



"Exploring The Relationship Between Emotional Intelligence, Work-Life Balance and Quality of Work Life"

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ABSTRACT

This research paper investigates the complex relationship between emotional intelligence, work-life balance, and quality of work-life among the army wives. Emotional intelligence, the capacity to comprehend and manage personal and others' emotions, is crucial in navigating the unique challenges faced by army families. This study aims to explore how emotional intelligence impacts the ability of army wives to achieve a work-life balance and how this balance, in turn, affects their overall quality of work-life. By employing both qualitative and quantitative methods, the research examines the influence of emotional intelligence on managing the dual pressures of household responsibilities and external work commitments. The findings reveal that higher emotional intelligence significantly enhances work-life balance, leading to improved quality of work-life among army wives. The study underscores the need for targeted support and training programs to bolster emotional intelligence, thereby fostering resilience and well-being in this demographic.

Keywords: Emotional intelligence, work-life balance, quality of work life, army wives, well-being, family dynamics, support programs.

INTRODUCTION

Goleman (2012) argues that emotional intelligence is as significant as cognitive intelligence due to its involvement in an individual's day-to-day activities. Making decisions, solving issues, and interacting with friends and coworkers can all benefit from having emotional intelligence. Because it enables people to act and think maturely and rationally while maintaining an optimistic outlook, emotional intelligence is also crucial for striking a balance between one's personal and professional lives.

EMTIONAL INTELLIGENCE

According to **Goleman (2012)**, emotional intelligence is a broad term that includes a variety of emotional skills, including mood regulation, anxiety management to maintain cognitive function, self-regulation and resilience in the face of difficulties, delayed gratification and impulse control, empathy, and the development of optimism. In **Law, et al.'s (2004)** assessment, emotional intelligence is divided into four dimensions.

- Self-emotion appraisal (SEA) is the ability of an individual to recognize their moods as well as how to communicate them. This dimension assesses a person's comprehension and appraisal of their own emotions.
- The ability to recognize and comprehend the feelings of people in one's immediate environment is called other emotion Appraisal (OEA). High performers in this area will be far more sensitive to the emotions and sentiments of others.
- The term "use of emotion," or "UOE," describes a person's ability to employ their own emotions. People can be directed toward more constructive pursuits and more controllable performance with the use of this capacity.
- One can bounce back from psychological stress more rapidly when they can self-regulate their emotions (ROE).

WORK-LIFE BALANCE

Due to its potential to enhance favorable outcomes for both individuals and organizations, work-life balance has drawn increased attention from academics, professionals, professionals, and policymakers worldwide (**Wilkinson et al., 2017**). Work-life balance has also become increasingly crucial due to the quick changes in sociocultural trends, demographics, technological advances, and the rise in the number of women entering the workforce. This is because concentrating on one aspect of life can have a good effect on other aspects of life (**Kossek & Lautsch, 2018**). Employee productivity and focus in both domains so depend on a meaningful work-life balance.

According to **Banu's (2016)** research, employees who are happy with their jobs and find it difficult to juggle their roles at work and home will typically be less engaged in work-related activities. Conversely, employees who are unhappy with their work will typically be less productive at work.

QUALITY OF WORK LIFE

A company's attempt to increase each employee's chances to enhance job outcomes and individual contributions to the accomplishment of overall company performance is done methodically, claim **Rivai and Sagala (2009)**. Other characteristics of a high-quality work life include fair competition, incentives and rewards, excellent supervision, a positive work atmosphere, and a good remuneration structure. **Mawu (2018)** states that the following are measures of a high-quality work environment:

- Equitable and suitable remuneration
- Secure and healthy workplace
- Opportunities to put skills to use and develop
- Interaction with coworkers at work
- Rights of employees in the workplace.

EMOTIONAL INTELLIGENCE AND WORK-LIFE BALANCE

Emotional intelligence, according to **Shobitha (2014)**, is the capacity to adjust adaptively to identify, express, regulate, and manage one's own and other people's emotions. There is also a positive correlation between emotional intelligence and work-life balance, with high emotional intelligence being correlated with high work-life balance.

Dabke (2016) referred to this when she said that certain facets of emotional intelligence support productivity and success on the job. **Ula (2020)** went on to say that emotional intelligence can also boost productivity, emphasizing that emotionally intelligent workers are more successful, happier, and more devoted to their companies. Employee performance is therefore impacted by how they feel and communicate their emotions, which helps them to handle difficulties in their personal and professional lives.

In addition to the internal component of emotional intelligence, people will attain work-life balance if they cultivate the external aspects they acquire. Social support from family members is one external aspect that can be acquired from the outside. Creating a work-family balance requires more than just considering it from the perspective of the workplace; other studies have also looked at it from the perspective of the family. Family support is not all that different from support at work, where family members can also offer instrumental and emotional help (**L. Boyar et al., 2014**).

Work-life balance can be attained by individuals through internal development. A person's personality traits, such as emotional intelligence, are among these intrinsic components. Emotions play a critical role in controlling, inspiring, and directing human behavior (**Olowodunoye, 2022**). This has led to the understanding that workers of the Civil Service Police Unit frequently deal with difficult situations at work and have to make difficult choices. They also frequently engage in physical altercations with members of the public. Their physical health frequently deteriorates due to the heavy workload and demands of their jobs.

An agency's ability to successfully execute its stated vision and goal is largely dependent on the actions of each employee in the workplace. Consequently, it may be claimed that emotional intelligence is one of the variables influencing work-life balance. In keeping with this. According to Bar-On (**Khodir & Nurwidawati, 2023**), emotional intelligence enables workers to perform well under duress.

Furthermore, because emotional intelligence significantly influences the nature of work that people execute and their relationship with the organization, it enhances both individual and organizational performance (**Sari & Frinaldi, 2022**). Employee performance is therefore impacted by their capacity to experience and communicate emotions, enabling them to manage challenges both at work and at home. One area of study in industrial psychology and human resource management is the connection between emotional intelligence and work-life balance. The ability to comprehend and control one's personality while identifying and affecting the emotions of others around oneself is referred to as emotional intelligence. Research indicates that emotional intelligence plays a critical role in preserving work-life balance.

EMOTIONAL INTELLIGENCE AND QUALITY IN WORK LIFE

There is mounting research that suggests a relationship between emotional intelligence and the quality of work life in higher education. Today's leaders must now use emotional intelligence to help them overcome the major obstacles in their organizations. Employee performance can be enhanced by the nature of the workplace, where human resource management initiatives help to maximize individuals' abilities and potential while also encouraging activity and creativity. To attain total company performance, a corporation systematically works to expand possibilities for each employee to improve work outputs and employee contributions, according to **Rivai and Sagala (2009)**. The involvement of employees and organizational management are strongly intertwined.

The main factor influencing the effectiveness of work-life balance is emotional intelligence. Employee satisfaction level is often used to describe the quality of work life. It's a procedure that enables every employee in a firm to actively and successfully influence the culture, procedures, and outcomes of the organization. For a variety of reasons, including enhancing confidence, gender diversity in the workforce, empowering executives, increasing job satisfaction, improving skills, fostering competitiveness, promoting employee loyalty, supporting recruitment, encouraging retention, enhancing productivity, reducing absenteeism, promoting further education, and ultimately fulfilling workers' career aspirations, researchers highlight that the quality of work life and emotional intelligence play a significant factor in the workplace environment and other surrounding areas (**Garg et al., 2012**).

REVIEW OF LITERATURE

Sembiring, A. et al. (2024). Work-life balance is based on the parameters proposed by Fisher, Smith, and Burger. Using Goleman's approach to measure emotional intelligence. The framework proposed by Sarafino and Smith is developed to focus on the emotional, instrumental, informational, and mentoring support elements in Family Support. Based on the study's findings, it can be concluded that emotional intelligence affects family support, which in turn affects work-life balance. Additionally, family support plays a significant mediating role in the relationship between emotional intelligence and work-life balance. It is intended that organizations would keep making improvements to their employee welfare policies, such as paying attention to working hours, modifying job assignments, recognizing accomplishments, and providing health services. Insurance as well as a suitable pay raise.

Rashmi, K., & Kataria, A. (2022). This paper's goal is to present a comprehensive overview of the dynamics and research diversity of the body of existing work on the topic of work-life balance (WLB). This work uses bibliometric analysis to present a methodical and critical analysis of the WLB literature. For this review, which is based on 945 research publications published between 1998 and 2020, the Scopus database was used. Studying the publication trend, sample statistics, theoretical underpinnings, highly cited research articles and journals, frequently used keywords, research themes of the top four recognized clusters, sub-themes within each cluster, and thematic overview of the WLB corpus formed based on bibliographic coupling all contribute to determining the prominence of the research.

Primary study findings show that the field is composed of four main research themes, both well-established and recently developed, based on clusters created as follows: (1) flexible work arrangements; (2) gender variations in work-life balance; (3) work-life interface and associated concepts; and (4) work-life policies and practices. Recent article content analysis revealed several emerging themes, such as corporate culture, gender disparity, and the effects of various contextual (situational) elements.

Wiradendi Wolor, C. (2020). Examining different hypotheses about how work-life balance affects employee performance is the aim of this research. This paper's ultimate objective is to compile a variety of theories that can be applied to the development of work-life balance plans that will enhance the well-being of both individual employees and businesses. In this systematic review, a qualitative method is employed. The results indicate that millennial generation employees' performance is impacted by work-life balance. This study has crucial implications for behavioral science research since it shows that to get high levels of performance from both the company and its employees, the latter must be committed to and motivated by the work-life balance policy offered by the former.

Leitão, J. et al. (2020). Two significant insights are highlighted by the empirical results of an OLS multiple regression with interaction terms applied to a survey given to 514 employees across six European countries: The contribution to productivity is positively and significantly influenced by (i) QWL hygiene factors (safe work environment, occupational healthcare); (ii) burnout de-motivator factors (low effectiveness, cynicism, and emotional exhaustion) significantly moderate the relationship between QWL and the contribution to productivity. New insights regarding the restricting (i.e., low efficacy and cynicism) and catalyzing (i.e., emotional exhaustion) burnout components of contribution to productivity are provided when burnout is combined with other QWL components, such as occupational health, safe work, and adequate salary.

Wang, Q. et al. (2019) To explore the relationship between job burnout and quality of working life, and identify influencing factors of nurses' quality of working life. Understanding the influencing factors of quality of working life is important to improve nursing retention strategies. Job burnout can negatively influence work efficiency and quality of work. However, studies examining the association between the two remain limited.

The cross-sectional survey of 2,504 nurses was performed in Eastern China. Nurses were invited to complete self-report questionnaires online.

The collected data were analyzed using Pearson's correlation and multiple regression. About 64.0% of nurses experienced job burnout, and their quality of working life was at a moderate level. Job burnout, hospital level, age, income, night shift, and patient-to-nurse ratio were significant factors in the quality of working life. Job burnout hurts nurses' quality of working life. Some demographic and work-related factors should be considered when developing interventions to improve nurses' quality of working life.

Yadav, M., & Naim, M. F. (2017) Inspired by India's focus in the 11th and 12th Five-Year Plans on fulfilling the surging energy needs, the purpose of this paper is to capture the Quality of work life (QWL) in the Indian power sector. QWL measured with seven dimensions was validated with CFA, and the χ^2 difference test based on the Bonferroni method (Simes, 1986) was used for discriminant validity. Individual processes were analyzed with correlation analysis and ANOVA. The influencers of QWL in three processes were compared with standardized coefficients and model fit indices. Freedom from work-related stress, salary, relationship with work colleagues, job security and communication, and job satisfaction positively influenced QWL. Supervisor support was not found to influence QWL, while job involvement was found to negatively influence QWL.

Petrides, K. V. et al. (2016). Trait emotional intelligence ("trait EI") concerns our perceptions of our emotional abilities, that is, how good we believe we are in terms of understanding, regulating, and expressing emotions to adapt to our environment and maintain well-being. In this article, we present succinct summaries of selected findings from research on (a) the location of trait EI in personality factor space, (b) the biological underpinnings of the construct, (c) indicative applications in the areas of clinical, health, social, educational, organizational, and developmental psychology, and (d) trait EI training. Findings to date suggest that individual differences in trait EI are a consistent predictor of human behavior across the lifespan. These results are especially pertinent in light of the growing influence of mental health issues, burnout, and absenteeism on workers' quality of life as well as the productivity and expenses of businesses.

Nowrouzi, B. et al. (2016). To develop a comprehensive set of QWL predictors for nurses working in the United States and Canada, the goal of this paper was to conduct a thorough literature analysis on nurses' quality of work life. Analysis of the contributing factors to the QWL of American and Canadian nurses was done using publications from 2004 to 2014. The Work Disability Prevention Framework was used to organize the review. For analysis, sixty-six papers were chosen. Studies have shown that to enhance nurses' quality of work life, the health care system as a whole as well as the workplace must adapt. The way new nursing graduates were treated, the availability of continuing education opportunities, the development of strong collegial relationships, stress-reduction initiatives, and higher pay were all areas where nurses' quality of work life might be improved.

Desti, K., & Shanthi, R. (2015) Being emotionally intelligent does not mean being a wimp! Being able to use one's emotions to guide decisions in the heat of the moment and exert greater control over oneself and the way one affects others is a distinct kind of intelligence. We can address difficulties more creatively and emotionally when we possess emotional intelligence. There is likely some overlap between general intelligence and emotional intelligence. Four skills are possessed by the emotionally intelligent person: the ability to recognize, use, comprehend, and control emotions.

Malone, E. K., & Issa, R. R. (2013). This study looks at three key areas for women working in the US construction industry: organizational commitment, work-life balance, and job satisfaction. Its goal is to pinpoint the elements that influence women's contentment with their jobs and employers as well as their general inclination to stick with them.

The findings demonstrated that the respondents' satisfaction with workplace benefits and their level of commitment varied depending on whether or not they had children under 21 living at home. Good working relationships with peers and coworkers, fair treatment and respect from superiors, challenges at work, a sense of success, and a sense of value as an employee were the factors that contributed most to job satisfaction. Job fit to their unique skills, flexibility in balancing work and home time, feeling appreciated as an asset to their company/employer, and availability of opportunity for growth were factors that placed highest in affecting organizational commitment.

Tabassum, A. et al. (2011). By using a quantitative survey with 128 male and 64 female employees, the study seeks to compare the current QWL between the sexes of private commercial banks. According to the study, there is a substantial difference in the quality of work life (QWL) of male and female employees concerning the following factors: attention to job design, fair and sufficient compensation, flexible work schedule and assignment, and employee relations.

Flores, N. et al. (2011). The perceived quality of working life among employees with intellectual disabilities is investigated in this paper. This study specifically examines participants' views of perceived job responsibilities and resources and how those perceptions affect actual job satisfaction. In this cross-sectional study, 507 employees with intellectual impairments who worked in assisted employment or sheltered workshops answered semi-structured interview questions about their quality of working life. Higher quality of working life was predicted by regression analysis indicating heightened social support from supervisors and coworkers and perceived low job demands.

RESEARCH METHODOLOGY

TYPE OF RESEARCH DESIGN

The research employs a descriptive and correlational design. The descriptive aspect aims to provide an in-depth understanding of the current state of emotional intelligence, work-life balance, and quality of work life among the army wives. The correlational aspect seeks to explore and quantify the relationships between these variables.

OBJECTIVE

The main objective of this study is to explore the relationship between emotional intelligence, work-life balance, and quality of work-life among the army wives.

Hypothesis

Ho: There is no significant relationship between emotional intelligence, work-life balance, and quality of work-life among the army wives.

Sources of Data: Primary data for this study were collected from the army wives using a well-structured questionnaire. Secondary data were also utilized to complement the primary data. The secondary data were gathered from various sources including internet sites, research articles, magazines, and newspapers.

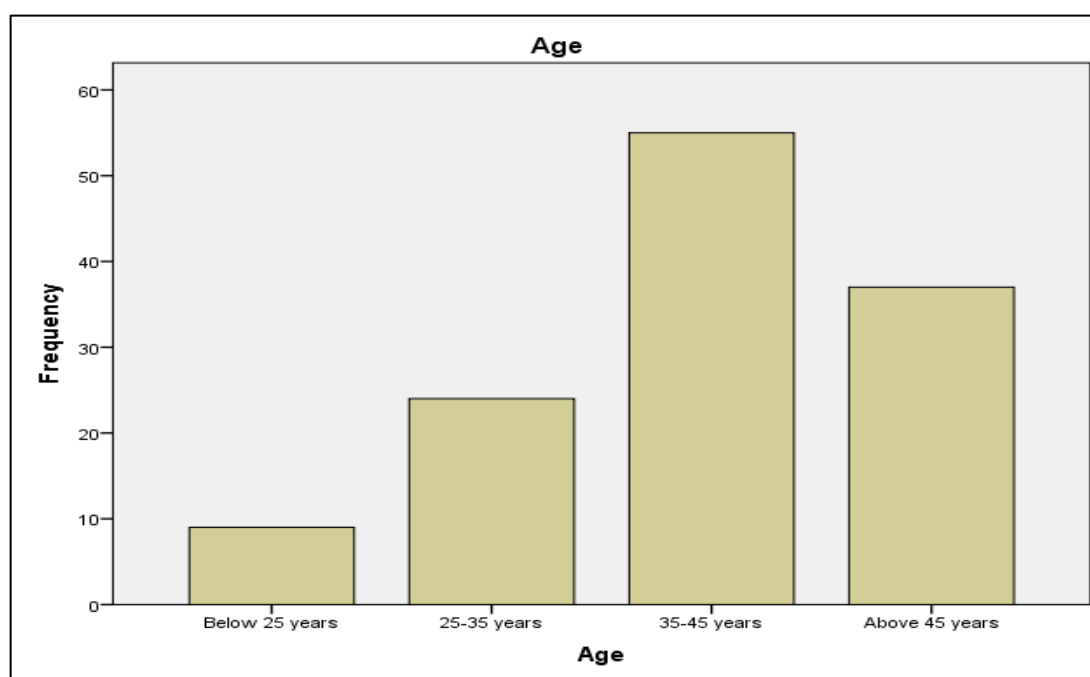
Sampling Design The researcher selected army wives as the target population for the research. To ensure adequate coverage of the population, the convenience sampling method was adopted. A sample size of 150 respondents was chosen for the study, focusing on the Mhow Cantt. Area

RELIABILITY

Reliability Statistics	
Cronbach's Alpha	N of Items
.837	45

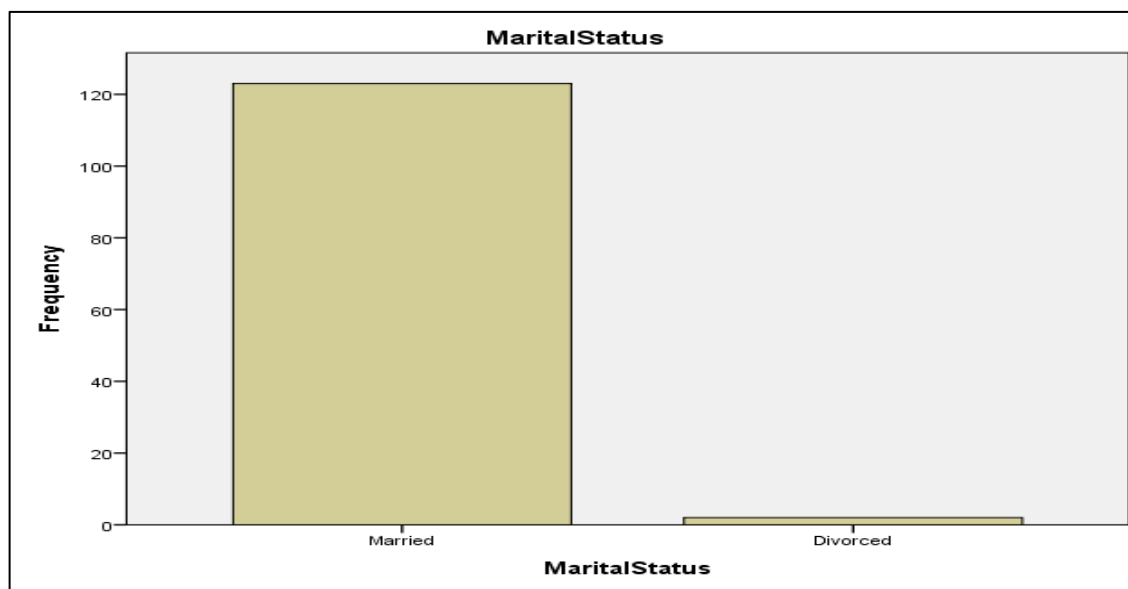
Interpretation A Cronbach's Alpha of 0.837 for a 45-item questionnaire indicates very high internal consistency and reliability. This level of reliability is generally suitable for a wide range of research purposes, providing confidence that the questionnaire is a reliable tool for measuring the intended construct.

Age					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 25 years	9	7.2	7.2	7.2
	25-35 years	24	19.2	19.2	26.4
	35-45 years	55	44.0	44.0	70.4
	Above 45 years	37	29.6	29.6	100.0
	Total	125	100.0	100.0	



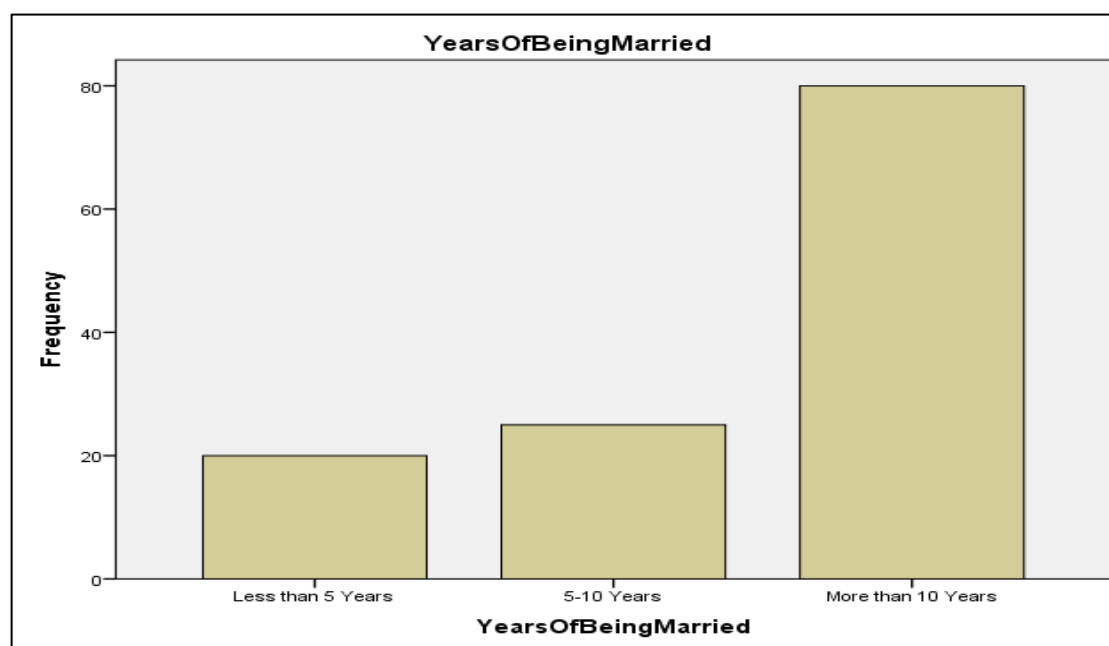
The above table shows that 7.2% of respondents are below 25 years of age, 19.2% of respondents are from 25-35 years of age, 44% of respondents are from 35-45 years of age and 29.6% of respondents are from above 45 years of age.

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	123	98.4	98.4	98.4
	Divorced	2	1.6	1.6	100.0
	Total	125	100.0	100.0	



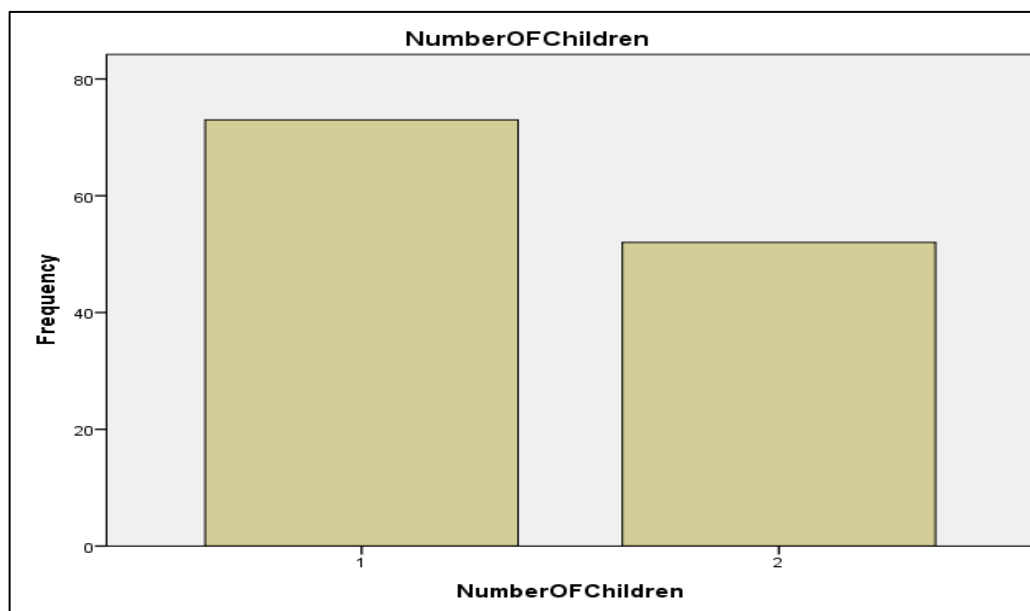
The above table shows that 98.4% of respondents are married and 1.6% of respondents are divorced.

Years of Being Married					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 Years	20	16.0	16.0	16.0
	5-10 Years	25	20.0	20.0	36.0
	More than 10 Years	80	64.0	64.0	100.0
	Total	125	100.0	100.0	



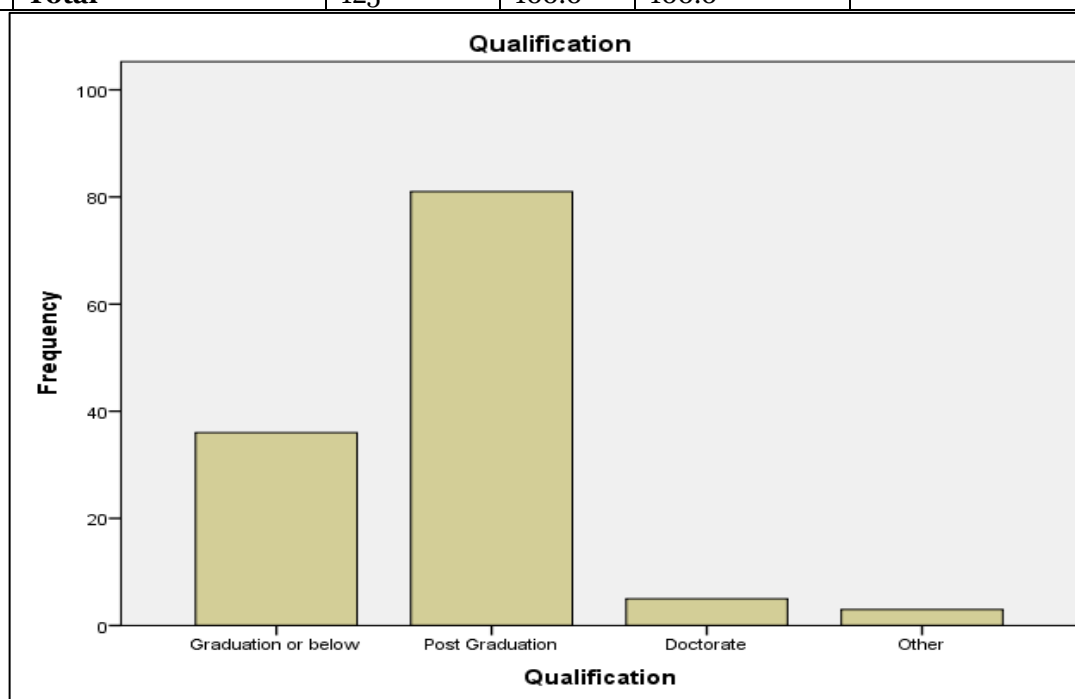
The above table shows that 16% of respondents are from less than 5 years of being married life, 20% of respondents are from 5-10 years of being married life and 60% of respondents are from more than 10 years of married life

Number of Children					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	73	58.4	58.4	58.4
	2	52	41.6	41.6	100.0
	Total	125	100.0	100.0	

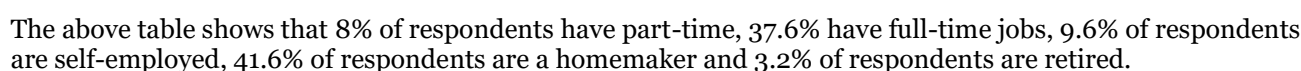


The above table shows that 58.4% of respondents have one kid and 41.6% of respondents have 2 kids.

Qualification					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduation or below	36	28.8	28.8	28.8
	Post Graduation	81	64.8	64.8	93.6
	Doctorate	5	4.0	4.0	97.6
	Other	3	2.4	2.4	100.0
	Total	125	100.0	100.0	



Occupation					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Part-time Job	10	8.0	8.0	8.0
	Full-time Job	47	37.6	37.6	45.6
	Self- Employed	12	9.6	9.6	55.2
	Homemaker	52	41.6	41.6	96.8
	Retired	4	3.2	3.2	100.0
	Total	125	100.0	100.0	



Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694 ^a	.742	.762	.34345
a. Predictors: (Constant), emotional intelligence				

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.435	2	2.718	23.040	.000 ^b
	Residual	14.391	122	.118		
	Total	19.826	124			
a. Dependent Variable: work-life balance, quality of work life						
b. Predictors: (Constant), emotional intelligence						

Interpretation: - From the above table, ANOVA F ratio =23.040, P-value is .000<0.05 depicts there is a significant relationship between *emotional intelligence, work-life balance, and quality of work-life among army wives*. Thus, regression model 1 is the best fit for this data.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.911	.295		6.487	.000
	work-life balance	.373	.207	.364	1.802	.074
	quality of work life	.170	.205	.168	.830	.408
a. Dependent Variable: work-life balance, quality of work life						

Interpretation: - The above table represents a model for emotional intelligence, work-life balance, and quality of work-life among army wives. The coefficient to predict the dependent variable based on the dependent variable(s) and t values is 6.487 which is higher than the threshold value of 1.96 and the significant value shown is less than .05, hence the model is significant at the 5% level. Thus, we reject the null hypothesis and it is inferred there is a linear relation between emotional intelligence, work-life balance, and quality of work-life among the army wives. Hence, the analysis results are positive. We can write the estimated model equation as:

$$Y (\text{emotional intelligence}) = 1.911(\text{Constant}) + 0.373 (\text{work-life balance}) + .170(\text{quality of work life})$$

IMPLICATIONS FOR MILITARY FAMILIES

The unique challenges faced by military families, such as frequent relocations, deployments, and the stress associated with military life, make the findings particularly relevant. Enhancing emotional intelligence among army wives can lead to better work-life balance and an improved quality of work-life, contributing to the overall well-being of military families. This has implications for support programs and interventions aimed at strengthening emotional intelligence skills.

LIMITATIONS OF THE STUDY

EI is often measured using self-report questionnaires, which can be influenced by social desirability bias and may not accurately reflect true emotional intelligence. Different studies may use varied definitions and measurement tools for EI, work-life balance, and quality of work-life, leading to inconsistencies and difficulties in comparing results across studies.

CONCLUSION

The research highlights the significant role of emotional intelligence in fostering a better work-life balance and quality of work-life among the army wives. The high degree of correlation and substantial variance explained by EI underscores its importance. Future research should continue to explore this relationship in diverse populations and contexts to further understand the broader applicability of these findings. Additionally, interventions aimed at enhancing emotional intelligence could be beneficial in promoting the well-being of individuals in various life circumstances, particularly those facing unique challenges like military families.

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