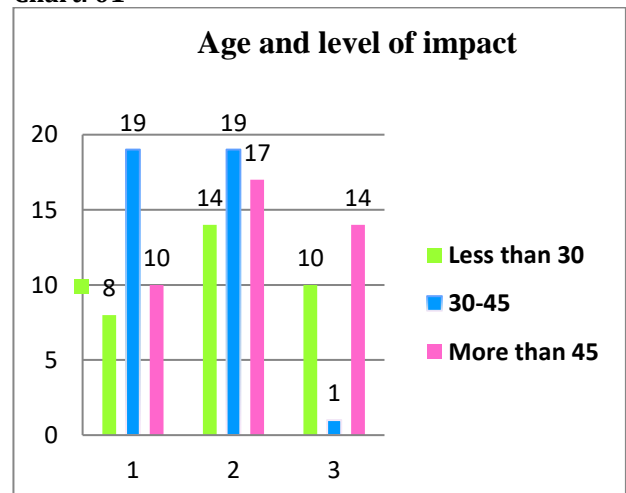


Table 2 Chi-square test

| Test | χ^2 | df | CC | Sig. |
|--------|----------|----|-------|-------|
| Result | 5.701 | 4 | 0.117 | 0.032 |

The respondents' age does not indicate a significant relationship with the quality of (WLB) and (EI) in the automobile industry. The Chi-Square value (5.701) and CC value (0.117) are not statistically significant. Therefore, the null hypothesis that is framed is adopted. Age affects various aspects of an employee's QWL in the automobile industry. Tailoring work conditions, career development opportunities, and support systems to the needs of different age groups can enhance the overall QWL, leading to higher job satisfaction and productivity across the organization.

Factors Influencing Quality of (WLB) and (EI) in the Automobile Industry

An organization that prioritizes productivity over employee well-being may create an environment where work-life conflict is prevalent. A supportive culture that values flexibility, open communication, and emotional support fosters a better work-life balance and enhances emotional intelligence among employees. Roles that offer more variety, problem-solving opportunities, or creative freedom may allow for better WLB and encourage the application of emotional intelligence.

Table 3 Factors Influencing Quality of (WLB) and (EI) in the Automobile Industry

| Sl.No. | Factors | Mean | Std. Deviation | Mean Rank |
|--------|-----------------------------------|------|----------------|-----------|
| 1 | Work Environment and Job Demand | 3.39 | 1.278 | 4.59 |
| 2 | Organizational Culture | 1.92 | 1.720 | 2.57 |
| 3 | Leadership Style | 1.51 | .0745 | 3.01 |
| 4 | Work Flexibility and Autonomy | 3.66 | 0.867 | 4.08 |
| 5 | Support Systems and Resources | 3.38 | 0.826 | 4.81 |
| 6 | Nature of Job Roles | 1.74 | .1630 | 2.35 |
| 7 | Training and Development Programs | 2.25 | 1.147 | 3.24 |

| | | | | |
|----|---|------|-------|------|
| 8 | Technological Advancements and Automation | 2.14 | 0.657 | 3.17 |
| 9 | Employee Engagement and Job Satisfaction | 1.71 | 1.572 | 2.36 |
| 10 | Socio-Demographic Factors | 2.87 | 0.678 | 3.81 |
| 11 | Economic Conditions and Job Security | 3.32 | 1.578 | 4.10 |
| 12 | Industry-Specific Challenges | 3.15 | 0.872 | 3.20 |

The availability of support systems (4.81), plays a crucial role in influencing both WLB and EI. Access to mental health support, counseling services, and stress-relief activities (mindfulness programs) improve their emotional resilience. A lack of such resources, conversely, can lead to increased stress and hinder the development of emotional intelligence. Work Environment and Job Demands (4.59). High-pressure tasks, repetitive processes, and physical labor can lead to fatigue, stress, and burnout, thereby affecting both WLB and the ability to manage emotions effectively. Economic Conditions and Job Security: (4.10): The broader economic environment and job security concerns can impact both WLB and EI. In uncertain economic times, employees may feel pressured to work longer hours or accept additional responsibilities, leading to work-life imbalance. This pressure can also negatively affect their emotional intelligence, as stress and anxiety levels increase. On the other hand, stable employment conditions can promote better WLB and allow for greater focus on emotional well-being. Work Flexibility and Autonomy (4.08). When employees have some control over their work schedules, they are better able to balance work demands with personal responsibilities. This autonomy also allows individuals to apply their emotional intelligence skills more effectively, as they have the freedom to manage their stress levels. Training and Development Programs(3.24): Regular training focused on emotional intelligence, stress management, and time management can significantly impact both WLB and EI. Programs that enhance self-awareness, empathy, and interpersonal skills help employees handle workplace challenges more effectively. Technological Advancements and Automation :((3.17):The increasing integration of technology and automation in the automobile industry can influence both work-life balance and emotional intelligence. Automation

can reduce the workload and physical demands on employees, potentially improving WLB. On the other hand, the need to continuously up skill and adapt to new technologies can create additional stress, making emotional intelligence a critical factor in managing this transition. Leadership Style: ((3.01) Such as empathy, self-regulation, and effective communication, are more likely to understand employees' needs and create a supportive work environment. Transformational leadership, which focuses on employee development and well-being, tends to promote a culture where work-life balance is achievable and emotional intelligence is valued. Organizational Culture: (2.57): The organizational culture has a substantial impact on workers' WLB and emotional well-being. Nature of Job Roles: (2.35): The specific roles employees occupy in the automobile industry can influence their ability to achieve WLB and utilize EI. Assembly line workers or technicians who perform repetitive, high-stress tasks may find it more difficult to maintain WLB due to rigid schedules and task intensity. Employee Engagement and Job Satisfaction :(2.36): Job satisfaction often stems from a sense of accomplishment, recognition, and alignment with personal values. When employees are satisfied and engaged, they tend to manage their emotions better and maintain a healthier work-life balance. Socio-Demographic Factors (3.89): Factors such as age, gender, marital status, and family responsibilities can influence work-life balance and emotional intelligence. Industry-Specific Challenges (3.20).The automobile industry is known for its cyclical nature, frequent production targets, and evolving technological demands. These industry-specific challenges can create volatility in workloads, affecting employees' ability to maintain consistent WLB and utilize their emotional intelligence. Managing these fluctuations requires not only robust emotional skills but also organizational strategies that prioritize employee well-being amidst changing industry demands.

Chart: 02

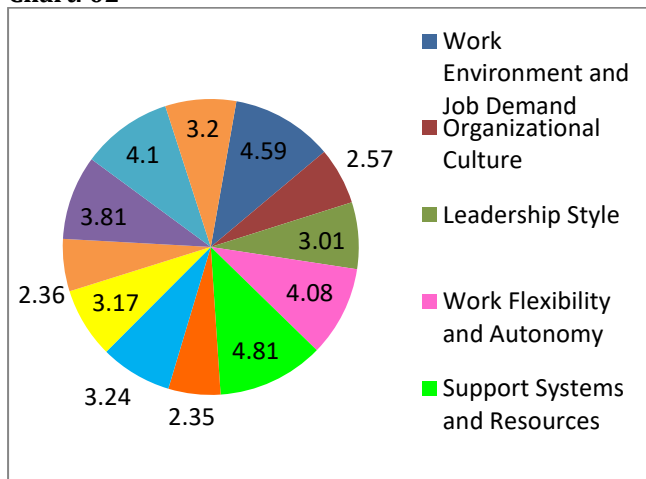


Table 4 Kendall's Coefficient

| | |
|------------|-------|
| N | 100 |
| W | 0.004 |
| Chi-Square | 5.609 |
| difference | 11 |
| Sig. | 0.151 |

The Chi-Square value (5.609) for the degree of freedom 11 is not statistically significant. The p-value is 0.151, which is not statistically significant at the 5% level. The outcome indicates that the rankings assigned to the numerous Factors Influencing Quality of (WLB) and (EI) in the Automobile Industry are not substantially different. External factors shape the quality of WLB and EI in the automobile industry. A more supportive work environment, in which employees can flourish both personally and professionally, can be achieved by addressing these factors holistically.

Recommendations:

- Integrate Emotional Intelligence Training Programs:** It is imperative that automobile manufacturers include emotional intelligence (EI) training as a fundamental component of their employee development programs. Such initiatives can assist employees in more effectively managing stress, fostering a positive work environment that is conducive to attaining work-life balance (WLB), and improving interpersonal relationships.
- Implement Flexible Work Policies:** In order to resolve the work-life balance obstacles that are prevalent in the automotive sector, organizations should investigate flexible work arrangements. The implementation of policies that permit flexible working hours, remote work options, and adjustable shift schedules can substantially reduce work-related tension and enhance employee satisfaction. In conjunction with the development of emotional intelligence (EI), these policies can establish a comprehensive strategy for improving overall well-being.
- Encourage Leadership Development:** Leadership programs should prioritize emotional intelligence as a critical competency. Emotionally competent leaders are more likely to establish supportive work environments, effectively manage conflicts, and make decisions that prioritize both organizational objectives and employee welfare. This emphasis on emotional intelligence (EI) in leadership has the potential to generate beneficial outcomes throughout the organization, including enhanced work-life balance (WLB) practices and a more engaged workforce.

4. **Customize Interventions:** Interventions should be tailored to the specific work environment in light of the automobile industry's distinctive requirements. Individuals who are employed in high-pressure positions or who work shifts may derive greater advantages from targeted emotional intelligence training that emphasizes adaptability and resilience. HR policies should be sufficiently adaptable to meet the diverse requirements of employees at all levels and positions.

Future Directions

Organizations can customize interventions to meet the specific needs and stressors of specific groups by comprehending these distinctions. In order to investigate the evolution of these dynamics over time, future research could implement a longitudinal approach. As the automotive industry becomes more incorporated with automation and digital tools, future research should investigate the potential of these technologies to improve emotional intelligence and the impact they have on WLB. EI and perceptions of work-life balance can be influenced by cultural differences, as the automobile industry operates globally. Comparative studies conducted in various countries and regions could offer valuable insights into the ways in which cultural factors influence the efficacy of EI interventions and the strategies that organizations should implement in diverse cultural contexts. This would offer a more thorough comprehension of the psychological factors that underlie WLB in high-pressure environments, such as the automobile industry.

Conclusion

Organizations that implement EI and WLB programs should conduct additional research to assess the return on investment (ROI). The adoption of these practices by more companies in the industry can be encouraged by the financial benefits, which include reduced attrition, lower absenteeism, and increased productivity. In the future, theories regarding the self-emotional patterns of employees may be developed. The employee's emotions and requirements are given significant consideration and value in this study. Regardless of the skills that employees possess, a low emotional state can have a detrimental impact on their brain and its connectivity with other physical tasks. Consequently, the employees experience disengagement at work, which ultimately affects productivity. Consequently, it is imperative that all employees at the workplace maintain a consistent level of emotional stability in order to ensure that they are completely engaged in their work and execute their tasks effectively.

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