

**LEADERS' EMOTIONAL INTELLIGENCE AND WORK STRESS: A STUDY OF
INTERVENING ROLE OF ORGANIZATIONAL CULTURE IN AUTOMOBILE
SECTOR**

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Abstract

Purpose The present study aimed to determine the effectiveness of emotional intelligence, organizational culture on work stress among employees working in automobile organizations of Indian national capital region. The key objective is to understand impact of the emotional intelligent quotient in controlling the development of work stress among employees. Another objective is to understand the role of organizational culture in between Leaders' Emotional Intelligence and work stress.

Design/methodology/approach

For the current study, a thoughtful blend of qualitative and quantitative research methods was used. The research was done on 147 executive level employees who were working in different Automobiles agencies located at NCR. Hayes process macro technique was used to test the conceptually drafted mediation model.

Findings Study found that for automobile organizations, level of emotional intelligence displayed by the leaders is the key component and impact organizational culture and work stress of employees. The results highlighted that emotional intelligence is inversely related to work stress and it was also found that emotional intelligence also has significant impact on organizational culture which further has significant negative impact on works tress. The result signifies the mediating effects of organizational culture in between Leaders' Emotional Intelligence Quotient and Work Stress.

Practical Implication: The result of the study suggested that leader with strong emotional intelligence quotient can create a healthy culture of trust, loyalties, commitment and connections. This culture promotes team work and supportive atmosphere at workplace and impacts employees' happiness and satisfaction quotient and reduced work stress among employees working in automobile organizations.

Originality/value

The research work is first of its kind that attempts to study the impact of emotional intelligence and organizational culture on Work stress along with the analysing the mediating role of organizational culture in Indian automobile sector.

Keywords: Emotional Intelligence, Leadership, Organizational Culture, Work Stress, Spirituality

1.1 Introduction:

Stress among employees at workplaces is a significant threat to organizations in current business environment. Workplace stress diminishes job satisfaction and negatively affects organizational, motivational, and social factors (Hwang, 2019). Workplaces with emotional and cognitive environment have lower levels of workplace stress (Elmi, et al., 2016). Employees with high level of work stress cannot understand organizational rules, policies and culture which later impact their work performance, productivity, individual growth, and achievement of organizational goals (Joiner, 2001). The success of an organization is meaningfully influenced by the culture it has and to this leaders play an imperative role in molding the culture that makes difference in employees as well as organizations growth and success (Lee, et al., 2022 Luthra, and Dahiya, 2015). Goleman (1995) found to create an impactful positive work environment at work leaders require emotional intelligence as one of the key attribute indicating that strong emotional intelligence is an essential leadership trait Luthra, and Dahiya, (2015). According to Saha, et al. (2023) an organization needs an emotionally intelligent leaders, as they may influence how employees feel about the importance of their work, foster positive moods, and encourage cooperation and mutual trust between employees and management. Ahmad, et al. (2023) culture can be the deciding factor for an employee who chooses to just show up at work or to actually contribute to your organization (Singh, and Luthra, 2019). According to Mushtaque, (2019) effective organizational culture can act as a key element to control work stress. Mengenci (2015) in his study also mentioned that that there is substantial relationship between organizational culture and employees' job satisfaction and stress level of employees. Further the relationship between leaders' emotional intelligence, organizational culture and work stress has, however, barely been studied (Dixit, et al. 2023). Herriford (2002) examined the association between organizational culture and emotional intelligence order to understand the prospective of the human emotions at work which can support, engage and develop human experience and encourage the development of balanced emotional competencies. It is evident that the relationship between emotional intelligence and organizational culture and stress is a relatively new topic of study, particularly in regard to leaders hence it is also required to analyse the relationship form employee's point of view (Dahiya, and Luthra, 2018; Sharma, et al. 2023;

Daulay, and Kurnia, 2021). Numerous culture theorists have identified various aspects of culture. It would be fascinating to investigate how a leader's emotional intelligence can affect each of the cultural traits. Malaysian samples are scarce, and the majority of research on leaders and organizational culture has been conducted in western contexts. Thus, this study aims to fill these gaps in the literature by analysing the relationship between emotional intelligence, organizational culture and work stress among employees.

1.2 Literature Review**1.2.1 Emotional Intelligence**

Emotional intelligence was made popular by Daniel Goleman (1995) in his best-selling book "Emotional Intelligence: Why It Can Matter More Than IQ" he stated that in order to motivate and regulate relationships inside oneself and with others, he defined it as the capacity to organize one's

sentiments and those of others. It is now widely accepted that emotional intelligence is a skill that can be learned or developed. Also mentioned and explained by Gardner's (1983) in the theory of inter-personal and intra-personal intelligences and also Thorndike's (1920) described the concept of social intelligence which later on served as the basis for the concept of emotional intelligence. As mentioned by Al (Kadi, et al., 2023) intelligence as the capacity to understand oneself and others' inner states, motivations, and behaviors and to act in the most advantageous ways in response. The current development of emotional intelligence theories are thought to be primarily influenced by inter-personal and intra-personal factors. According to Azizkhani et al. (2021) intelligence is the capacity to understand people, including what drives them, how they function, and how to collaborate with them. Contrarily, intrapersonal intelligence refers to a correlative skill directed inward. It is the capacity to develop a truthful, accurate self-image and to be able to use that model to live successfully (Burki, 2020).

According to Goleman, (2020) emotional intelligence is a type of non-cognitive intelligence that encompasses a variety of interconnected emotional, social, and personal skills that might affect a person's capacity to actively and successfully respond to environmental demands. The Bar-on model's emotional intelligence elements include general mood, flexibility, stress management, intra-personal abilities, and interpersonal skills. "The intelligence that involves the ability to regulate emotions and feelings in oneself and others, to discriminate between them, and to use this information to guide one's thought and actions," (Bayighomog, and Arasli, 2022; Kessi, et al., 2022).

1.2.2 Leaders' Emotional Intelligence

Leaders who possess emotional intelligence are characterized by their ability to recognize and comprehend both their own emotions and those of others. They are adept at leveraging this understanding to effectively encourage, motivate, challenge, and establish meaningful connections with others (Singh, and Luthra, 2016). According to Luedi, (2022) it is commonly held among scholars that leaders of this nature exhibit a stronger correlation with both employee satisfaction and performance effectiveness when compared to conventional managers (Wirawan, et al., 2019). Leaders who exhibit elevated emotional intelligence exhibit traits such as proficient communication and empathy, which facilitate the formation of harmonious and nurturing connections (Luthra, 2017a). According to (Mysirlaki, and Paraskeva, 2020) employee possesses the ability to produce novel and creative concepts and notions when they are exposed to a healthy working atmosphere. It is anticipated that leaders possess the ability to effectively disseminate their influence to cultivate a positive organizational culture (Hajnci, and Vučenović, 2020). The extant leadership literature suggests that emotional intelligence is associated with favorable managerial conduct in various ways. Individuals who exhibit higher levels of emotional intelligence typically possess superior aptitude in managing stress Luthra, and Singh, (2015) According to Noori, et al. (2023) possessing the skill to generate and sustain enthusiasm, confidence, and cooperation is crucial in the workplace. In numerous instances, individuals in positions of leadership exercise influence not solely through rational and logical decision-making processes, but also through emotional and intuitive means (Reshetnikov, et al., 2020). In light of

the prevailing circumstances, the acquisition and application of emotional intelligence competencies are pivotal in facilitating efficient management (Kumari, et al., 2022). Leaders who possess the ability to accurately and clearly identify emotions may have an advantage in anticipating uncertainty, managing stressful situations, and effectively implementing organizational change (Luthra, (2017b: Jamli, et al., 2019).

1.2.3 Organizational Culture

The intangible aspects of culture make it challenging to characterize organizational culture (Shamim, 2019). Organizational culture is defined by Hofstede (1990) as perceived shared practices that set one company apart from the rest. Not inherited, but taught, is culture. It includes of the widely accepted ideals, symbols, behaviors, and presumptions inside an organization (Berson, et al., 2005). These cultural elements are frequently implicit. These elements alone could determine whether a business succeeds or fails. They can mean the difference between a person's commitment and dissatisfaction, as well as the difference between enjoyment and boredom at work. Organizational culture, in the words of (Iqbal, et al., 2020) "a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems". Similarly, Denison (1996) describes organizational culture as the deep structure of organizations that is ingrained in members of the organization's values, beliefs, and assumptions.

1.2.4 Work stress

A major hazard to today's organizational life is work stress. Work stress lowers job satisfaction in the workplace and has a detrimental impact on a number of organizational, motivational, and social aspects (Burki, et al., 2020). Occupational stress decreases in workplaces characteristics that are affective (good sensations) and cognitive Choi, H. M., Mohammad, A. A., & Kim, W. G. (2019). Han, et al. (2022) stress is a significant barrier to productivity, goal achievement, individual-social development, and achievement of organizational goals, stressed-out employees do not understand organizational values and culture (Farrastama, et al., 2019). Employees' exposure to an organization's environment has an impact on their behavior. It can also be seen as a specific organizational characteristic whose growth manages work-related stress (Han, et al., 2022). Work stress affects job satisfaction, the culture of the company, and exacerbates problems both inside and outside the organization. Employees who experience work stress encounter issues in the structural, cultural, and social dimensions of the organization. Employees with work stress can have their work stress reduced, their mental health can be improved, and the effectiveness of the company can all be improved with the use of the right training (Kurniawan, and Susanto, 2023). Since work stress undermines the organization's human resources and undermines goals, it is crucial to look into issues and reduce factors that are affected by it. Work stress is a significant contributor to employees' subpar performance; it negatively affects employees' job satisfaction and organizational culture (Ahmad, et al., 2023; Leong 2019).

1.3 Conceptual Framework

1.3.1 Emotional Intelligence and Organizational Culture

Leaders establish and reinforce culture. According to Ahmad, (2023) leadership and culture are conceptually related and leaders that are emotionally intelligent will be expected to influence the common view of employees, which is reflected in their everyday activities, because leaders have a significant impact on organizational culture and operation. According Akhtar, et al., (2020) leaders' shape the way cultures develop, giving their organizations a competitive edge because cultures are difficult to quickly copy. Culture can therefore be exploited to maintain a competitive edge (Angelita, 2022) when they are able to recognize and promote the proper leader behaviors for the specific cultural circumstance, they are more effective. The global manager must be aware of cultural variations and learn to integrate culture and leadership style to his or her advantage rather than trying to ignore them or letting them cause issues in order to lead effectively in a diverse multinational setting (Imron, 2021). According to Daulay, and Kurnia, (2021) when choosing foreign managers, emphasize the significance of taking emotional intelligence into account. Leung (2005) found that the espoused competencies of emotional intelligence among Western managers may clash with Chinese culture and values. Therefore, how employees perceive organizational cultures and leaders' emotional intelligence has grown in importance, especially in multinational organizations (Kilag, et al., 2023). Culture has been shown to be a powerful force in organizations, as it can influence employees' thoughts, behaviors, and emotions at work. The importance of emotions in organizational culture has largely been ignored in scholarly discourse (Louhenapessy, et al., 2022). Rude (2014) hypothesized that there is a reciprocal relationship between organizational culture attachment and emotional intelligence concluding relationship between emotional intelligence and organizational culture done. According to Sabie, and Apostol, (2020) it is primarily anticipated that the development of emotional intelligence opens the way for the emergence of organizational culture inside a company.

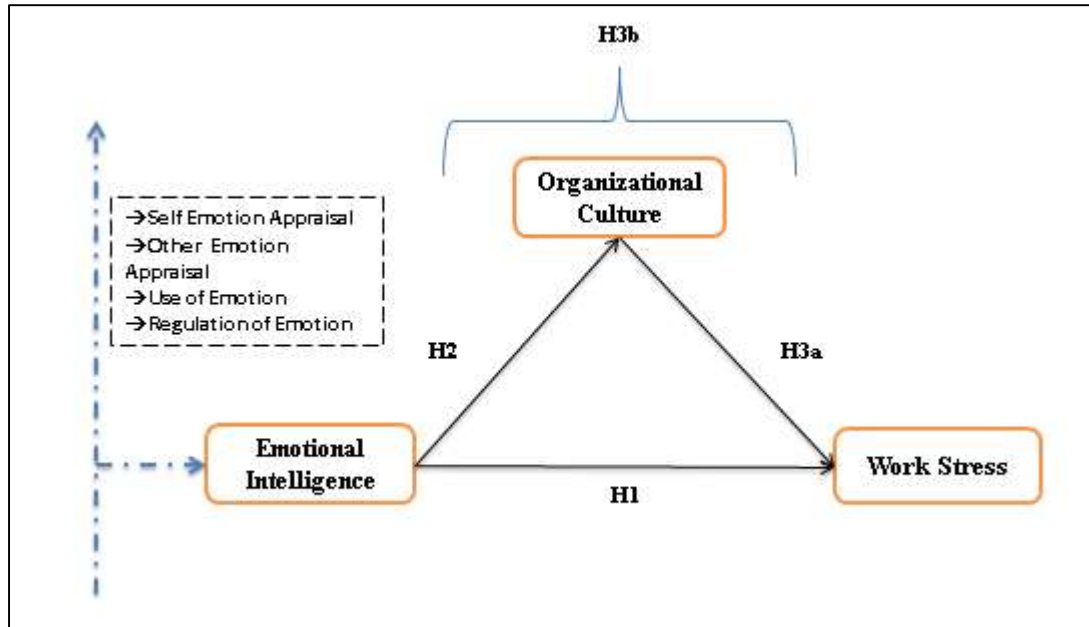
1.3.2 Emotional intelligence and work stress

Emotional intelligence is one strategy for managing work stress, and intellectuals are giving it more thought than ever. According to research, in the best-case scenarios, a person's success is determined by other qualities like emotional intelligence (Sami, et al., 2021). In order to adapt to the anomalous conditions of the workplace, leaders must develop their emotional abilities because they are physically and emotionally exposed to different working settings than other professions (Singh, and Gujral, 2022). When communicating with employees especially in various crisis situations, leaders will not be able to maintain their composure if they lack the necessary emotional control skills. People who are emotionally intelligent are more in tune with their surroundings, more self-assured, and more aware of their capabilities (Widayati, et al., 2022). Emotional intelligence and various stress-coping strategies; may result in the use of efficient stress-reduction techniques problem-focused. According Yurasti, and Afridawati, (2023) there is an association between emotional intelligence and nurses' job stress. Increased emotional intelligence resulted in a decrease in the work stress of nurses. The effectiveness of teaching emotional intelligence components and sharing information about emotional intelligence at the workplace could have a remarkable impact on adapting to work stress or anxiety, emotional intelligence and stress coping

abilities were found to be significantly correlated. In their study, Yusdarti, and Aulia, (2020) looked at the connection between managers' stress management and emotional intelligence. They demonstrated a strong connection between stress management and emotional intelligence.

1.3.3 Organizational culture and work stress

According to Hwang, (2019) long work hours and shift work can contribute to work stress and burnout. In order to motivate employees to perform better and enable organizations to successfully carry out their missions, organizational culture is essential to job quality (Mushtaque, and Siddiqui, 2019). Organizational factor called organizational culture is a factor that may be associated to employees' motivation and reduced workplace stress. Higher organizational cultures foster in employees a sense of shared empathy that starts at the individual level, spreads to the entire population, and is somewhat linked to values (Chahyadi, 2023). Researchers have generally accepted the ideas of organizational culture and job stress. Timpal, et al. (2023) conducted study on the effect of organizational culture on work-related stress and burnout. According to Kim and Jung, (2022) poor organizational culture, which is most prevalent, has an effect on work stress and burnout, meaning that when poor culture is present, people experience higher levels of stress and burnout. Aliansyah, et al., (2022) since nothing in the world has only positive or only negative effects similarly organizational culture also effects stress and burnout among employees. (Monga, et al., 2015) examined the relationship between organizational culture and work stress and employees' commitment to the organization in order to close the gap between these factors and the level of commitment of employees the pharmaceutical business has a supportive hierarchical culture. The managers are given little time for the achievement and have a heavy burden. The findings regarding employee commitment indicated that managers were content with the compensation structure in the pharmaceutical sector significant correlations existed between organizational culture, work-related stress, and employee commitment. Olynick, et al. (2016) determined that organizational culture are most closely associated to employee levels of job-related stress, self-perceived productivity, and enjoyment of work, as well as whether there are gender disparities. The results showed a strong relationship between organizational cultural type and employees' stress levels. Nevertheless, the study of work stress has always been dominated by employees' own analyses of factors that contribute to it, such as role conflict, ambiguity, workload, interpersonal relationships, and a lack of social support Employees and organizations incur significant costs as a result of job stress (Lee, and Hyun, 2022). Conceptual model is shown in figure 1.



1.4 Methodology

1.4.1 Research setting

To test the proposed conceptual model, automobile agencies located in Indian national capital region were selected. India is an upcoming Asian trade center, and all international brands are moving towards India for business purposes. The most important automobile industries in India are Maruti Suzuki, Bajaj Renault, KIA, BMW, Hero MotoCorp, Hyundai Motor, Force Motors, Hindustan Motors, Mahindra Group, Ford India, Land Rover, BMW India, and TOYOTA. With rising economic growth, per capita income, and domestic and international trade, India has many automobile organisations, including top-level companies and start-ups, making it the perfect location to conduct this study.

1.4.2 Survey and Sampling Procedures

The current study is quantitative, and to establish the proposed concepts and relationships, cross-sectional data is collected on a five-point Likert scale. Full-time executives with a minimum of 5 years of experience in the automobile sector were selected as a respondent for this study. The respondents were requested to record their answers on standardised questionnaires explaining emotional intelligence given by Wong, and Law (2002) organizational culture (OCAQ) by Sashkin (2013) and work stress by (Golparvar and Vaseghi, 2011).

Google survey forms via email and personal visits were used to share questionnaires with respondents. Verbal consent was taken from the selected respondents before sharing questionnaires with them. The questionnaire was validated with a pilot study also. A total of 300 questionnaires were circulated to full-time executives associated with the automobile sector operating from National capital region India and 183 responses were acknowledged through the snowball sampling technique, from which 147 filled responses were engaged for final analysis.

1.4.3 Method of data analysis

Among three variables emotional intelligence is second-order reflective constructs. Data were analysed with discriminant analysis, reliability and validity, structural equation analysis, and mediation analysis. Process macro was also applied for mediation analysis. To report the likelihood of alternate explanations.

1.5 Results and Findings

1.5.1 Descriptive Analysis

The descriptive details of the employees are reported in Table 1 and it was observed that among employees who participated in the survey were majority of the respondents were males (56.0%). A maximum number of respondents were of age 30-35y (36.0%) and 33.0% were having 5-10 years of work experience. Table 1 Sample demographics (N=147).

Table 1 Sample demographics (N=147)

Age	Frequency	Percent
25-30	32	20.0
30-35	51	36.0
35-40	42	30.0
Above 40	22	14.0
	147	100
Gender	Frequency	Percent
Male	82	56.0
Female	67	44.0
	147	100.0
Experience	Frequency	Percent
0-5y	33	24.0
5-10y	45	33.0
10-15y	39	25.0
15y -above	29	18.0
	147	100.0

1.5.2 Assessment of the Reliability

The reliability of all scales was checked, and Cronbach's alpha of all scales was above 0.70 (Hair *et al.*, 2013a). Cronbach's alpha of the full scale was .802, indicating a high internal consistency.

Table 2

Constructs	Cronbach's alpha(α)
Others Emotions Appraisal	0.950
Organization Culture	0.945
Regulation of Emotions	0.977
Self-Emotions Appraisal	0.957
Stress	0.982
Use Of Emotions	0.905

1.5.3 Structural Model Analysis

To assess the structural model and significance of the path coefficients, we used SPSS-26 and AMOS 21 to test the structural model. For mediation analysis, the SPSS plug-in PROCESS Macro was considered. The combined effect of emotional intelligence on work stress and the mediating effect of organizational culture on this relationship are calculated in this study. This relationship was analysed using Process-macro's Model No. 4 (Hayes, 2018). The result of the analysis shown in table 3 supports Hypothesis H1 that emotional intelligence has a significant negative impact on work stress with standardised coefficients $c=-0.826$, $SE=0.034$, $t\text{-value}=23.95$, while organizational culture is constant. These results are significant at $p<.005$, thus, supporting Hypothesis 1: there is a significant association between emotional intelligence and work stress. H2, Emotional intelligence transformational leadership directly impacts organizational culture with values: standardised coefficients $c=0.847$, $SE=0.017$, $t\text{-value}=50.041$, which is significant at level $p<.005$, hence supported H2.

According to the results organizational leadership has a significant negative impact on work stress practices following are the results standardised coefficients $c=-1.57$, $SE=0.052$, $t\text{-value}=56.105$, at significant level $p<.005$ supports H3a, stating that there is a causal relationship between organizational culture and work stress. Now consider the effect of emotional intelligence on work stress in the presence of organizational culture, the results showed that standardised coefficients $b=-1.393$, $S.E.=0.052$, $t\text{-value}=26.923$, at significant level $p<.005$. The result of the direct effect of emotional intelligence on work stress: standardised coefficients $=-0.826$, $SE=0.238$, $t\text{-value}=-34.668$, $LLCI=-0.87310$, $ULCI=-0.7749$. The indirect effects of emotional intelligence on work stress; 1.3563 , $SE=.0450$, $LLCI=1.2648$, $ULCI=1.4417$ (table 4. The total effect is the sum of direct effects (-0.82) and indirect effects (1.356) of emotional intelligence on work stress. Therefore, results proved that hypothesis H3b, i.e., organizational culture enhance the negative impact of t emotional intelligence on work stress.

Table 3

Test of Relations between variables	Standard bootstrap results						
	Beta	Sample mean (M)	Standard deviation	T statistics	P values (2-sided)	Hypothesis	Results
Emotional Intelligence→Organization Culture	0.847	0.844	0.017	50.041	0.00***	H2	Accepted
Emotional Intelligence→Stress	-0.826	-0.827	0.034	23.955	0.00***	H1	Accepted

Organization Culture→Stress	-1.574	-1.575	0.028	56.105	0.00***	H3a	Accepted
Emotional intelligence □ Organization Culture □ Stress	-1.393	-1.38	0.052	26.923	0.00***	H3b	Accepted

1.5.4 Mediation Analysis

Organizational culture mediated the relationship between emotional intelligence on work stress (Table 4), making it essential to analyse this mediating effect. Hair *et al.* (2014) tested the three assumptions suggested to comprehend the mediating effect of organizational culture. The results of bootstrapping provided the answers to these questions. The direct effects of emotional intelligence on work stress in the absence of organizational culture were $c = (-0.82)$ significant at $p < .01$ (table 4). To analyse significant indirect effects when organizational culture is added as a mediator in the path model, the effect of emotional intelligence on organizational culture is $\alpha = 0.8587$ and organizational culture on work stress is $b = 1.5795$ significant at $p < .01$. Further, to verify the mediating effects we calculated the variance accounted for (VAF) value using the formula proposed by Sarstedt *et al.* (2019);

$$\text{VAF} = \text{Indirect effect} / \text{total effect}$$

$$[\text{Where indirect effect is } = a \times b, \text{ and total effect is } = (a \times b) + c]$$

$$= 1.3563 / -0.8262 = 1.64$$

The result of VAF was 47.8% which lies in the range of 0 to 1 indicating full mediation (Hair, et al., 2014). Further, these results were also verified and checked and there is an increase in the effect of emotional intelligence on work stress i.e., there is an increase indirect effect of emotional intelligence on work stress from $c' = -0.8262$ and $c = 1.3563$ also a , b and c are significant, and positive (Zhao *et al.*, 2022). This shows that organizational culture acted as a complimentary mediator, mediating the relationship. Hence, Hypothesis 3-b is supported.

Table 4

Consequent: Organizational Culture							
R	R-sq	MSE	F	df1	df2	p	
.8585	.7370	.2646	1173.9763	1.0000	419.0000	.0000***	
Variables	coeff	se	t	p	LLCI	ULCI	
constant	.0002	.0251	.0076	.9940	-.0491	.0495	
Emotional Intelligence	.8587	.0251	34.2633	.0000	.8094	.9080	
Consequent: Stress							
R	R-sq	MSE	F	df1	df2	p	
.9683	.9376	.0629	3141.0589	2.0000	418.0000	.0000***	
Variables	coeff	se	t	p	LLCI	ULCI	
constant	-.0003	.0122	-.0246	.9804	-.0243	.0237	

Organization Culture	1.5795	.0238	66.3289	.0000	1.5327	1.6263
Emotional Intelligence	-.8262	.0238	-34.6887	.0000	-.8731	-.7794
TOTAL EFFECT MODEL: Consequent: Stress						
	R	R-sq	MSE	F	df1	df2
	.5301	.2810	.7229	163.7376	1.0000	419.0000
	p					
	.0000***					
Variables	coeff	se	t	p	LLCI	ULCI
constant	.0000	.0414	.0000	1.0000	-.0814	.0814
Emotional Intelligence	.5300	.0414	12.7960	.0000	.4486	.6115
Total effect of Emotional Intelligence on Stress						
	Effect	SE	t	p	LLCI	ULCI
	.5300	.0414	12.7960	.0000	.4486	.6115
Direct effect of Emotional Intelligence on Stress						
	Effect	SE	t	p	LLCI	ULCI
	-.8262	.0238	-34.6887	.0000	-.8731	-.7794
Indirect effect of Emotional Intelligence on Stress						
	Effect	Boot SE	BootLLCI	BootULCI		
Organizational culture	1.3563	.0450	1.2648	1.4417		
Ratio of indirect to total effect of Emotional Intelligence on Stress						
	Effect	Boot SE	BootLLCI	BootULCI		
Organizational culture	2.5589	.1369	2.3311	2.8662		
R-squared mediation effect size (R-sq_med)						
	Effect	Boot SE	BootLLCI	BootULCI		
Organizational culture	.1014	.0501	.0025	.1993		
Normal theory tests for indirect effect						
	Effect	se	Z	p		
	1.3563	.0446	30.4389	.0000***		

1.6. Discussion and implication

1.6.1 Major findings

Discussion

The present investigation revealed that emotional intelligence has an impact on work-related stress. According to the research conducted by Al Kadi, (2023) the emotional intelligence displayed by the leaders at work place can moderate the adverse impact of work stress by augmenting the employee's wellbeing perceptions. The present research postulated associations among emotional intelligence organizational culture, and work stress, which were examined among professionals in the automobile industry situated in Delhi-NCR. Furthermore, the research indicates that emotional intelligence has significant impact on adverse organizational cultural outcome such as work stress. Burki, (2020) has identified work stress as a specific area of organizational research that deserves consideration. Therefore, this study makes a valuable contribution to the field of work stress research. The findings suggest that emotional intelligence has a notable negative correlation with

work-related stress among employees. The study revealed a noteworthy finding that the utilization of emotional intelligence by leaders exhibited a positive correlation with the organizational culture. The presence of an organizational culture can potentially reduce the negative effects of work stress which may result from low levels of emotional intelligence. The reduction of stress and exhaustion levels can be achieved by emotionally intelligent leaders who establish a healthy culture of gratitude, rewards, trust, loyalties and effective commitments, even if employees have work tirelessly.

1.6.2 Theoretical Implications

This article aims to develop the understudied framework of emotional intelligence, organizational culture and work stress. The frameworks under consideration have also investigated the direct and mediating effects of noteworthy organizational factors, including but not limited organizational culture and emotional intelligence. The aforementioned models have been subjected to rigorous testing and validation procedures, utilizing data gathered from employees operating automobile segments. The preliminary results have met all relevant criteria and can be easily generalized. Various organizational factors can be employed to define and explicate the incidence of managing work-related stress among individuals who can use and display emotional intelligence in a more efficient manner. This study has showcased the mediating role of organizational culture on the association between emotional intelligence and work stress. Furthermore, it has suggested the possibility of exploring the presence of other influential factors using a significant sample size. The research has uncovered a significant theoretical implication, indicating that the explanatory model can serve as a constructive framework for understanding the viewpoints of executives and leaders concerning the indirect influence of organizational culture on job-related stress via emotional intelligence. This study contributes to the academic exploration of leadership styles and work-related stress by utilizing a convergent approach. The results are consistent with a previous study conducted under similar conditions, which increases the applicability of the findings to comparable populations.

1.6.3 Practical Implications

The study aims to offer guidance to organizations in their selection of leaders who exhibit favorable personality traits, including emotional intelligence quotient effectively manage work-stress among their workforce. The effectiveness of organizations is dependent on the achievement of capable leaders who hold the aptitude to nurture a positive and persistent workplace atmosphere by means of a sharp degree of emotional intelligence. Several additional practical implications can be identified as follows:

Organizations struggling with this issue should consider employing leaders who have strong emotional quotient to lessen the influence of anxiety caused by the highly stressed culture created by the organization to survive the market competition. One potential strategy to cultivate positive leadership behavior and attitudes towards employees is to organize spiritual and behavioural sessions at workplace. It is recommended to implement policies aimed at reducing employee stress levels. The implementation of appropriate reward systems and performance appraisals can contribute to the satisfaction of employees.

Limitation

The main limitation of this research concerns the generalizability of the framework's findings to a wider population, as the results, encompassing effect size, direction, and statistical significance, may demonstrate heterogeneity across various contexts. There exist multiple supplementary limitations that necessitate contemplation. A constraint of this investigation relates to the magnitude of the sample. A possible constraint of this research concerns the extent of the explanatory framework, which exclusively concentrated on emotional intelligence approaches and was solely evaluated among workers in Automobile firms located in Delhi/NCR. For certain individuals, participation in the survey is perceived as a potentially time-intensive activity that could impede their overall productivity. Furthermore, certain organizations may opt out of the survey owing to a perceived deficiency in usefulness. Another constraint that may hinder data collection is related to geographical limitations.

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