

## Review Article

### Literature of review on Emotional intelligence and work-life balance for two decades (2010-2024)

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**Abstract: Purpose:** the purpose of the review paper is to examine the influence of emotional intelligence and work life balance of the last two decade. The purpose of the study is to evaluate the various tools and techniques used in the last two decades. The aim of this research is to reflect the comprehensive studies within this realm regarding the utility of emotional intelligence and work- life balance. **Methodology:** Research on emotional intelligence from 2002 to 2024 has employed various research methodologies to understand the complex relationship between factors. These methodologies has develop over time, reflecting advancements in technology, changes in research paradigms and a deeper, understanding of the subject matter. **Findings:** the paper provides empirical findings on the influence of emotional intelligence and work- life balance of two decades and the main issues and challenges faced during that period faced by the people and work life imbalance due to the fast growing of internet communication technology, and Artificial Intelligence.

**Keywords:** Emotional Intelligence, work life balance, Emotional Well Being and Changing Life Style, Communication technologies.

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### Theoretical Background

EI is considered a crucial factor in achieving work-life balance, as it enables individuals to manage their emotions and respond to work and family demands effectively. A study by reviewed the literature on work-life balance, EI, occupational stress, work-family conflict, and family work, highlighting the importance of EI in managing work-life balance.

### SECTION 1

#### INTRODUCTION

Emotional is the combination of various mental processes that are directed towards effective adaptation to the environment. Kidwell *et al.* [1] are of the view that emotions have strong psychological forces that influence the behavior and the related performance of the professionals. It is the ability of an individual to use emotions by the time and situation.

Mayer and Salovey [2] define the EI as the subset of social intelligence involves the ability to monitor one's and other's feelings and emotions. This definition was further reformulated by Mayer and Salovey [2]. Emotional Intelligence has the capacity to create the positive outcomes in one's and lives of others [3]. EI as important differentiator in the work place with regard to individual and their performance to a greater extent [4] emotional intelligence may contribute to work

performance by enabling every individual to regulate their emotions so to perform well under pressure and adjust to the organizational change [5]. Emotional intelligence is the ground breaking, paradigm-shattering and one of the most influential business ideas of the current era. (Goleman, 1996) Emotional intelligence as the ability of a person to monitor one's own and other people's emotions and to use emotional information to guide thinking and behavior [5].

Work life balance is the extent to which an individual is equally engaged in work role and family role [6]. WLB is a perfect management between work and life but not interfering with each other. Yadav says one enters into job life, performance on balancing work and social roles becomes a strong contributor to how one can feels.

Over the last two decades, the working environment changes and has great challenge for maintaining a



balance between work life and family life [7]. WLB is an important issue in today's post liberalization context [8]. Enhanced quality of life, due to proper WLB leads to lower perceptions of the negative consequence of work life imbalance such as stress, burnout and turnover intention, thus resulting in better performance in both work and family domain [9,10]. WLB allowing one to be sharper, more efficient and better focused.

Thus emotional intelligence and work life balance have relationship between the two, how people feel about their work and perform between the family life and working life [11,12].

## SECTION 2

### LITERATURE OF REVIEW

Most of the review viewed that emotional intelligence as a factor which has a potential to contribute to more positive attitude, behaviour and outcomes. Schutte *et al.* [13] emotional intelligence can be conceptualized as either ability [2] a personality trait Salovey and Mayer [14] says emotional intelligence is the ability to use emotions adaptively, [15] emotional intelligence as important aspect of organizations [15] emotional intelligence is positively related to job performance. George [16] shows aspects of emotional intelligence contribute to effective leadership. Job satisfaction positively related to construct of emotional intelligence. Kafetsios & Loumakou [17], founded a positive relationship between emotional intelligence and work attitude.

### SECTION 2.1

#### Emotional intelligence An overview

Emotional Intelligence refers to the ability to recognize, understand, manage and effectively use emotions in one-self and others. It involves a set of skills that allow individual to navigate their own emotions, build strong relationships and make informed decisions based on emotional awareness. EI has various aspects including personal relationships, social interactions and professional settings. The concept of emotional intelligence gained prominence with the work [2], but it was Daniel Goleman who introduced the idea of EI wider in 1995 by in his book emotional Intelligence . He also gave the model on emotional intelligence encompasses of five main components. Self-Awareness, Self Regulation, Motivation, Empathy and Social Skills.

### SECTION 2.2

#### Work life balance (WLB)- An overview

Work life balance refers to the equilibrium an individual seeks between the demands of their professional life (work) and their personal life (family, leisure, personal growth etc). it involves effectively managing one's time and energy to meet both work-related responsibilities and personal pursuits, while avoiding excessive stress and burnout.

### SECTION 2.3

#### Evolving Definition of work – life balance

In the Earlier 2000 the initial definition's centered on creating distinct boundaries between work and personal life. The aim was to prevent work- related stressors from intruding on personal time. In mid 2000s to late 2000s the concept shifted towards work-life integration, recognizing that technology and changing work structures make strict separation challenging. The focus was on the blending both spheres while maintaining well being and in the 2010s the definition of work life balance was further expanded to encompass holistic well-being. It emphasized the need to address physical, mental and emotional health in addition to balancing work and personal responsibilities. Later in late 2010s and to early 2020s the definition of WLB evolving definition emphasizes flexibility and autonomy. Individuals are encourage to design their own unique work- life balance is now seen as the ability to meet one's personal and professional goals while maintaining overall well being.

### SECTION 2.4

#### Highlight how understanding between emotional intelligence and work- life Balance has evolved over past two decades

The understanding of relationship between emotional intelligence (EI) and work life balance of the two decade has evolved significantly. The evolution reflects changes in societal attitudes, advancement in research methodologies and a growing recognition of the importance of emotional well-being in both personal and professional domain. In the early 2000s the concept of emotional intelligence gained attention as researchers began exploring the impact of emotions on various aspects of life, including the workplace. Initially, the discussion on emotional intelligence in the workplace was limited and its impact on work life balance was not extensively studied. In the mid 2000s to late 2000s researchers started recognizing the relevance of emotional intelligence in professional settings. In this period studies began to explore how EI influences leadership, team work and overall job performance. Also, "work life integration" began to gain traction, indicating a shift from the traditional concept of "work life balance". In 2010s witnessed a diversification of research perspectives. Studies examined how emotional intelligence impacts different industries, roles and hierarchical levels within organizations. With the rise of digital communication and remote work, discussions around emotional intelligence expanded to include its role in managing virtual teams and maintaining work life integration in the digital age. Towards the end of 2010s and into early 2020s the understanding of work life balance evolved to include a focus on holistic well-being. Researchers emphasized the interconnectedness of physical, mental and emotional health, recognizing that emotional intelligence plays a crucial role in overall well- being. Research also exploring how companies could foster emotional intelligence among



employees and create supportive. Current discussion emphasizes a comprehensive approach to work life integration that considers individual emotional intelligence, organizational support and social influence. Ongoing research is to explore the emotional intelligence and its role in maintaining well-being and work life integration.

## SECTION 2.5

### Major findings of regarding the relationship between Emotional intelligence and Work –life balance of two decades

The relationship between the Emotional intelligence and work- life balance is the subject research interest. The research studies conducted over the two decades highlights the several key findings, that shows how emotional intelligence influences an individual ability to manage their work responsibilities and personal life effectively. Some major findings regarding their relationship are as under

1. **Enhance Stress Management:** High levels of Emotional intelligence are associated with better stress management skills. Individuals with high level of Emotional intelligence can recognize and regulate their emotions, which helps them to cope with workplace stressors more effectively this will in turn contribute to the healthy work life balance
2. **Improves communication:** Emotional intelligence is linked to better interpersonal communication skills. Individuals with high level of emotional intelligence can express their needs, set boundaries and communicate effectively with colleagues, supervisors and family members, which aids in managing work and personal responsibilities.
3. **Resilience and Adaptability:** people with strong emotional intelligence tend to be more resilient in the face of challenges. They can adapt to changing circumstances and setbacks, which allows them to navigate work related- demands without sacrificing their personal well- being.
4. **Conflict Resolution:** Emotional Intelligence contribute to effective conflict resolution both at work and in personal relationships. Individuals with high level of emotional intelligence are better equipped to handle conflicts, preventing these issues from spilling over and affecting their work life balance negatively.
5. **Workplace Relationships:** High Emotional Intelligence fosters positive workplace relationships. Employees with strong emotional intelligence can build close relationships with colleagues, leading to more supportive work environment that contribute positively to work- life balance.
6. **Time management:** Emotional intelligence is correlated with better time management skills. Individuals who can prioritize tasks, set realistic goals and manage their time effectively are more likely to achieve a balance between work and personal life.

7. **Reduced burnout:** Research findings of various papers suggested that emotional intelligence can act as protective factor against burnout. Individuals with highly emotional intelligence level are less likely to experience emotional exhaustion and are better equipped to manage the demands of work without becoming overwhelmed.
8. **Flexibility and Boundaries:** Emotional intelligence enables individuals to establish clear boundaries between work and personal life. They can switch between roles more effectively, allowing them to fully engage in both domains without unnecessary overlap.
9. **Job satisfaction:** Higher levels of emotional intelligence are often associated with increased job satisfaction. When individuals can navigate workplace challenges and maintain positive relationship , they are more likely to enjoy their work, contributing to a better overall work life balance
10. **Family and social well being:** Emotional intelligence positively influences family and social interactions. Those with high EI can connect emotionally with loved ones, lending maintaining fulfilling personal relationships.
11. **Work-Life Balance and Job Performance:** Research has shown that EI, job involvement, job satisfaction, and work-life balance positively influence job performance. A study by examined the impact of EI and work-life balance on employee work-related attitudes, highlighting the importance of EI in achieving work-life balance and improving job performance.
12. **Gender Differences:** Some studies have investigated gender differences in the relationship between EI and work-life balance. A study by aimed to determine how working women's EI and work-life balance affect job stress, while examined gender differences in various aspects of work-life balance.

## SECTION 2.6

### Interventions and strategies to enhance emotional intelligence and promote work life balance among individuals within organization

These initiatives aim to equip individuals with the skill needed to manage emotions effectively and navigate the demands of both their professional and personal lives. Some of the interventions and strategies are as followings

#### Individual level interventions

1. **Emotional intelligence training :** offer workshops and training programs that focus on developing EI skills, including self awareness, emotional regulation, empathy and effective communication
2. **Mindfulness and meditation:** encourage individuals to practice mindfulness and meditation techniques to improve self awareness, manage stress and enhance emotional regulation



3. **Stress management workshops:** provide tools and technique to manage stress including time management, prioritization and relaxing exercises
4. **Counseling and coaching:** offer one-on-one counseling or coaching sessions to help individuals navigate personal and professional challenges and improve their emotional well-being
5. **Self-care practices:** promote self-care activities such as exercise, hobbies and spending time with loved ones to recharge and maintain a healthy work-life balance.

#### Organizational level strategies

1. **Flexible work arrangement:** implement flexible work hours, remote work option and compressed workweeks to accommodate employees' personal needs and enhance work-life balance.
2. **Wellness programs:** Establish wellness programs that focus on physical health, mental well-being and stress management to support employees' overall emotional resilience.
3. **Emotional intelligence Assessments:** conduct assessments to gauge employees' emotional intelligence levels and offer tailored development plans to enhance their skills.
4. **Leadership development:** Train managers and leaders in emotional intelligence skills to create a supportive and empathetic work environment that values work-life balances.
5. **Clear Communication:** foster transparent communication about expectations, deadlines and workloads to reduce uncertainty and anxiety.
6. **Family Support:** provide family-friendly policies such as parental leave, childcare support and eldercare assistance to help employees manage family responsibilities.

#### Societal level strategies

1. **Promote Awareness :** Raise awareness about the importance of emotional intelligence and work-life balance through campaigns, workshops and public discussions.
2. **Policy Advocacy:** Advocate for policies that support work-life balance such as promoting flexible work arrangements and recognizing the value of emotional well-being in work places.
3. **Educational Initiatives:** incorporate emotional intelligence education into schools' curricula to equip future generations with the skill needed for managing emotions and maintaining a healthy balance.
4. **Cultural Shifts:** challenge societal norms that prioritize overworking and encourage a culture that values both personal and professional aspects of life.

Interventions and strategies aimed at enhancing emotional intelligence and work-life balance should be tailored to the specific needs of individuals and organizations. By providing individuals with the tool

to manage emotions effectively and organizations switch the means to create supportive environments.

## SECTION 2.7

### RESEARCH METHODOLOGY

Research on emotional intelligence from 2002 to 2020 has employed various research methodologies to understand the complex relationship between factors. These methodologies have developed over time, reflecting advancements in technology, changes in research paradigms and a deeper understanding of the subject matter. Some of these methodologies include

1. **Surveys and Questionnaire:** These are widely used to collect self-reported data from participants. These instruments often include standardized measures of emotional intelligence and work-life balance perceptions. Participants rate their emotions, behaviors and experiences related to EI and WLB, providing quantitative data for analysis. Surveys are efficient for studying large samples and identifying general trends.
2. **Longitudinal Studies:** Longitudinal studies involve collecting data from the same participants over an extended period. Researchers use repeated measurements to track changes in emotional intelligence and work-life balance over time, identifying patterns and causality. This approach allows for a better understanding of how these variables interact and evolve.
3. **Case Studies:** It involves in-depth examinations of specific individuals or organizations. Researchers gather qualitative data through interviews, observations and document analysis to provide a comprehensive understanding of the dynamic between emotional intelligence and work-life balance within a particular context.
4. **Experimental Research:** It involves manipulating variables to establish cause and effect relationships. Researchers might design interventions to enhance emotional intelligence and then measure the impact on work-life balance outcomes. This approach helps determine whether changes in emotional intelligence lead to improvement in work-life balance.
5. **Mixed Methods Approaches:** Mixed methods research combines both qualitative and quantitative techniques to gain a comprehensive understanding of the relationships between emotional intelligence and work-life balance. Qualitative data, such as interviews or focus groups, provide deeper insights, while quantitative data provide statistical analysis and generalizability.
6. **Meta Analyses:** It involves synthesizing findings from multiple studies to draw overarching conclusions about the relationships between EI and WLB. Researchers aggregate data from various studies, assess the overall effect sizes and identify patterns or trends across a broader dataset.
7. **Surveying Organizational Policies:** Some researchers examine organizational policies related





to work life Balance and their impact on employee emotional intelligence and well being. This may helps identify recurring themes, patterns and qualitative insights related to emotional intelligence and work life balance.

## SECTION 2.8

**Key themes, trends and gaps identified in the literature on the relationship between emotional intelligence and work life balance from (2002-2020)**

### Key themes

1. **Positive correlation:** The majority of studies consistently establish a positive correlation between emotional intelligence and work life balance. Higher emotional intelligence is linked to better stress management, improved communication and more effective conflict resolution, all of which contribute to healthier work life integration.
2. **Stress Management and Resilience:** Emotional intelligence is repeatedly associated with enhance stress management and resilience. Individuals with high emotional intelligence are better equipped to cope with workplace pressures and adapt to changes, minimizing their impact on work life balance.
3. **Leadership and Organizational Impact:** The literature emphasizes the role of emotional intelligence in effective leadership. Leaders with high emotional intelligence create supportive work environments that value work – life balance, leading to better employee well being and job satisfaction.
4. **Well Being and Job Satisfaction:** Studies consistently show that individuals with strong emotional intelligence experience higher levels of overall well- being, job satisfaction and life satisfaction. Emotional intelligence acts as a buffer against burnout and contribute to greater engagement.

## SECTION 2.9

### Key trends:

1. **Shift from Work Life to Work Life Integration:** Over the years, the terminology has shifted from “work life balance” to work life integration”. This reflects the acknowledgement that strict compartmentalization is challenging in modern work environments, highlighting the need for flexible approaches that embrace both work and personal responsibilities.
2. **Holistic Well- Being:** The literature increasingly emphasizes the importance of holistic well- being which includes emotional, physical and mental health. Emotional intelligence is recognized as a crucial factor in achieving this holistic well- being by addressing emotional and psychological aspects.
3. **Cultural and Gender Context:** Researchers have started to explore how cultural norms and gender roles influence the relationship between emotional

intelligence and work – life balance. There is a growing recognition of the need consider these factors when analyzing the impact of emotional intelligence on different populations.

## SECTION 2.10

**While studying the research paper the research gap in the literature from the last two decades i.e ( 2002-2020).**

1. **Longitudinal Studies:** while many studies examine cross- sectional associations, there is a lack of longitudinal research that tracks changes in emotional intelligence and work life balance over time. Long term studies could provide insights into the stability and development of these relationships
2. **Causal relationships:** Although there`s strong positive correlation between emotional intelligence and work- life balance, establishing causal relationships remains a challenge. More experimental research is needed to determine whether interventions targeting emotional intelligence lead to improvements in work life outcomes
1. **Inter-sectionality:** Limited research examines how emotional intelligence and wok- life balance interact with other factors like age, ethnicity and socioeconomic status. Further studies could provide a more nuanced understanding of the complexity of these relationships.
2. **Objectives Measures of Work Life Balance:** Most studies reply self reported measures of work-life balance. Incorporating objective measure, such as time allocation between work and personal life, could provide a more accurate representation of the actual balance achieved.
3. **Global Perspective:** Research has been concentrated in western context, leaving gaps in understanding the relationship between emotional intelligence and work life balance in different cultural and geographical settings.

## CONCLUSION

The literature of two decades of emotional intelligence and work life balance underscore the profound impact of Emotional Intelligence and Work –life Balance. It provides valuable insights for individuals seeking to enhance their own work-life equilibrium, organization looking to create supportive environments and policymakers aiming to foster healthier work- life balance practices. Future research should continue to explore the nuanced interactions between EI and WLB to inform more tailored strategies for improving the well- being of employees in diverse work settings.

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