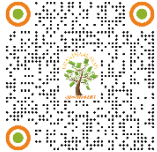


SUSTAINABLE MENTAL HEALTH IN THE WORKPLACE: THE CRITICAL ROLES OF EMOTIONAL INTELLIGENCE AND WORKPLACE RESILIENCE

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ABSTRACT

The purpose of the present study is to analyse the impact of Emotional Intelligence and Workplace Resilience on Sustainable Employee Mental Health in corporate settings. A sample of 102 employees across industries was assessed using standardized questionnaires: the Wong and Law Emotional Intelligence Scale (WLEIS), the Connor-Davidson Resilience Scale (CDRISC), and the Job-related Affective Well-being Scale (JAWS). The results revealed a significant positive correlation between Emotional Intelligence and Sustainable Employee Mental Health ($r = 0.465$, $p < 0.01$). Similarly, Workplace Resilience demonstrated a positive correlation with mental health ($r = 0.398$, $p < 0.01$). However, regression analysis indicated that while Emotional Intelligence significantly predicted mental health ($B = 0.870$, $p = 0.004$), Workplace Resilience did not have a statistically significant predictive impact ($B = 0.280$, $p = 0.265$). These findings suggest that Emotional Intelligence plays a crucial role in enhancing employee well-being, whereas resilience alone may not be sufficient for sustaining mental health. The study emphasizes the importance of EI training and mental health support programs in organizations to foster a healthier and more resilient workforce. Further research is recommended to explore additional workplace factors affecting Sustainable Employee Mental Health.

Keywords: Emotional Intelligence, Workplace Resilience, Employee Mental Health, Wellbeing, HR Strategies, Organizational Behaviour, Corporate Mental Health

1. INTRODUCTION

Daniel Goleman, a renowned psychologist and author, stated, "In a very real sense, we have two minds, one that thinks and one that feels." Emotional intelligence (EI) and workplace resilience have emerged as essential factors in sustaining employee mental health, particularly in the modern workplace where stress and uncertainty are prevalent. Employees today face numerous challenges, including high job demands, organizational changes, and work-life balance struggles, which can negatively impact their mental well-being. The concept of emotional intelligence

gained prominence through the work of [Goleman \(1995\)](#), who emphasized the importance of self-awareness, self-regulation, motivation, empathy, and social skills in fostering psychological well-being. Similarly, workplace resilience refers to an employee's ability to adapt, recover, and thrive in the face of adversity [Fletcher and Sarkar \(2013\)](#). Together, these factors play a critical role in promoting sustainable mental health in employees, ensuring long-term productivity and job satisfaction. With the increasing recognition of mental health issues in corporate settings, organizations are now investing in emotional intelligence training and resilience-building programs to support their workforce. Research suggests that employees with high EI and resilience exhibit lower levels of stress, reduced burnout, and greater psychological well-being [Cavallo and Brienza \(2006\)](#), [Luthans et al. \(2006\)](#).

1.1. EMOTIONAL INTELLIGENCE AND MENTAL HEALTH

Emotional intelligence is a crucial determinant of workplace success and mental health. It enables employees to manage stress effectively, build strong interpersonal relationships, and navigate workplace challenges with confidence. [Goleman \(1998\)](#) highlighted that individuals with high EI demonstrate greater self-awareness and emotional regulation, leading to improved coping mechanisms in stressful situations. Studies have shown that EI is associated with lower levels of anxiety, depression, and emotional exhaustion [Zeidner et al. \(2009\)](#). Employees who can understand and regulate their emotions tend to experience higher job satisfaction and overall well-being [Mikolajczak et al. \(2007\)](#). Furthermore, leaders with high EI create supportive work environments that

1.2. WORKPLACE RESILIENCE AND MENTAL HEALTH

Workplace resilience refers to an employee's ability to bounce back from setbacks, adapt to changes, and maintain mental well-being despite adversity [Robertson et al. \(2015\)](#). Resilient employees exhibit a positive outlook, problem-solving abilities, and emotional regulation, all of which contribute to sustainable mental health.

Organizations are increasingly focusing on resilience training programs to equip employees with skills to handle workplace stressors. Research indicates that resilience is a protective factor against job-related stress, burnout, and mental health disorders [Youssef and Luthans \(2007\)](#). Employees with high resilience levels demonstrate greater motivation, higher productivity, and stronger interpersonal relationships, all of which contribute to their psychological well-being.

1.3. RELATIONSHIP AMONG EMOTIONAL INTELLIGENCE, WORKPLACE RESILIENCE, AND SUSTAINABLE EMPLOYEE MENTAL HEALTH

Emotional intelligence and workplace resilience are interrelated concepts that collectively enhance employee mental health. EI helps employees recognize and manage their emotions, while resilience enables them to cope with stressors effectively. Together, they foster psychological well-being, reduce burnout, and improve overall job performance. A study by [Joseph and Newman \(2010\)](#) found that individuals with high EI exhibit greater psychological resilience, leading to lower levels of occupational stress. Similarly, research by [Shatté et al. \(2017\)](#) suggests that resilience training programs significantly improve employees' mental health outcomes and job satisfaction. Organizations that prioritize EI and resilience

development create a work culture that promotes employee well-being, reducing absenteeism and turnover rates.

1.4. IMPORTANCE OF THE STUDY

This study aims to explore the impact of emotional intelligence and workplace resilience on sustainable employee mental health. Given the increasing prevalence of workplace stress and mental health concerns, understanding how EI and resilience contribute to employee wellbeing is crucial. The study will also contribute to the growing body of research on workplace mental health by examining practical interventions that organizations can implement to support their employees. By integrating EI and resilience-building programs into organizational policies, businesses can create healthier work environments that promote long-term employee well-being and performance. Emotional intelligence and workplace resilience are fundamental to sustaining employee mental health. As organizations continue to prioritize employee wellbeing, fostering these attributes will be essential for creating a positive and supportive workplace culture.

2. LITERATURE REVIEW

Emotional intelligence and workplace resilience have gained significant attention in organizational research, particularly in understanding their impact on sustainable employee mental health. Emotional intelligence plays a crucial role in enhancing workplace performance and fostering an environment conducive to resilience and overall well-being [Logasakthi et al. \(2024\)](#). Organizations that integrate emotional intelligence into their culture create a positive and supportive work environment, which in turn leads to sustainable development by enhancing employee resilience and engagement. This has been particularly emphasized in the manufacturing sector, where emotional intelligence has been linked to organizational resilience and sustainable growth. Workplace resilience has been identified as a critical factor in mitigating stress and enhancing mental well-being, which ultimately improves task performance and workplace sustainability [Deka et al. \(2024\)](#). Stress, when not managed effectively, has detrimental effects on employees, leading to increased burnout, anxiety, and reduced productivity. By prioritizing resilience and mental well-being, organizations can implement frameworks that foster a balanced work environment, reducing stressors and promoting employee retention. This aligns with the principles of Salutogenesis which emphasize the importance of positive well-being rather than merely eliminating negative factors.

The relationship between emotional intelligence and workplace resilience has been further explored in studies focusing on employee engagement and development. Research suggests that employees high in emotional intelligence exhibit greater engagement and resilience, which contributes to lower stress levels and improved mental health [Dennett and De \(2024\)](#). Findings indicate that a strong correlation exists between emotional intelligence and resilience, highlighting the need for HR professionals to design workplace programs that enhance these attributes. Such programs can help employees develop self-awareness and foster interpersonal relationships, thereby contributing to overall organizational success. The interplay between emotional intelligence, workplace resilience, and mental health has also been examined in the context of predictive and moderating relationships. Positive correlations have been found between trait emotional intelligence and workplace resilience, reinforcing the protective role these factors

play in safeguarding employee mental health [Sundvik et al. \(2024\)](#). The study emphasizes that situational emotion management is particularly influential in predicting higher workplace resilience, though it also notes that emotional intelligence does not necessarily moderate the relationship between resilience and mental health. These findings suggest that while emotional intelligence and resilience independently contribute to employee well-being, their combined impact requires further exploration to understand its full implications.

The broader literature on work-life balance and employee well-being further underscores the importance of integrating emotional intelligence and resilience into organizational policies. Employees who experience a high degree of work-life balance exhibit greater satisfaction and lower turnover intentions, reinforcing the significance of well-being-focused HR strategies [Virick et al. \(2007\)](#). Stress, often arising from an imbalance between job demands and personal life, has been shown to negatively impact both mental and physical health [Lazarus \(1966\)](#), [Quick et al. \(2017\)](#). Effective organizational strategies that prioritize emotional intelligence and resilience can mitigate these stressors, leading to a more sustainable and productive workforce. Given the increasing complexities of modern workplaces, the implementation of work-life policies that integrate emotional intelligence and resilience is essential for promoting sustainable employee mental health. Organizations that provide supportive environments and foster resilience not only enhance employee well-being but also achieve competitive advantages through improved productivity and reduced turnover [Thompson et al. \(2005\)](#). Future research should continue to explore these relationships across various industries to establish a more comprehensive understanding of their impact on long-term organizational success.

3. RESEARCH METHODOLOGY

3.1. OBJECTIVES

- 1) To find out the relationship between Emotional Intelligence and Sustainable Employee Mental Health.
- 2) To find out the relationship between Workplace Resilience and Sustainable Employee Mental Health.
- 3) To analyse the combined effect of Emotional Intelligence and Workplace Resilience on Sustainable Employee Mental Health.

3.2. HYPOTHESIS

- 1) **H1:** There exists a significant relationship between Emotional Intelligence and Sustainable Employee Mental Health.
- 2) **H1:** There exists a significant relationship between Workplace Resilience and Sustainable Employee Mental Health.
- 3) **H1:** Emotional Intelligence and Workplace Resilience together significantly impact Sustainable Employee Mental Health.

Sample

A total of 121 questionnaires were distributed, and 102 employees from various corporate organizations responded. The sample consists of employees from different industries, ensuring diversity in organizational settings. The study includes employees from different job roles, experience levels, and sectors, providing a comprehensive analysis of how EI and workplace resilience influence sustainable mental health.

3.3. RESEARCH DESIGN

The research design for this study is explanatory in nature, focusing on understanding the impact of emotional intelligence and workplace resilience on sustainable employee mental health. Explanatory research helps establish causal relationships between variables, providing deeper insights into how emotional intelligence and resilience contribute to employee wellbeing. Given the increasing workplace stress and mental health concerns, this design was chosen to analyse the extent to which these psychological factors influence long-term mental health outcomes in corporate employees.

3.4. RESEARCH GAP

Existing studies focus on emotional intelligence (EI) or resilience separately, with limited research on their combined impact on sustainable employee mental health. Industry-specific insights are also lacking, making practical implementation challenging. The present study addresses these gaps by analysing the relationship among Emotional Intelligence, resilience, and mental health in corporate settings. Using correlation and regression analysis, it identifies key predictors of well-being, helping organizations design effective strategies for a healthier workforce.

3.5. SAMPLING TECHNIQUE

The study utilizes convenience sampling, a non-probability sampling method, where participants were selected based on availability and willingness to participate. Convenience sampling is appropriate given the broad applicability of employee mental health concerns across industries. While it limits generalizability, this method provides practical insights into real-world workplace settings and offers valuable data on how organizations can enhance employee well-being through sustainable HR strategies.

1) Variables

- The study involves the following variables: ☐

2) Independent Variables

- Emotional Intelligence (EI)
- Workplace Resilience

3) Dependent Variable

- Sustainable Employee Mental Health

3.6. DATA COLLECTION METHOD

Data was collected using a structured questionnaire. The questionnaire was administered via Google Forms and email surveys to employees across different corporate organizations.

The questionnaire consisted of three scales:

- 1) **Wong and Law Emotional Intelligence Scale** [WLEIS, Wong and Law, \(2002\)](#) is a self-report measure consisting of 16 items designed to measure emotional intelligence. The items are scored on a 5-point Likert scale, from 1= strongly disagree to 5 strongly agree. The scale has four dimensions, appraisal of emotions in self, appraisal of emotions in others,

and use of emotions, and regulation of emotions. The reliability coefficient as measured by Cronbach's alpha is in the range of .79 to .86.

- 2) **Connor-Davidson Resilience scale (CD-RISC)** is a widely used instrument for assessing psychological resilience. It comprises 25 items, each rated on a 5-point Likert scale, where higher scores reflect greater resilience. The scale demonstrates good reliability, with Cronbach's alpha values typically ranging from 0.87 to 0.89, indicating high internal consistency.
- 3) **Job-related Affective Well-being Scale (JAWS)** [JAWS, Van Katwyk, Fox, Spector, and Kelloway \(1999\)](#) measures the emotional experiences associated with one's job over the past 30 days. Participants rated 20 items based on how frequently they experienced specific emotions at work, using a 5-point Likert scale (Never to Extremely Often) The scale includes both positive emotions (e.g., enthusiastic, satisfied, relaxed) and negative emotions (e.g., anxious, furious, discouraged) to provide a comprehensive assessment of job-related affective well-being. The JAWS scale has demonstrated strong internal consistency, with Cronbach's alpha values typically ranging from 0.89 to 0.95, ensuring reliable measurement of workplace emotional experiences.

3.7. STATISTICAL TOOLS FOR ANALYSIS

- 1) **Descriptive Statistics** – Mean, Standard Deviation, and Frequency Distribution to summarize responses.
- 2) **Pearson's Correlation Analysis** – To examine the relationship between the independent and dependent variables.
- 3) **Multiple Regression Analysis** – To determine the combined effect of Emotional Intelligence and Workplace Resilience on Sustainable Employee Mental Health.
- 4) **Software Used:** Excel and SPSS

3.8. ETHICAL CONSIDERATIONS

- Participation was voluntary, and informed consent was obtained.
- Data was kept confidential and used only for research purposes.
- No personally identifiable information was collected.

4. RESULT AND DISCUSSION

The aim of this study was to determine the impact of Emotional Intelligence (EI) and Workplace Resilience on Sustainable Employee Mental Health in a sample of 102 employees. The study objectives were:

Results were obtained by calculating the mean, standard deviation, correlation and regression between the variables. Pearson's correlation coefficient was used to measure the strength and direction of the relationships among Emotional Intelligence, Workplace Resilience, and Sustainable Employee Mental Health.

Table 1

Table 1 Descriptive Statistics				
		EMOTIONAL INTELLIGENCE	RESILIENCE	MENTAL HEALTH
N	Valid	102	102	102
	Missing	0	0	0
Mean		54.55	57.24	46.22
Median		53	55	38
Std. Deviation		5.588	6.599	13.254

The sample consisted of 102 individuals, and the following key findings were observed from the descriptive statistics:

- **Emotional Intelligence (EI):** The mean score of 54.55 suggests that participants generally exhibit a moderate to high level of Emotional Intelligence. The standard deviation of 5.588 indicates that most participants have scores close to the mean, with minimal variability.
- **Resilience:** The mean score of 57.24 indicates a relatively strong level of workplace resilience among employees. The standard deviation (6.599) suggests slight variation in resilience levels among the participants.
- **Mental Health:** The mean score of 46.22 suggests that participants, on average, report moderate levels of mental health sustainability. However, the higher standard deviation (13.254) indicates significant variability in how employees experience mental health.

Table 2

Table 1 Correlation Analysis			
		EMOTIONAL INTELLIGENCE	MENTAL HEALTH
		E	
EMOTIONAL INTELLIGENCE	Pearson Correlation	1	.465**
	Sig. (2-tailed)		.000
	N	102	102
MENTAL HEALTH	Pearson Correlation	.465**	1
	Sig. (2-tailed)	.000	
	N	102	102

** . Correlation is Significant at the 0.01 Level (2-Tailed).

Table 3

Table 2 Correlation Analysis			
		RESILIENCE	MENTAL HEALTH
RESILIENCE	Pearson Correlation	1	.398**
	Sig. (2-tailed)		0
	N	102	102
MENTAL HEALTH	Pearson Correlation	.398**	1
	Sig. (2-tailed)	.000	
	N	102	102

** . Correlation is significant at the 0.01 level (2-tailed).

4.1. INTERPRETATION: KEY FINDINGS FROM TABLE 2 AND 3

- **Emotional Intelligence and Mental Health ($r = 0.465$, $p < 0.01$):** There is a positive correlation between Emotional Intelligence and Sustainable Employee Mental Health. This suggests that employees with higher Emotional Intelligence tend to have better mental health.
- **Resilience and Mental Health ($r = 0.398$, $p < 0.01$):** There is a positive correlation between Resilience and Sustainable Employee Mental Health. Employees with greater resilience are likely to experience better mental well-being.
- **Statistical Significance ($p < 0.01$):** Both correlations are statistically significant, meaning the relationships observed are unlikely to be due to chance.

Table 4

Table 3 Model Summary				
Model R	R Square	Adjusted R Square	Std. Error of the Estimate	
1	.475 ^a	0.226	0.210	11.779

a. Predictors: (Constant), Resilience, Emotional Intelligence

Interpretation: The R-Square value (0.226) indicates that Emotional Intelligence and Resilience together explain 22.6% of the variance in Sustainable Employee Mental Health. While this suggests a moderate impact, other factors not included in the study may also contribute to mental health.

Table 5

Table 4 ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4008.07	2	2004.035	14.445	.000 ^b
	Residual	13735.185	99	138.739		
	Total	17743.255	101			

a. Dependent Variable: Mental Health

b. Predictors: (Constant), Resilience, Emotional Intelligence

The ANOVA results confirm that the regression model is statistically significant ($p < 0.01$), supporting the overall impact of Emotional Intelligence and Resilience on mental health.

Table 6

Table 5 Coefficients						
Model		Unstandardized Coefficients B	Std. Error	Standardized Coefficients Beta	t	Sig.
1	(Constant)	-17.266	11.880		-1.453	0.149
	EMOTIONAL INTELLIGENCE	0.870	0.295	0.367	2.946	0.004
	RESILIENCE	0.280	0.250	0.139	1.121	0.265

a. Dependent Variable: Mental Health

- Emotional Intelligence ($B = 0.870$, $p = .004$): A significant positive predictor of Sustainable Employee Mental Health, indicating that higher EI leads to better mental health.
- Resilience ($B = 0.280$, $p = .265$): While positively related to mental health, its impact is not statistically significant in the model.

Based on the statistical results, the following conclusions can be drawn regarding the hypotheses:

- H1: There is a significant relationship between Emotional Intelligence and Sustainable Employee Mental Health. **(Accepted)**
- H2: There is a significant relationship between Workplace Resilience and Sustainable Employee Mental Health. **(Accepted)**
- H3: Emotional Intelligence and Workplace Resilience together significantly impact Sustainable Employee Mental Health. (Partially Accepted - Emotional Intelligence has a significant effect, but Resilience is not statistically significant in the regression model.)

The findings of this study emphasize the critical role of Emotional Intelligence in promoting Sustainable Employee Mental Health. Employees with higher Emotional Intelligence are better equipped to manage workplace stress, build positive relationships, and regulate emotions, contributing to enhanced well-being. Workplace Resilience, though correlated with mental health, did not emerge as a strong predictor in the regression model, suggesting that while resilience is beneficial, it alone may not be sufficient to sustain employee mental health.

Organizations should focus on comprehensive programs that enhance both Emotional Intelligence and other supportive factors like job satisfaction and work-life balance.

5. CONCLUSION

This study examined the impact of Emotional Intelligence and Workplace Resilience on Sustainable Employee Mental Health. The findings reveal that Emotional Intelligence has a significant positive relationship with mental health, while Resilience, though positively correlated, was not a significant predictor in the regression model.

6. KEY TAKEAWAYS

- Employees with higher Emotional Intelligence experience better mental health, as they can regulate emotions, handle stress, and maintain workplace relationships effectively.
- Workplace Resilience is moderately associated with mental health, but its direct predictive impact was not statistically significant in this study.
- The combined effect of Emotional Intelligence and Resilience explains 22.6% of the variance in Sustainable Employee Mental Health, indicating that other factors also contribute significantly.
- Organizations should focus on Emotional Intelligence training programs to promote better mental well-being among employees. Additionally, while Resilience is important, it may need to be complemented with other workplace interventions to achieve sustainable employee mental health.

7. RECOMMENDATIONS

- Implement Emotional Intelligence training programs to enhance employees' ability to manage emotions and stress.
- Foster a resilient workplace culture by providing mental health resources, peer support programs, and stress management strategies.
- Conduct further research to explore additional factors influencing Sustainable Employee Mental Health, such as job demands, social support, and organizational climate.

This study highlights the critical role of Emotional Intelligence in ensuring sustainable employee mental health and provides insights for HR professionals to design interventions that enhance well-being in the workplace.

CONFLICT OF INTERESTS

None.

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