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**The impact of EQ on Aftersales management in the automotive sector in (HAVAL -
Greatwall Motors) in Saudi Arabia**

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العنوان باللغة العربية

تأثير الذكاء العاطفي على إدارة خدمات ما بعد البيع في قطاع السيارات في (شركة هافال - جريت وول موترز) في
السعودية

إعداد الطالب/

مشاري يوسف الحربي

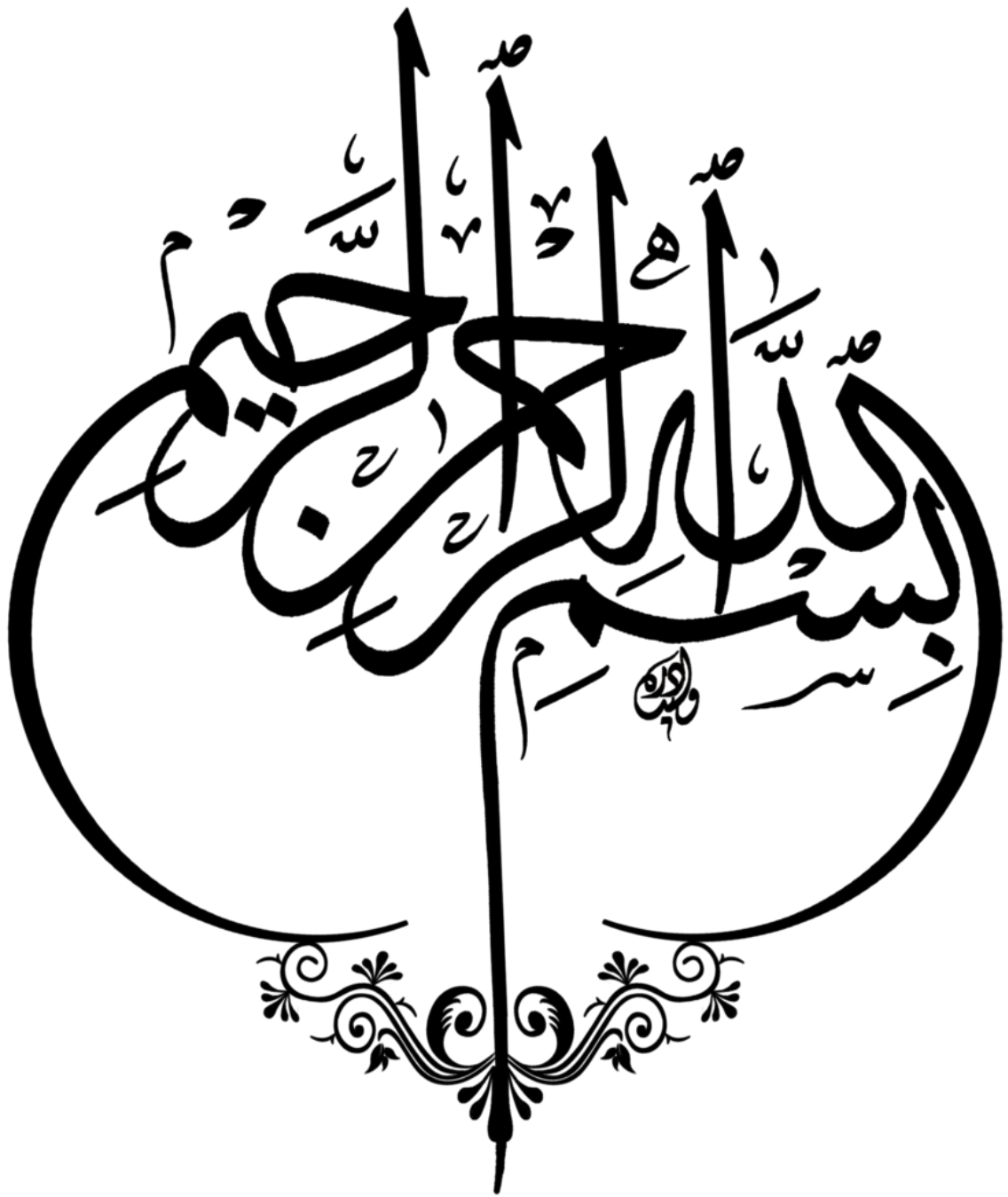
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الإهداء

إلى من كان لهم الفضل بعد الله في وصولي إلى هذه المرحلة، إلى من غرسوا في قلبي حب التعلم والطموح، إلى من كانوا سندي ودعمني في كل خطوة.

إلى والدي العزيز، الذي كان لي قدوةً ومصدر إلهام، وإلى والدتي الحبيبة، التي غمرتني بحبها ودعواتها، فكنتما دوماً نوراً يضيء طريقي.

إلى أساتذتي الكرام، الذين لم ييخلوا بعلمهم وتوجيههم، فكانوا لي نبراساً ينير دربي.

إلى زملائي وأصدقائي، الذين شاركوني التحديات والطموحات، وكانوا لي خير رفاق في هذه الرحلة.

إلى كل من آمن بي، ودفعني للاستمرار رغم الصعوبات، أهدي لكم هذا العمل تقديرًا وعرفانًا.

شكر وتقدير

أتقدم بخالص الشكر والامتنان لكل من ساندني خلال رحلتي البحثية، وعلى رأسهم أساتذتي الأفاضل، الذين قدموا لي النصح والتوجيه، وساعدوني على تطوير أفكاري وصقلها.

كما لا يفوتني أن أشكر زملائي وأصدقائي، الذين كانوا لي خير عون، وشاركوا معي كل لحظات الجهد والسعي نحو النجاح.

وأخص بالشكر عائلتي الغالية، التي لم تدخر جهداً في دعمي، وكانت دائماً الحافز الأكبر لي لمواصلة العمل والاجتهاد.

جزاكم الله جميعاً خير الجزاء، وجعل هذا العمل خطوةً نحو مزيد من العلم والنجاح.

Abstract

Emotional intelligence (EQ) has emerged as a crucial factor in enhancing customer service quality, employee performance, and customer satisfaction in the automotive after-sales industry. This study examines the impact of EQ on after-sales management at HAVAL – Great Wall Motors in Saudi Arabia. Utilizing a quantitative research approach, the study explores how EQ competencies—such as self-awareness, empathy, self-regulation, motivation, and social skills—affect service quality, customer retention, and job satisfaction among after-sales employees. Data collected from 50 specialists in HAVAL’s after-sales department were analyzed using descriptive and inferential statistical methods. Findings indicate a strong correlation between emotional intelligence and customer satisfaction, with emotionally intelligent employees demonstrating superior problem-solving skills, stress management, and customer engagement strategies. Additionally, employees with higher EQ reported greater job satisfaction and resilience in handling service-related challenges. The study highlights the necessity of integrating EQ training into employee development programs to enhance service delivery and customer experience. These insights provide actionable recommendations for HAVAL and other automotive companies seeking to optimize after-sales performance through emotional intelligence-driven strategies. By fostering a workplace culture that prioritizes EQ, organizations can achieve long-term success in customer loyalty and business sustainability.

Keywords

Emotional Intelligence, After-Sales Management, Customer Satisfaction

الملخص

أصبح الذكاء العاطفي (EQ) عاملاً حاسماً في تحسين جودة خدمة العملاء، وأداء الموظفين، ورضا العملاء في قطاع خدمات ما بعد البيع في صناعة السيارات. تهدف هذه الدراسة إلى دراسة تأثير الذكاء العاطفي على إدارة خدمات ما بعد البيع في شركة هافال – جريت وول موتورز في المملكة العربية السعودية. من خلال نهج بحثي كمي، تستكشف الدراسة كيف تؤثر كفاءات الذكاء العاطفي – مثل الوعي الذاتي، والتعاطف، والتنظيم الذاتي، والتحفيز، والمهارات الاجتماعية – على جودة الخدمة، وولاء العملاء، ورضا الموظفين في قسم خدمات ما بعد البيع. تم جمع البيانات من 50 متخصصاً في قسم خدمات ما بعد البيع في هافال، وتم تحليلها باستخدام الأساليب الإحصائية الوصفية والاستنتاجية. أظهرت النتائج وجود ارتباط قوي بين الذكاء العاطفي ورضا العملاء، حيث أظهر الموظفون ذوو الذكاء العاطفي العالي مهارات فائقة في حل المشكلات، وإدارة الضغوط، واستراتيجيات التفاعل مع العملاء. كما أفاد الموظفون ذوو الذكاء العاطفي الأعلى بمستويات أعلى من الرضا الوظيفي والقدرة على التعامل مع تحديات الخدمة بفعالية. تسلط الدراسة الضوء على ضرورة دمج تدريب الذكاء العاطفي في برامج تطوير الموظفين لتعزيز جودة الخدمة وتجربة العملاء. تقدم هذه النتائج توصيات عملية لشركة هافال وغيرها من شركات السيارات التي تسعى إلى تحسين أداء خدمات ما بعد البيع من خلال استراتيجيات تعتمد على الذكاء العاطفي. ومن خلال تعزيز ثقافة عمل تركز على الذكاء العاطفي، يمكن للمؤسسات تحقيق نجاح طويل الأمد في ولاء العملاء واستدامة الأعمال.

الكلمات المفتاحية

الذكاء العاطفي، إدارة خدمات ما بعد البيع، رضا العملاء

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CHAPTER 1

Introduction

The growing importance of emotional intelligence (EQ) is even more notable in today's business operations in many sectors such as automotive after-sales services. The ability to both identify and handle personal feelings alongside other individuals' emotional states is considered vital for creating strong interpersonal connections and high workplace execution. The significance of emotional intelligence grows crucial in customer-oriented services including automotive after-sales care because it produces excellent customer engagements and nurtures enduring customer relationships. A study of EQ practices among after-sales personnel at HAVAL Company helps explain how customer satisfaction and service quality and business expansion in the competitive Saudi Arabian automotive market (AlDosiry et al. 2016)

Background of the Automotive After-Sales Industry

The automotive industry functions as an economic lift while representing essential consumer spending through an intricate blend of product worth and after-sales service benefits with customer assistance standards. After-sales service provides customer loyalty formation through multiple services which cover maintenance and repair in addition to spare part provision and support. The automotive after-sales market in Saudi Arabia continues to grow quickly because vehicle ownership keeps rising alongside the increasing worldwide presence of automobile manufacturers and heightened importance of superior service solutions aimed at customers. Sustaining customer loyalty stands as a strategic goal for HAVAL because this international brand has secured significant market presence in Middle Eastern regions. Service staff emotional intelligence stands vital because they directly serve customers during complaints along with shaping the brand perception. experience (Anderson et al 2015)

Importance of Emotional Intelligence in Customer Service

Emotional intelligence in customer service requires service providers to handle their emotions well alongside displaying genuine empathy and keeping a composed state during difficult customer meetings. Research confirms that workers with superior emotional intelligence perform better in solving problems and sustaining stress while adapting to situations that prevail in automotive repairs where technical complexities converge with demanding client expectations. Emotionally intelligent staff members excel at solving customer disputes while predicting customer requirements because they can change their communication approaches to match different customer personality types. Emotional intelligence functions beyond conflict management to create a competitive advantage that results in superior customer satisfaction leading to strengthened customer loyalty thus positively affecting the company's performance (Abdullah 2023). reputation and financial performance(Abdullah 2023)

The Role of Emotional Intelligence in Employee Performance

Researchers have determined that emotional intelligence plays an essential part in improving employee performance within multiple performance metrics. The responsibilities of after-sales personnel in handling high-pressure situations prove more manageable with emotional intelligence because it acts as stress protection against occupational stress and burnout. Employees who demonstrate high emotional intelligence achieve increased workplace resilience and better job satisfaction alongside improved communication skills that people need in customer-focused roles. Emotional intelligence strengthens both team work and collaborative efforts because effectively controlling emotions leads employees to give positive contributions to team dynamics. Skillful emotional intelligence creates workplace conditions suitable for mutual teamwork in the automotive after-sales industry thus helping teams deliver better service to customers (Purnama 2024).

Relevance of Emotional Intelligence for HAVAL in Saudi Arabia

HAVAL Company enters the Saudi Arabian market through a well-planned approach by focusing on delivering excellence in customer care as its core brand value. The Saudi Arabian automotive after-sales market success for HAVAL depends heavily on the service capabilities of its staff as consumers demonstrate high expectations in this market space. The market demands for improved after-sales services at HAVAL call for an investment into staff emotional intelligence to achieve this goal as competition intensifies and quality expectations from customers rise. The employment of emotion intelligence training for after-sales staff enables HAVAL to deliver superior customer service while decreasing complaints while creating lasting customer relationships. The focus on emotional intelligence by HAVAL matches Saudi Arabia's Vision 2030 customer-centric business practices which promote service excellence development and economic diversity. The implementation of EQ in HAVAL's after-sales service functions in harmony with worldwide industry standards at the same time it helps accomplish Saudi Arabia's national target of premium service quality and aggressive market practice development.

Research Problem

1. The emotional intelligence of after-sales personnel evaluates their capability to interact with customers through effective complaint handling that creates satisfying service results.
2. This research investigates how emotional intelligence affects workplace performance by determining its influence on the satisfaction levels and stress management abilities and collaborative relationships within HAVAL's after-sales service teams that directly affects service quality.
3. Service excellence depends on these particular EQ competencies: The examination of essential emotional capabilities that provide decisive insights for HAVAL employee development such as empathy with self-control together with communication abilities.

Researchers have identified this problem because current studies lack insights about EQ application within the automotive after-sales industry yet demonstrate its value for service quality improvement and customer-oriented culture establishment. The research incorporates fresh insights on EQ in the context of after-sales service performance results because it endeavors to provide practicable recommendations to enable HAVAL to improve its service practices.

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Importance of Research

Scientific Significance

1. The designed study fills academic space by investigating emotional intelligence within customer service in automotive after-sale operations. Academic research receives innovation from this study because it delivers evidence about Saudi-based emotional intelligence effects on service quality which creates beneficial documentation for studies on service and emotional intelligence.
2. The research contributes to academic literature development regarding customer service and emotional intelligence in emerging markets especially Saudi Arabia by solving existing gaps within the application of emotional intelligence. The research promotes additional scientific analysis in connected fields and establishes a valuable foundation that explores the behavior of emerging markets in their utilization of emotional intelligence for service quality enhancement
3. The research distributes these critical emotional competencies which enhance workplace interactions between employees and customers for successful after-sale service. The research findings validate emotional intelligence theories by emphasizing its significance in service-focused working environments and they present a starting point for developing future emotional intelligence models in different professional areas.

Practical Significance

1. Research findings yield practical recommendations to boost customer satisfaction and loyalty from the analysis of emotional intelligence in customer staff interactions. After-sales service interactions constitute a vital element for establishing long-term customer relationships because the study delivers strategic advice which guides service experience improvement efforts to establish competitive advantages for HAVAL
2. Insights from this research demonstrate how HAVAL can use emotional intelligence strategies to develop its workforce together with improving efficiency in its after-sales service department. The research results allow organizations to create training initiatives that improve staff emotional intelligence for more successful customer need responses and productive workplace ethics maintenance
3. The analysis matches with Saudi Vision 2030 objectives since it promotes service quality development across various sectors. This research provides HAVAL with support for customer service quality which helps the company meet national objectives focused on developing high-standard service quality practices and improved service standards in support of the economic evolution towards sustainable development by Saudi Arabia.
4. research presents realworld actionable recommendations regarding priority emotional skills that HAVAL must provide to after-sales staff when they are selecting and training. The research enables HAVAL to develop tailor-made training curriculums to achieve highly contemplative staff developmental programs leading to visible service improvement in terms of customer experience quality

Study Objectives

Research seeks to determine the impact of emotional intelligence (EQ) on the performance and effectiveness of after-sales service workers at HAVAL Company in Saudi

Arabia. More specifically, the research attempts to:

1. An evaluation must be performed to determine how emotional intelligence affects the customer interaction quality in HAVAL's after-sales service department.
2. This investigation analyzes how emotional intelligence influences the work performance along with job satisfaction among after-sales staff members at HAVAL.
3. Determine which emotional intelligence skills prove essential for executives to create effective interactions with automotive repair customers.
4. The research recommends feasible ways for HAVAL to embed emotional intelligence training within their after-sales service operational plan. The research targets these goals to demonstrate how emotional intelligence adds value to automotive sector customer satisfaction together with service quality excellence.

Study Questions

The study follows its main research inquiry through specific subquestions to detect particular aspects which connect emotional intelligence with aftersales service performance.

Main Research Question

The relationship between emotional intelligence and after-sales service employee performance and customer satisfaction exists at HAVAL Company within Saudi Arabia.

Sub-Questions

1. What effects does emotional intelligence create in the contact dynamics between after-sales staff members and their customers? The analysis explores how Emotional Intelligence competencies affecting the communication and problem-solving functions of service representatives who solve customer concerns.
2. How does emotional intelligence help HAVAL's after-sales service employees reach better work outcomes through enhanced satisfaction as well as job performance? The research observes how EQ influences employee strategic motivation as well as stress relief abilities and team relationships at the after-sales support center while directly influencing service quality.
3. The after-sales department needs which particular emotional intelligence competencies such as empathy and interpersonal skills and self-regulation for achieving customer success? This assessment pinpoints the essential EQ competencies which yield the most effective outcomes for positive customer interactions so organizations can implement strategic development programs.
4. The implementation of emotional intelligence training at HAVAL's after-sales service requires what strategic approaches? The goal is to provide practical advice to HAVAL for designing their training initiatives that will boost emotional intelligence competencies to raise service quality.

Study Hypotheses

The analysis of after-sales performance at HAVAL depends on three research hypotheses which stem from study objectives and questions regarding emotional intelligence relationships.

H1: The quality of interactions between customers and the after-sales staff at HAVAL is positively influenced by emotional intelligence capabilities.

H2: The positive relationship exists between emotional intelligence and job satisfaction levels within HAVAL's aftersales staff.

H3: Customer satisfaction in automotive after-sales operations presents significant benefits when employees develop competencies such as empathy and self-regulation and interpersonal abilities.

H4: Introducing emotional intelligence training for HAVAL's after-sales service department staff will result in better customer satisfaction and enhanced service quality.

H5: Employees at HAVAL whose emotional intelligence skills are above average tend to get better after-sales job performance results.

The research follows multiple propositions that investigate how emotional intelligence affects both employee effectiveness and customer satisfaction within the automotive after-sales segment of HAVAL Saudi Arabia after-sales sector.

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Scientific theory followed

This research about emotional intelligence at HAVAL's Saudi Arabian automotive after-sales sector uses various established theoretical frameworks to support its scientific foundation. Different theories establish the foundation for understanding how emotional intelligence (EQ) influences employee work performance as well as both customer satisfaction levels and service quality standards.

The scientific concept of Emotional Intelligence Theory (as defined by Daniel Goleman in 1995) describes EQ as the ability to handle and interpret personal emotions together with managing emotions in others. The development of high EQ in customer service employees allows them to deal with complaints effectively while showing empathy and forming strong relationships with customers. After-sales personnel get their effectiveness assessed through Goleman's model through five essential components which include self-awareness and self-regulation and motivation and empathy as well as social skills.

This research investigates emotional intelligence as a fundamental element for affecting both service quality and customer relationships at HAVAL. The Service Quality Theory is assessed through the SERVQUAL model developed by Parasuraman Zeithaml and Berry (1988) for analysis purposes.

Service Quality measurement through this model includes five dimensions which are reliability, assurance, tangibles, empathy and responsiveness. The research establishes a connection between the five service quality dimensions and emotional intelligence by demonstrating how EQ determines superior after-sales customer service delivery. Strong emotional intelligence among employees helps them demonstrate empathy and responsiveness leading to superior customer service delivery. The theory demonstrates the method by which emotional intelligence strengthens service quality perceptions within the automotive industry.

Service Quality Theory stands as a vital theoretical framework since researchers often evaluate it using the SERVQUAL model Parasuraman, Zeithaml, and Berry (1988). The five components that form the basis of service quality assessment under this model include reliability, assurance, tangibles, empathy, and responsiveness. The study connects these service dimensions to emotional intelligence standards to demonstrate how EQ directly influences the delivery of high-standard after-sales service. People with high emotional

intelligence tend to provide better service outcomes because they demonstrate empathy as well as responsible behavior.

The research shows that emotional intelligence strengthens service quality opinions among customers in the automotive sector. The evaluation of emotional intelligence effects on customer satisfaction relies on Customer Satisfaction Theory with specific reference to Oliver's Expectancy Disconfirmation Theory (1980).

Customer satisfaction arises from evaluating the gap between what customers expect in service and what service delivers. Emotionally intelligent personnel succeed in managing client interactions and conflict resolution which results in surpassing customer expectations to create positive disconfirmation and increased loyalty. The research depends on this theory to evaluate the impact of after-sales employees' emotional intelligence on both HAVAL customer satisfaction and retention.

In the research the investigators applied **Social Exchange Theory (SET)** developed by Blau (1964) to demonstrate how human relationships develop through exchanges between benefits and costs. The service quality delivered by after-sales staff through their emotional intelligence in handling customers results in increased customer loyalty and positive feedback based on Social Exchange Theory.

The theory reveals how after-sales staff emotional intelligence with customers strengthens long-term benefits through enhanced trust and improved customer retention rates. After-sales job satisfaction evaluates significantly from two **organizational behavioral theories** named Herzberg's Two-Factor Theory (1959). Job satisfaction factors identified by this theory split into two groups where hygiene factors represent salary and work conditions while motivational factors cover recognition and achievement. Teamwork and communication together with conflict resolution under emotional intelligence enhance job satisfaction among after-sales employees through their effect on motivational elements. Service performance at HAVAL improves due to productive employees who demonstrate high emotional intelligence..

Stakeholder Theory, The theory established by Freeman (1984) offers appropriate guidance for this study. According to Stakeholder Theory businesses need to generate worth in every direction including beyond shareholder groups. The implementation of emotional intelligence in after-sales service provides advantages that extend across customer base and employee force while benefiting the outdoor utility vehicle manufacturer as a whole.

Private-sector organizations like HAVAL can create better internal and external outcomes when they develop emotionally intelligent staff members. The Cultural Dimensions Theory by Hofstede (1980) serves to analyze emotional intelligence in Saudi Arabia from its cultural perspective. The theory establishes essential cultural aspects defining how work behaviors develop through power distance and collectivism and uncertainty avoidance. The policies and normative practices based around hierarchical respect and interpersonal bonding make emotional intelligence fully essential for successful customer deployment across Saudi Arabian markets. This research evaluates cultural elements which shape EQ effectiveness within the Saudi automotive after-sales industry. The research establishes a complete theoretical base which explains emotional intelligence's influence on service quality and employee performance and customer satisfaction at HAVAL. The research applies scientific methodology to investigate after-sales service enhancement through EQ practices which brings benefits to academic disciplines as well as real-world business operations.

The relationship between theory and research

Scientific and academic disciplines need research-theory collaboration since research implements theoretical foundations to analyze data through practical investigations for theory evolution. Research frameworks function as organized structures which describe observed phenomena but also help determine experimental components while showing concept connections. Studies utilize empirical systems to evaluate theoretical principles by conducting organized research that yields information to support or modify existing theoretical frameworks. The relationship between research and theory exists cyclically to develop knowledge that establishes scientific knowledge through factual observations and theoretical concepts. In the context of this study on emotional intelligence in the automotive after-sales sector at HAVAL, Emotional Intelligence Theory (Goleman, 1995) serves as the primary theoretical framework. EQ functions as an intelligence that enables people to identify their emotions besides understanding emotions in self and others as well as controlling emotional responses across different social interactions. Self-awareness and self-regulation form the essential elements with social capabilities combined with motivation in the model that serve as basic foundations for providing exceptional customer service. This empirical research evaluates how employee performance and customer satisfaction together with service quality elements are affected by emotional intelligence within the HAVAL organization. The theory Goleman introduced provides valid results for

actual workplace evaluations within business operations. Beyond testing a single theory, research often integrates multiple theoretical perspectives to offer a more comprehensive understanding of the subject. For instance,

Service Quality Theory (Parasuraman, Zeithaml, and Berry, 1988) complements The Emotional Intelligence Theory adopts the SERVQUAL model as a method to evaluate service performance in five dimensions including reliability, assurance, tangibles, empathy, and responsiveness. The investigation in this study focuses on how emotional intelligence strengthens service quality metrics especially through enhanced performance in empathy and responsiveness since these elements affect customer satisfaction directly. The study uses this theoretical connection to demonstrate how emotional intelligence of employees creates positive effects on their performance of high-quality after-sales service delivery. The evaluation process of customer encounters depends on their service performance assessment combined with their expectations as defined in Customer Satisfaction Theory (Oliver, 1980). The research questions focus on how emotionally intelligent employees surpass customer expectations at HAVAL so customers experience positive disconfirmation thus improving satisfaction. The research team conducts surveys and statistical assessments to validate how actual customer perceptions match theoretical forecasts about emotional intelligence enabling better customer satisfaction and loyalty.

The field of research employs Social Exchange Theory (Blau, 1964) for understanding how outstanding worker-client relationships lead to client loyalty and stable business relations. The level of emotional intelligence functions as a key component in developing trust-based and empathetic links for solving client issues within service interactions. Scientists analyze the theoretical model through practical tests using customer maintenance and satisfaction measures to prove the theoretical links between abstract models and real-world events. Theory works in combination with research to develop systematic systems which create new knowledge. Hypotheses derived from theoretical concepts become research variables which researchers use to obtain empirical data to modify existing theories. Using survey data and practical field research the HAVAL researchers examine the outcomes of emotional intelligence theory with its related frameworks. The study validates and advances current theoretical knowledge about emotional intelligence links to service quality alongside job performance results.

CHAPTER 2

Introduction

Emotional intelligence (EQ) has gained importance performance factor which directly impacts employee results alongside customer satisfaction and service quality levels especially within automotive after-sales industries that focus on customer service.

Researcher Goleman (1995) explains that emotional intelligence contains five essential factors which are self-awareness, self-regulation and motivation, empathy and social skills to support effective workplace relationships. Numerous studies prove emotional intelligence gives workers the competence to handle complaints and customer relationships which results in improved service experiences thus making EQ a vital business asset in today's competitive automotive market. The study investigates multiple empirical studies which show a connection between emotional intelligence and essential service factors including customer loyalty and stress management alongside teamwork abilities. The review evaluates existing studies to build a complete reference base which helps understand how EQ strengthens automotive services while supporting enterprise targets including improved customer contentment and business outcomes.

Literature Review

The research investigates how emotional intelligence (EQ) affects performance and satisfaction as well as service quality within automotive after-sales establishments.

Research and practical studies widely examine emotional intelligence in customer service roles since it directly affects communication actions as well as job satisfaction effectiveness and customer interactions and sales performance levels. The assessment of relevant studies in this review demonstrates how EQ strengthens after-sales service delivery in automotive departments through its influence on staff habits and customer loyalty maintenance as well as organizational achievement.

Emotional Intelligence and Sales Performance

Studies indicate that emotional intelligence measures strongly affect the sales performance of various business sectors worldwide. The research conducted by AlDosiry, Alkhadher, AlAqraa, and Anderson (2016) established that emotional intelligence facets including self-regulation alongside empathy and motivation directly influenced customer-oriented sales performance in Kuwait. High EQ scores among personnel in Kuwait's automotive field improved their ability to handle customer expectations and relationship development thus leading to enhanced sales statistics. The findings indicate emotional intelligence serves as a vital competency which boosts customer service quality and helps companies fulfill customer needs in the automotive after-sales business sector.

Equity includes predictive attributes in workplace situations according to Anderson et al. (2015) because it makes staff interactions with clients easier. Strong emotional intelligence competencies among employees enable them to understand customer concerns while regulating their emotions for better customer satisfaction. The automotive after-sales industry benefits from these findings since knowledge about customer frustrations helps improve problem resolution efficiency leading to better satisfaction.

Emotional Intelligence in the Automotive Industry

Sales departments within automotive industries encounter major employee abandonment because their workforce must adapt to demanding customer needs and a shifting customer population. Clarke (2020) studied how emotional intelligence functions for reducing employee turnover rates as leaders transition within automotive sales roles. This research established that emotional intelligence levels among leaders created higher success in

keeping employee morale elevated and minimizing workforce departures and delivering assistance during stressful times. The results show that after-sales departments reach stability while enhancing customer experiences through emotional intelligence present both in leadership teams and front staff members due to their ability to manage workplace stress and adapt to changes.

The research by Clarke (2020) demonstrates that emotional intelligence function as a necessary quality for leaders who want to establish positive workplace environments within high-performance customer interaction settings. The ability to lead and maintain employee retention and deliver superior customer service serving the broader company benefits stems from emotionally intelligent leadership in automotive after-sales.

Emotional Intelligence and Customer Interactions

The research by Clarke (2020) demonstrates that emotional intelligence function as a necessary quality for leaders who want to establish positive workplace environments within high-performance customer interaction settings. The ability to lead and maintain employee retention and deliver superior customer service serving the broader company benefits stems from emotionally intelligent leadership in automotive after-sales. Leaders must understand and effectively manage customer emotions when dealing with after-sales clients whose challenges or additional needs demand support. According to Kidwell, Hardesty, Murtha, and Sheng (2011) emotional intelligence upgrades the marketing exchange process by giving after-sales personnel tools for expert management of customer emotions while resolving customer complaints. According to researchers the key factor for delivering satisfactory resolutions to customers involved proper empathy combined with active listening to their concerns. Employees require proper training of their EQ skills because this capability leads to enhanced customer loyalty and business retention in automotive after-sales service environments with high human interaction. The automotive aftermarket serves as the subject of Li and Lai (2021) research regarding service quality and customer repurchase intentions. Through artificial intelligence and statistical analysis they demonstrated service quality strongly affects customer loyalty and retention specifically because aftersales satisfaction depends on emotional intelligence elements such as empathy and communication and problem resolution. Companies wishing to drive up customer repurchase should dedicate EQ training resources to after-sales personnel because the proficiency of these staff directly impacts both service quality and customer loyalty numbers.

Impact of Emotional Intelligence on Job Satisfaction and Performance

Job satisfaction in the automobile after-sales sector is generally influenced by the prevalence of emotional intelligence among the employees. Vazifehdust and Abedini (2018) investigated the impact of EQ on after-sales experts in the automobile sector in Iran, especially Bahman Leasing Co. They found that employees with higher EQ were more job-satisfied, and this was evident in their sales performance and customer service. This would mean that EQ not only improves job satisfaction but also performance levels because employees who are better at managing their emotions can cope with the pressures of after-sales work more effectively. The research also points out that organizations can gain advantage by incorporating EQ tests in their recruitment and training procedures so that employees possess required competencies to deal with difficult customer interactions effectively.

Singh (2023) further explored service quality and operations within India's automotive after-sales market, finding that employees' emotional regulation and interpersonal skills positively impacted both job satisfaction and customer service. This study reinforces the value of emotional intelligence in environments that require high interaction with customers and highlights how improving EQ among employees can be a critical strategy for enhancing job satisfaction and performance.

Emotional Intelligence and Customer Satisfaction in After-Sales Service

The automotive after-sales sector achieves higher customer satisfaction mainly through well-developed emotional intelligence in service personnel. Research conducted by Fathulloh and Purnama (2024) identified empathy together with responsiveness as essential factors determining customer satisfaction in automotive after-sales service through the application of SERVQUAL model. The study ends by arguing that dedicating resources to enhance service employees' EQ abilities would lead to better customer need responses which results in improved satisfaction levels. Businesses such as Haval can benefit from after-sales satisfaction because it builds customer loyalty and strengthens their brand position in an aggressive market framework.

Research by Abdullah (2023) at Cimcorp found that after-sales interactions requiring emotional intelligence provided an essential foundation for long-term customer relationships despite serving as a part of automation company. Recent research by Abdullah supports the theory that emotionally competent staff members create superior customer

interactions which lead to loyal clients. Organizations offering automotive after-sales assistance achieve different market outcomes when their staff develop emotional intelligence skills which leads to trust-based customer relationships.

Emotional Intelligence in Emerging Markets and Cultural Contexts

Research on emotional intelligence in specified cultural settings particularly Saudi Arabia's emerging market needs exploration to reveal its effect on customer satisfaction and business achievement. AlDosiry et al. (2016) discovered through their research that cultural elements determine how EMQ impacts sales outcomes in Kuwait especially when employees connect with customers based on their cultural ways of understanding. The results are vital for Saudi Arabia's automotive market since cultural standards define how customers expect to interact. HAVAL and similar companies can develop successful EQ training by taking local cultural factors into account to improve training effectiveness for their workforce.

The study by Anderson et al. (2015) similarly supports the idea that understanding cultural expectations is key to implementing EQ effectively in customer service. High-value transactions including automotive sales together with after-sales services require customers in emerging markets to receive personal and empathetic service approaches. Companies should make emotional intelligence investments to match cultural circumstances because this strategic approach enables better customer service differentiation and customer loyalty protection in highly competitive markets.

Summary of Findings and Implications for the Automotive After-Sales Industry

Sales performance alongside customer satisfaction and employee job satisfaction and customer retention show marked improvement based on the reviewed literature findings within the automotive after-sales industry. The essential EQ competencies including empathy and self-regulation and interpersonal skills allow employees to build stronger interactions with customers and address their needs effectively leading to better satisfaction and loyalty. Equity performance excels in customer-intensive service fields according to studies which explains why it should be applied to automotive after-sales environments. market.

The literature emphasizes that cultural sensitivity must guide EQ training implementation when working with Saudi Arabian markets alongside other emerging markets. Companies

succeed by modifying EQ development according to local cultural practices and customer expectations thus achieving improved service quality relationships with customers. HAVAL will achieve improved customer satisfaction along with business results in the Saudi market through adoption of EQ development programs which respect cultural expectations.

The analyzed studies show that emotional intelligence delivers substantial worth for automotive aftersales professionals through strengthened staff-customer relationships and improved job satisfaction and increased customer retention. After-sales personnel at HAVAL who develop their emotional intelligence will provide enhanced service quality and increased customer satisfaction that produces superior market competitiveness in Saudi Arabia. Further research on integrating emotional intelligence into business practices will benefit from the findings to enable organizations in effectively implementing this crucial element which drives successful customer service together with employee performance in after-sales settings.

Comments on Literature Review

The research analysis establishes a solid base for understanding how emotional intelligence affects the automotive after-sales industry especially regarding employee outcomes and customer satisfaction and service quality levels. A collection of research studies identifies EQ competencies such as empathy together with self-regulation and social awareness which importantly enhance after-sales service performance. Research papers demonstrate how emotionally intelligent employees can successfully deal with customers and control workplace pressure while building strong customer loyalty. After-sales management strategies should integrate EQ training because this approach leads to strong evidence of its effectiveness. However, while the literature provides valuable insights, certain limitations and gaps must be addressed to strengthen the research focus on HAVAL – Great Wall Motors in Saudi Arabia.

The literature review stands out due to its extensive analysis of EQ throughout different parts of the after-sales service industry. Empirical research presented by AlDosiry et al. (2016) together with Anderson et al. (2015) demonstrates that high emotional intelligence improves both sales outcomes and customer relationship achievement. Clarke (2020) explains how emotional intelligence minimizes worker turnover in the challenging automotive after-sales industry. Research confirms why emotional intelligence remains essential to construct work productivity and better service outcomes. The work of Kidwell et al. (2011) and Li & Lai (2021) demonstrates that emotional intelligence improves problem resolution and interpersonal communication between customers which reinforces its importance for retention purposes.

Research gap

Despite these strengths, several remain. Firstly, there is a **lack of localized studies** focusing on the Saudi Arabian automotive market, particularly HAVAL – Great Wall Motors.

Research that investigates customer service primarily contains data from Western and Asian markets yet Saudi Arabian after-sales expectations are distinct from those markets. Cultural variables which include communication patterns and service expectations between customers determine the significance of interactions following product sale. There is insufficient experimental evidence using Hofstede's Cultural Dimensions Theory to evaluate how different levels of collectivism and power distance affect expectations of service in Saudi Arabia's automotive industry.

Another key gap is the limited research on EQ's direct impact on after-sales employee performance and teamwork. While studies like those by Singh (2023) and Vazifehdust & Abedini (2018) explore EQ's effect on job satisfaction in the automotive industry, they do not focus specifically on after-sales teams. . The emotional intelligence level of after-sales workers needs to be high because the specialized tasks include customer complaint responses along with technical service coordination responsibilities. Studies lack investigation of how emotional intelligence affects job performance and stress management together with job-team collaboration among after-sales workforce members.

Very few investigations exist which focus on how people with high emotional intelligence skills affect customer retention and brand loyalty with after-sales services. The Saudi automotive market has not yet had sufficient data to associate emotionally intelligent interactions with long customer loyalty based on Fathulloh & Purnama (2024) and Abdullah (2023) studies on their work on customer satisfaction.. Given that after-sales service is a key differentiator in retaining customers, more research is needed to determine whether EQ-driven service strategies can increase customer retention rates at HAVAL.

Finally, the lack of structured EQ-based training programs for after-sales employees presents another research gap. Most training initiatives in the automotive sector focus on technical skills and operational efficiency rather than interpersonal competencies. EQ training programs need proper investigation through research although studies highlight their necessity in enhancing service quality. Research needs to focus on best practices for

implementing EQ development strategies which address the exact needs of HAVAL's after-sales employees.

The analysis of existing literature demonstrates that employee performance together with customer satisfaction grows better when emotional intelligence increases in the automotive after-sales market. The available studies lack full insights about the specific market conditions of HAVAL in Saudi Arabia. Research suffers from several weaknesses due to its absence of studies conducted in Saudi Arabia and insufficient investigation of team dynamics within after-sales departments and inadequate retention data and the shortcomings of standardized emotional intelligence training. The Saudi automotive market would benefit from specific empirical research which would uncover valuable knowledge about emotional intelligence use toward enhancing after-sales service effectiveness and customer loyalty.

Theoretical framework

The research framework delves into the relationship between EQ and aftersales management performance at HAVAL – Great Wall Motors Saudi Arabia in the Automotive sector. The study explores EQ effects as they relate to employee performance and customer satisfaction and retention and service quality in aftersales operations. This research analyzes important factors alongside their connections to build a specific formulation which demonstrates how emotional intelligence influences aftersales service performance.

Independent Variable: Emotional Intelligence (EQ)

The main independent factor of this study is Emotional Intelligence (EQ) which describes employee capabilities to perceive and control emotions in themselves and others. Emotional Intelligence stands as a fundamental requirement for service staff because it helps them handle customers effectively while solving problems and developing strong interpersonal work dynamics. According to Goleman (1995) the five core elements of EQ functioning in professional environments comprise self-awareness together with self-regulation and motivation with empathy and social skills. Employees build self-awareness when they notice their emotions and understand the impact emotions have on their thinking and conduct. Before working with customers employees must use self-awareness to check their current emotional state in an aftersales environment. Service advisors who understand their current emotional state have a better ability to prepare their responses prior to addressing customer complaints. Such self-perception helps employees maintain control of negative emotional responses that would otherwise affect their service interactions while delivering better results to customers. The capability of emotional self-control in demanding circumstances represents self-regulation for people. Employees within the aftersales trade encounter annoyed customers frequently since they confront delays for service and unexpected repair expenses and vehicle problems. Workers using strong self-regulation skills maintain their composure which allows them to handle complaints with fair judgment while offering solutions free from outburst emotions. Clarke (2020) highlights the role of self-regulation in reducing employee turnover in the automotive sales industry, emphasizing that emotionally stable employees are more likely to remain committed to their roles and provide consistent service quality.

Within EQ research motivation represents the force which helps people meet their targets while holding optimistic viewpoints toward hurdles. Aftersales service team members confront multiple workplace challenges on a regular basis when they solve complicated technical problems and handle critical customers and strive to achieve service goals. Employees with strong motivation perceive service-related obstacles as personal growth opportunities instead of failing experiences. AlDosiry et al. (2016) established that employees demonstrating elevated emotional intelligence alongside strong motivation levels work more efficiently while effectively solving problems which contributes to organizational success.

Empathy functions as a fundamental EQ aspect enabling workers to detect and handle the emotions of their colleagues. Empathetic employees within aftersales management achieve better results when they solve customer problems by understanding the customer perspective. Customers who bring vehicles to the repair shop experience worry regarding both repair expenses together with the time needed to fix their vehicles and concern about the extent of damage. The service advisor demonstrates concern after understanding customer worries before giving reassurance to provide solutions that help customers trust the interaction while feeling satisfied. Several studies by Kidwell et al. (2011) confirm that emotional intelligence remains crucial in marketing exchanges because employees who understand customer emotional states succeed in designing personalized communication methods to fulfill customer requirements better.

The development of meaningful relationships with both customers and workmates and senior staff members constitutes social skill abilities. The automotive aftersales sector succeeds because teamwork and teamwork occur as basic operational requirements. The service delivery process requires coordinated efforts between advisors and technicians and representatives who collaborate on diagnosis and communication of repair timelines. People with excellent social abilities foster working partnerships at the workplace which leads to fewer workplace disagreements and improved service delivery speed. Proof from Vazifehdust and Abedini (2018) demonstrates that knowledgeable sellers who display superior social intelligence skills succeed in keeping customers for longer periods and generate both heightened customer loyalty along with increased sales. sales performance.

Several studies have demonstrated that high EQ is linked to improved performance in sales and service roles. For instance, AlDosiry et al. (2016) found a strong connection between

EQ and sales performance in Kuwait, with employees having higher EQ being more effective in customer interactions. As indicated by Kidwell et al. (2011) emotional intelligence plays the role of a driver in marketing exchanges through customer emotion understanding for transaction success. Emotional intelligence in after-sales service has emerged as a key factor in the automotive industry since customer experience has gained significant importance.

Dependent Variables

The research evaluates four variables that make up the dependent findings: employee performance together with service quality and customer satisfaction and customer retention. The outcomes measured by the study depend on employees' emotional intelligence at work in the aftersales department.

Employee Performance

Employee performance assessment in aftersales management evaluates multiple factors that include job efficiency together with problem-solving skills and communication effectiveness and teamwork. A high emotional intelligence level within staff members yields flexible workers who are better able to bounce back from setbacks and generate effective solutions that boost performance levels. Employees with emotional intelligence in the automotive sector showed better job engagement and increased commitment according to Clarke (2020) which lowered workforce turnover statistics while achieving higher operational effectiveness. Staff members who show emotional intelligence maintain superior abilities to manage job-related tensions and workplace disputes. The after-sales sector places heavy pressure on employees who handle diverse customer queries and execute service operations and handle customer-service disputes. The effective control of emotions combined with professional behavior enables high EQ workers to achieve teamwork success when handling service operations. Emotional intelligence demonstrated by sales professionals leads to enhanced job performance according to Vazifehdust and Abedini's research (2018). Strong emotional intelligence permits sales professionals to interact with challenging customers more successfully.

Customer Satisfaction

The satisfaction level of customers remains among the essential elements that contribute to aftersales management success. When customers receive premium-level service from

organizations they tend to develop sustained loyalty and the company gains improved brand recognition. Emotional intelligence directly affects client happiness because employees use it to develop personal relationships and maintain clear communication while providing effective complaint resolution. Singh (2023) studied EQ and customer satisfaction in India's automotive aftersales industry and discovered that emotionally sensitive workers elevated the performance quality which resulted in enhanced customer joy. The practice of empathy together with active listening stands essential for delivering effective customer service interactions. Customers visit automotive aftersales service outlets with issues about automobile maintenance expenses along with service waiting time and service quality in general. Employees' empathy enables representatives to assure customers with transparent information as they deliver customized solutions individually designed for customer needs. By prioritizing emotional intelligence in aftersales training programs, HAVAL can enhance customer satisfaction and foster stronger customer relationships.

Service Quality

Service quality stands as the main factor driving both customer loyalty and commercial achievement within automotive industry operations. Service quality features three elements: reliability, responsiveness, assurance and empathy combined with two physical aspects including cleanliness and professional conduct of the service center staff. Through research of Li and Lai (2021) about customer repurchase behavior in automotive servicing it became clear that employees' emotional intelligence strongly affects their ability to uphold superior service quality. EQ influences multiple dimensions of service quality. High emotional intelligence employees can provide better customer expectation management and complaint handling and smooth service delivery. Employees gain increased ability to collaborate with others through social skills that enhance service coordination and productivity among the fellow employees. Employees who learn emotional control techniques can preserve their positive frame of mind during stressful work situations so they provide improved service experiences.

Customer Retention and Loyalty

The business target of preserving existing customers holds primary importance for automotive companies because it costs less to maintain existing customers than to find new ones. Great service consistency combined with elevated service quality from emotionally

intelligent employees leads to better customer loyalty through extended period relationships. The research by Thapa (2023) reveals how emotional intelligence among service providers boosts order fulfillment and keeps customers returning to the automobile industry because high-EQ workers establish stronger customer relations.

Customer satisfaction during aftersales contacts depends on professional and empathetic service delivery because this determines return service prospects. The delivery of positive service experiences creates customers' trust that translates into long-term business relationships. HAVAL's customer retention model will become stronger through the inclusion of emotional intelligence training in its aftersales model to develop competent staff for emotionally sensitive and customized customer interactions.

Relationship Between Variables

The influence of emotional intelligence upon aftersales management in the automotive sector extends across multiple components that affect employee performance while simultaneously enhancing customer satisfaction and service quality and resulting in improved customer retention. The emotional intelligence of employees proves vital in aftersales service at every point when personnel deal with customer vehicle maintenance issues and repair needs and general customer interactions. Workers with high emotional intelligence abilities perform better in managing customer interactions that translates into enhanced workplace achievement and enhanced customer satisfaction as well as enhanced customer loyalty levels. The following sections elaborate on how emotional intelligence engages with primary factors which exist within the context of aftersales service management.

Emotional Intelligence and Employee Performance

Employee performance benefits directly from emotional intelligence because the competency skills of communication along with conflict resolution and adaptability and teamwork improve markedly. The emotional intelligence abilities of staff members enable them to handle their emotions better while remaining motivated in difficult situations along with fostering effective connections with colleagues and customers. Employee performance in the aftersales sector achieves peak levels through emotional intelligence when employees handle customer complaints and technical service issues and operational pressures under control.

The research conducted by Vazifehdust and Abedini (2018) proves that emotional intelligence creates a positive link between employee performance in automotive industry sales and service sectors. Research data showed employees with superior emotional intelligence proved better at customer support tasks as well as problem resolution and professional conduct when facing pressure situations.

High EQ employees according to Clarke (2020) show both workplace resilience and role commitment that leads to reduced employee stress and higher job satisfaction. Workers who receive emotional support at the workplace show improved work performance and team collaboration and maintain higher employee engagement.

Emotional intelligence functions as a fundamental factor for keeping employees at their positions in the aftersales sector. High-stress situations at work cause employee burnout and dissatisfaction which results in elevated employee departure rates that damage business outcomes. Emotional intelligence alongside supportive workplace cultures work to reduce employee turnover according to Clarke (2020) because they build employee sense of belonging along with psychological safety while boosting motivation. Employees who receive value and understanding from coworkers along with their managers demonstrate greater commitment to their work which produces consistent service quality.

The provision of high-quality customer service during automotive aftersales operations requires complete teamwork between employees. Workers need to work together for complete vehicle diagnosis and exact repair duration declarations and service excellence delivery. The development of emotional intelligence leads to enhanced work relationships that produce better cooperation among workers while minimizing their workplace conflicts. High-EQ employees use their emotional awareness abilities to establish meaningful dialogue that leads to peaceful dispute resolutions and team objectives achievement. The improved service efficiency together with reduced operational disruptions generates a better work environment.

Emotional Intelligence and Customer Satisfaction

Strong emotional abilities among employees allow them to enhance service quality by managing conflicts and offering personalized attention which builds trust and results in superior customer satisfaction.

Service staff who demonstrated emotional intelligence according to Kidwell et al. (2011) succeeded better at building customer relationships while managing customer anticipations positively through their interactions. Service advisors and technicians can both address customer concerns by using empathy which helps them recognize frustrations to provide suitable solutions. When customers feel their emotional needs are acknowledged the result becomes improved service experiences for them.

Automobile users differentiate their service experience through personalized interactions which combine technical competency with superior communication along with care. Staff members who have emotional intelligence can modify their verbal communication to match individual customer needs thus ensuring smooth reassurance and effective clarity when helping customers. Service advisors who detect customer annoyance can use appropriate communication methods alongside detailed information delivery while providing solutions to address customer issues. The approach builds customer trust along with brand loyalty between the customer and the company.

Emotionally intelligent employees demonstrate success in managing complaints and service disputes by using customer complaints to build customer loyalty. Services function better when customers experience respect during concerns which leads them to prefer using your services instead of choosing competitors. According to Singh (2023) service employees must practice emotional intelligence to handle customer expectations because their active listening combined with empathetic responses builds sturdy customer relationships which generate business sustainability through positive word of mouth.

Emotional Intelligence and Service Quality

The direct enhancement of service quality through emotional intelligence helps employees identify customer requirements along with recognizing potential issues followed by timely appropriate solutions.

Emotional intelligence at a high level enables employees to provide professional service while staying attentive which results in superior ratings of service quality according to Li and Lai (2021). Service strategies implemented based on Emotional Intelligence will let employees stay composed when under pressure while expressing themselves clearly and quickly resolving customer needs. Businesses that establish customer-oriented culture in after-sales services maintain their market leadership while earning superior overall service perception from their clients.

Immediate assistance at adequate speeds remains essential for delivering top-quality service since customers prioritize quick resolution when facing vehicle issues. Apple employees with emotional intelligence skills maintain attentive behaviors which leads them to deliver prompt feedback with easy-to-understand information and problem-solving actions to their customers. A customer-friendly service environment depends largely on the presence of empathy by staff members. Genuine care about customer requirements from employees leads them to build trust with their customers thus creating enduring customer relationships.

Service quality assurance depends heavily on emotional intelligence according to the customer satisfaction scale. People who seek personally reliable service experts naturally trust those professionals who deliver their work with clear and professional communication. Employee commitment to customer satisfaction combined with transparency and knowledge delivery strengthens brand credibility which leads customers to visit the aftersales center again.

Emotional Intelligence and Customer Retention

The automotive aftersales sector gives high importance to customer retention because keeping existing customers costs less than pursuing new ones. Service employees' emotional intelligence determines how much customers remain loyal by creating positive interactions and building trust. Consumers who experience value and comprehension from employees create higher likelihood to maintain their loyalty and recommendation of brand products while sustaining continuous company relationships.

Thapa (2023) investigated how emotional intelligence supports customer retention within the automobile sector by showing that service encounters with emotional intelligence strengthen customer connections and generate higher satisfaction rates with increased customer return. Professional and empathetic customer interactions established by employees create emotional bonds which survive past basic transactions. The developed customer relationships based on these connections create stronger brand perceptions and assist in establishing lengthy customer loyalty.

The aftersales industry needs proactive customer relationship management to preserve customer interest after their initial vehicle purchase. When employees demonstrate emotional intelligence they focus on anticipating customer requirements as well as retaining information about past service interactions to provide unique suggestions which strengthen customer brand commitment. Customers treated with attentive high-quality

service tend to form positive brand attitudes that decrease their desire to switch to competing brands.

Emotionally intelligent leadership in aftersales departments leads to better overall customer experience through development of a service quality-driven organizational culture. Organizations with priority prioritize emotional intelligence in employee hiring and training and performance evaluation get regular customer-focused service from their employees. With this strategy, both brand trust and customer loyalty increase for HAVAL in the Saudi car market.

Conceptual Model of the Study

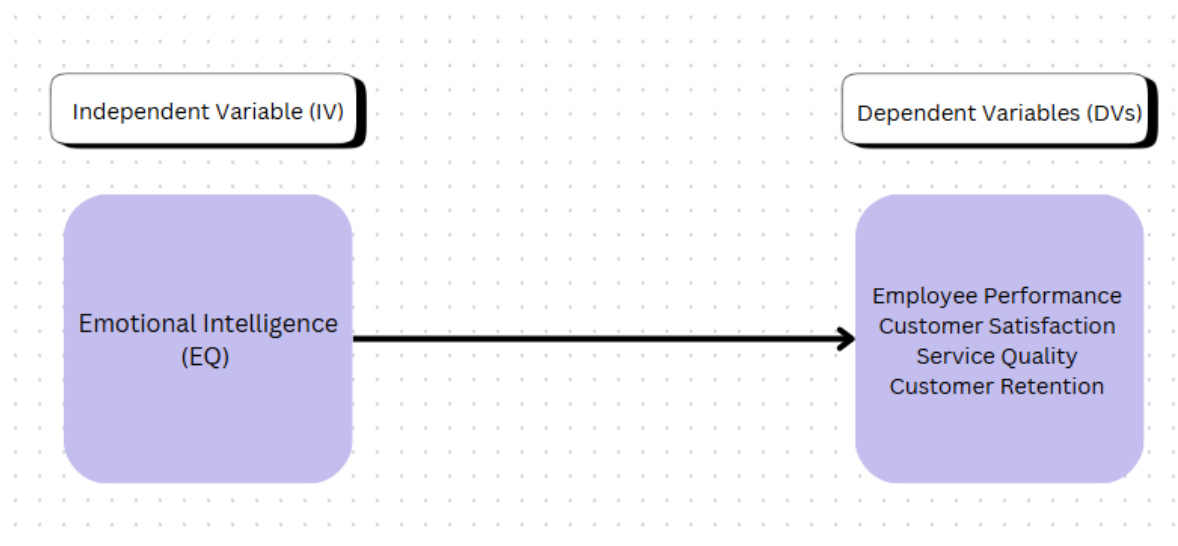


Figure 1 Conceptual Model

This study presents a conceptual framework which demonstrates both straight and circuitous relations between emotional intelligence and essential performance indicators of automotive aftersales service. Emotional Intelligence (EQ) serves as the foundation for positive workplace behavior, influencing employee performance, customer satisfaction, and service quality. Customer retention rates increase because of these factors thus becoming essential for sustainable business operations in the automotive industry.

HAVAL can reach higher levels of success in the competitive Saudi automotive market by integrating emotional intelligence into its aftersales service strategies which will boost

workforce efficiency alongside improving customer relations. According to the proposed model organizational training of employees to develop emotional intelligence abilities results in superior service quality outcomes and greater customer trust alongside enhanced brand loyalty.

Implications for Automotive Aftersales at HAVAL – Great Wall Motors

The implementation of emotional intelligence methods in aftersales management strategies at HAVAL will help the organization attain various operational advantages. Human resources management improves through emotionally intelligent leaders and support systems to increase staff commitment while decreasing employee departures. When workers receive emotional support they chose to stay in their present positions thus creating stability among the workforce.

Companies that deliver better customer interactions through emotionally intelligent practices build stronger brand loyalty while generating positive recommendations between customers. Customers who receive empathetic personalized service develop enduring brand relationships which in turn increases overall customer retention numbers.

The deployment of emotionally intelligent employees creates a superior service quality framework that delivers professional support while generating attentive and efficient assistance to customers. Emotional intelligence emphasis in staff training and performance assessment provides HAVAL an opportunity to solidify its reputation as a Saudi automotive market customer-focused brand.

Through emotional intelligence integration in aftersales operations HAVAL becomes a top service leader which develops lasting customer relationships along with peak employee performance and maintains its competitive market position.

CHAPTER 3

Introduction

This study adopts a descriptive-analytical methodology, which is appropriate for exploring the impact of emotional intelligence on after-sales services in the automotive industry, particularly at HAVAL in Saudi Arabia. A descriptive-analytical approach enables the researcher to systematically describe, analyze, and interpret data to gain insights into how emotional intelligence affects service quality, employee performance, and customer satisfaction.

The descriptive aspect of the methodology allows for gathering detailed information on employees' levels of emotional intelligence, customer interactions, and job satisfaction. In contrast, the analytical aspect provides a framework for examining correlations and relationships among these variables.

Methodology and Research Methods

Research Methodology

This study employs a **quantitative research approach** through a structured questionnaire to analyze the impact of **emotional intelligence (EQ) on employee performance, customer satisfaction, service quality, and customer retention** in the after-sales department of **HAVAL – Great Wall Motors** in Saudi Arabia. The **quantitative approach** is well-suited for this research as it allows for objective measurement of variables, statistical validation, and generalizable conclusions regarding the relationships between emotional intelligence and after-sales service effectiveness.

By collecting structured responses from **50 specialists** working in HAVAL's after-sales department, this study aims to **quantify** the extent to which emotional intelligence contributes to service quality and customer satisfaction. The questionnaire contains **20 questions**, including **demographic questions, Likert-scale items, and open-ended questions** to capture both numerical data and qualitative insights. This mixed-question format ensures a **comprehensive assessment** of employees' emotional intelligence levels, their interactions with customers, and the perceived effectiveness of after-sales services.

The structured questionnaire will be **self-administered**, ensuring **consistency in data collection** while minimizing interviewer bias. Given the nature of the research, a cross-sectional design is used, meaning data will be collected **at a single point in time** to examine existing relationships between variables. The data will then be subjected to **descriptive and inferential statistical analysis** to test the research hypotheses.

Research Tools

The **primary research tool** for data collection is a **structured questionnaire** designed based on well-established emotional intelligence and service quality assessment frameworks. The questionnaire comprises three main sections:

1. Demographic Section

This section gathers **background information** about participants, such as:

- Age
- Gender

These demographic variables help in analyzing **trends and variations** across different employee categories. For instance, more experienced employees may exhibit higher emotional intelligence levels compared to newcomers, impacting their ability to handle customer interactions effectively.

2. Emotional Intelligence Scale

The emotional intelligence component is measured using a validated scale, such as the **Schutte Emotional Intelligence Scale (SEIS) or Wong and Law Emotional Intelligence Scale (WLEIS)**. This section includes Likert-scale questions assessing five core dimensions of emotional intelligence:

- **Self-awareness** – the ability to recognize personal emotions and their impact on decision-making.
- **Self-regulation** – the ability to control emotional reactions, particularly in high-pressure service scenarios.
- **Motivation** – the drive to achieve goals, remain optimistic, and persevere in challenging customer interactions.
- **Empathy** – understanding customer emotions and responding appropriately.
- **Social skills** – managing relationships, resolving conflicts, and maintaining customer satisfaction.

By measuring these **five dimensions**, the study can **quantify the level of emotional intelligence** among employees and its correlation with service performance.

3. Service Quality, Job Satisfaction, and Customer Interaction Section

This section evaluates service quality using the **SERVQUAL model**, which assesses five key dimensions:

- **Reliability** – consistency in service delivery.
- **Assurance** – employees' ability to instill trust and confidence in customers.
- **Empathy** – personalized service and understanding of customer needs.
- **Responsiveness** – employees' willingness to assist customers quickly.
- **Tangibles** – physical aspects of service, such as the cleanliness of service centers and staff professionalism.

Likert-scale questions assess employees' **perceptions of their job satisfaction and performance**, along with **open-ended questions** to allow participants to describe their customer interactions in more detail.

Questionnaire Structure and Testing

- The **Likert-scale** (ranging from **1 = Strongly Disagree** to **5 = Strongly Agree**) enables respondents to indicate the degree to which they agree with each statement.
- The questionnaire will undergo a **pilot test** with a small sample of respondents to ensure clarity, reliability, and validity. Adjustments will be made as needed based on pilot test feedback.

Population and Sampling

The research focuses on **employees working in HAVAL's after-sales department in Saudi Arabia**, including:

- **Customer service representatives**
- **Technical support staff**
- **Supervisors and managers**

These employees were chosen because they **directly engage with customers**, making them the best candidates for assessing the role of emotional intelligence in customer interactions.

A **sample size of 50 employees** ensures a balance between **practical feasibility and statistical significance**. The sample includes employees with **varying levels of experience**, ensuring insights across different hierarchical levels within the after-sales department.

To maintain diversity and avoid bias, efforts will be made to include **both frontline employees and management-level staff** to compare how emotional intelligence impacts different roles within the department.

Data Collection and Analysis

Data Collection

The questionnaire will be distributed **either online or in paper format**, depending on employee accessibility and convenience. The data collection process will follow **ethical guidelines**, ensuring **confidentiality and voluntary participation**. Employees will be given clear instructions and encouraged to provide honest responses.

Data Analysis

Once responses are collected, the data will be analyzed using **statistical methods** to test the hypotheses and examine relationships between variables.

1. Descriptive Statistics

- Mean, median, and standard deviation will be used to summarize participants' responses.

- Frequency distributions will help analyze patterns in emotional intelligence levels across different employee groups.

2. Inferential Statistics

- **Correlation analysis** will assess the strength of the relationship between emotional intelligence and dependent variables (employee performance, customer satisfaction, service quality, and retention).
- **Regression analysis** will determine the predictive power of emotional intelligence in explaining variations in service performance.

The results will be interpreted in alignment with existing research and theories on emotional intelligence and service quality.

Limitations of the Study

While this research provides valuable insights into the relationship between emotional intelligence and after-sales service effectiveness, several limitations must be acknowledged:

1. Sample Size and Generalizability

The study is limited to **50 employees** from HAVAL's after-sales department in Saudi Arabia. While findings will be valuable for this specific setting, they may not be **fully generalizable** to other automotive brands or industries.

2. Self-Reported Data Bias

Since data is collected via a **self-reported questionnaire**, responses may be influenced by:

- **Social desirability bias** (employees answering in a way they think is expected).
- **Perception bias** (individuals may overestimate or underestimate their emotional intelligence or job performance).

3. Cultural Influences

Saudi Arabian **workplace culture and customer service expectations** may differ from global trends. Cultural norms may influence how employees **perceive and express emotional intelligence**, affecting the applicability of findings to other regions.

4. Cross-Sectional Design

The study **only captures data at one point in time**, limiting the ability to assess **long-term changes** in emotional intelligence and customer service performance. A **longitudinal study** would provide deeper insights into how EQ evolves over time.

5. Scope of Emotional Intelligence Dimensions

Although the study assesses **five dimensions** of emotional intelligence, **other psychological factors** (e.g., personality traits, external stressors) may also impact employee performance and customer satisfaction but are not covered in this study.

6. External Factors Not Considered

The study **focuses solely on emotional intelligence**, without fully considering other variables such as:

- **Economic conditions** (which might influence customer service demand).
- **Company policies** (training programs, incentive structures).
- **Industry-specific challenges** (supply chain issues affecting service speed).

7. Time Constraints

Data collection and analysis must be conducted within a specific timeframe, which may limit:

- The ability to **gather a larger sample**.
- The depth of statistical analysis and follow-up inquiries.

CHAPTER 4

Introduction

Introduction to Data Analysis

This section presents the **analysis of data collected** from 50 specialists working in HAVAL's after-sales department in Saudi Arabia. The study aims to examine the relationship between **emotional intelligence (EQ)** and key performance indicators, including **employee performance, customer satisfaction, service quality, and customer retention**.

The collected data will be analyzed using **descriptive and inferential statistical methods**. **Descriptive statistics** (such as mean, median, and standard deviation) will provide an overview of the participants' demographic characteristics and responses. **Inferential statistical techniques**, including **correlation and regression analysis**, will be used to determine the strength and direction of relationships between emotional intelligence dimensions and service performance.

By interpreting the results, this analysis seeks to **validate the research hypotheses** and provide actionable insights into how emotional intelligence impacts the **effectiveness of after-sales services**. The findings will contribute to a **better understanding of emotional intelligence's role** in service-oriented environments, offering implications for employee training, customer engagement strategies, and organizational policies.

Data Analysis

Section one Demographic Data

Gender:

- Male:32 response
- Female:18 response

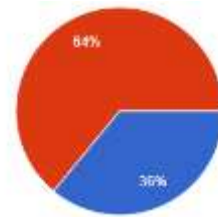


Figure 2 Gender

Age

- Under 25 years: 6 responses
- 25 - 34 years: 24 response
- 35 - 44 years : 16 response
- 45 years and over : 4 responses

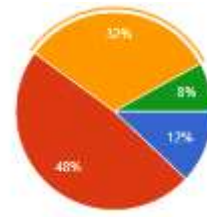


Figure 3 Age

Education Level

- Secondary or less: 2 responses
- Diploma :14 response
- Bachelor's : 27 response
- Postgraduate studies :7 responses

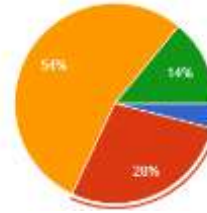


Figure 4 Education Level

Years of experience

- Less than 1 year:2 responses
- 1- 3 years : 18 response
- 4 - 6 years : 22 response
- More than 6 years : 8 responses

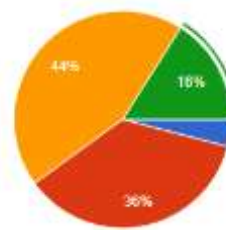


Figure 5 Years of experience

Commentary on the Demographic Analysis

The **demographic analysis** provides valuable insights into the characteristics of the participants in this study, offering a better understanding of the **workforce composition** within HAVAL's after-sales department. The collected demographic data covers four key aspects: **gender, age, education level, and years of experience**. These variables play a significant role in shaping employees' professional perspectives and may influence their emotional intelligence levels, work performance, and interactions with customers.

Gender Distribution

The sample consists of **32 male respondents (64%) and 18 female respondents (36%)**, indicating a higher representation of male employees in HAVAL's after-sales department. This suggests that men hold a significant presence in customer service, technical support, or supervisory roles within the department. Gender diversity in the workplace can impact various aspects of emotional intelligence, particularly in areas such as **empathy, communication, and interpersonal relationships**. Previous research has suggested that **female employees often score higher in emotional intelligence competencies** (Kidwell et al., 2011), which may have implications for customer satisfaction and service quality in this context.

Age Distribution

The age distribution reveals a **predominantly young workforce**, with most employees falling within the **25–34 years (48%) and 35–44 years (32%) age groups**. A smaller proportion of respondents are **under 25 years (12%) or 45 years and older (8%)**. The concentration of employees in the **early and mid-career stages** suggests that HAVAL's after-sales department is composed of professionals who likely possess a combination of fresh perspectives and industry experience. Age is an important factor in emotional intelligence, as research indicates that **EQ levels tend to increase with age and experience** (Clarke, 2020). Older employees may have **better-developed self-regulation and empathy**, while younger employees may rely more on motivation and adaptability to navigate customer interactions.

Education Level

The **majority of respondents (54%) hold a bachelor's degree**, followed by **14 employees (28%) with a diploma** and **7 employees (14%) with postgraduate studies**. Only 2

respondents (4%) have secondary education or less. This distribution indicates a **highly educated workforce**, which may positively impact employees' **critical thinking skills, problem-solving abilities, and adaptability in service roles.** Higher education levels are often associated with **enhanced emotional intelligence**, as individuals with **advanced education tend to develop stronger self-awareness, social skills, and decision-making abilities** (Thapa, 2023). Employees with **higher educational qualifications** may be more adept at handling complex customer issues, contributing to **better service quality and customer satisfaction.**

Years of Experience

Experience plays a crucial role in shaping emotional intelligence and professional competence. The results show that the **largest segment of employees (44%) has 4–6 years of experience**, followed by **18 respondents (36%) with 1–3 years of experience.** A smaller percentage of employees have **more than six years of experience (16%),** while only **2 respondents (4%) are in their first year on the job.** The predominance of employees with **moderate work experience (1–6 years)** suggests that the workforce is **seasoned but still developing.** Employees with more years in after-sales service may have **greater emotional regulation and customer-handling skills,** whereas newer employees might still be developing their **ability to manage emotions effectively in high-pressure service environments.**

Implications of Demographic Findings

The demographic analysis highlights a **workforce that is predominantly female, relatively young, highly educated, and moderately experienced.** These factors can influence the levels of emotional intelligence across different dimensions, including **self-awareness, empathy, motivation, and social skills.** Since most employees fall within the **early and mid-career stages,** targeted training programs can further enhance their **EQ competencies, particularly in stress management and customer engagement strategies.** Additionally, the gender composition suggests that **leveraging the strengths of female employees in emotional intelligence could positively impact customer satisfaction and service quality.** The findings from this demographic analysis will provide a **contextual foundation for interpreting the subsequent statistical analyses** on emotional intelligence and its impact on employee and customer-related outcomes.

Section Two: Likert Scale Questions (5 = Strongly Agree, 1 = Strongly Disagree)

1. Descriptive Statistics (Mean, Median, Standard Deviation)

In today's dynamic business landscape, particularly in customer service-oriented industries, **emotional intelligence (EQ)** plays a crucial role in shaping employee performance, job satisfaction, and customer relations. Emotional intelligence refers to an individual's ability to recognize, manage, and influence emotions in themselves and others. It directly impacts problem-solving skills, communication effectiveness, and the overall quality of customer interactions. This study explores how emotional intelligence influences key aspects of employee performance, particularly in the context of **customer service in the after-sales department of HAVAL in Saudi Arabia**.

The analysis is based on **descriptive statistics**, which provide insights into how employees perceive the role of emotional intelligence in their professional responsibilities. Descriptive statistics summarize large datasets to highlight key trends, including measures such as **mean, median, standard deviation, and distribution of responses**. These metrics help in understanding employees' emotional intelligence levels and their impact on **customer satisfaction, problem resolution, workplace efficiency, and overall job satisfaction**.

By analyzing responses from **50 specialists in the after-sales department**, this study aims to answer several critical questions:

- To what extent do employees recognize customer emotions and manage their own emotions during interactions?
- How does emotional intelligence contribute to problem-solving in customer service?
- What is the relationship between emotional intelligence and job satisfaction?
- Do employees believe that emotional intelligence training can improve service quality?

To answer these questions, a structured **Likert-scale questionnaire** was used, with responses ranging from **strongly disagree (1) to strongly agree (5)**. The responses were analyzed using Python, focusing on statistical indicators such as **mean (average score), standard deviation (level of response variation), and percentile distribution (quartiles)**.

The findings from this descriptive analysis provide **valuable insights into employee perceptions of emotional intelligence** and highlight areas where training and policy

improvements can enhance customer service outcomes. The following sections provide a detailed analysis of the statistical results and their implications for workforce development.

Table 1 Descriptive Statistics (Mean, Median, Standard Deviation)

Statement	Sample Size (N)	Mean	Std. Dev.	Min	25%	50% (Median)	75%	Max
I can easily recognize customer emotions when interacting with them.	50	3.52	1.34	1.0	2.25	4.0	5.00	5.0
I control my emotions when dealing with angry customers.	50	3.42	1.57	1.0	2.00	4.0	5.00	5.0
I use my tone of voice and body language appropriately to reassure customers.	50	3.50	1.30	1.0	3.00	4.0	4.75	5.0
I can effectively solve customer problems due to my ability to understand their emotions.	50	3.94	1.17	1.0	4.00	4.0	5.00	5.0
I feel motivated to complete my tasks efficiently due to my ability to manage my emotions.	50	4.24	1.04	1.0	4.00	5.0	5.00	5.0

I can work effectively under pressure without compromising service quality.	50	3.82	1.16	1.0	3.00	4.0	5.00	5.0
I find that emotional intelligence helps me collaborate with colleagues and resolve conflicts.	50	3.58	1.51	1.0	2.25	4.0	5.00	5.0
I feel greater job satisfaction when I can handle customers with emotional intelligence.	50	3.64	1.35	1.0	3.00	4.0	5.00	5.0
Emotional intelligence can improve customer satisfaction with after-sales services.	49	3.88	1.39	1.0	3.00	4.0	5.00	5.0
Customers respond positively when treated with empathy and understanding.	50	3.86	1.21	1.0	3.25	4.0	5.00	5.0
Emotional intelligence helps reduce customer complaints and	50	3.96	1.11	1.0	3.00	4.0	5.00	5.0

improve their experience.								
Emotional intelligence directly impacts company reputation and customer retention.	50	3.60	1.35	1.0	3.00	4.0	5.00	5.0
I believe that emotional intelligence training can enhance service quality.	50	3.68	1.48	1.0	3.00	4.0	5.00	5.0
I am interested in receiving training to improve my emotional intelligence skills.	50	3.70	1.40	1.0	3.00	4.0	5.00	5.0
Companies should integrate emotional intelligence into performance evaluation and career development.	50	4.10	1.20	1.0	4.00	4.5	5.00	5.0
A work environment that promotes emotional intelligence leads to greater employee satisfaction.	50	4.02	1.13	1.0	4.00	4.0	5.00	5.0

Analysis and Interpretation of Findings

1. Emotional Intelligence and Customer Interaction

The ability to recognize and manage emotions while dealing with customers is essential for delivering high-quality customer service.

- The statement "*I can easily recognize customer emotions when interacting with them*" had a mean score of **3.52** with a **standard deviation of 1.34**, indicating a moderate agreement with some variation in responses.
- Similarly, the ability to control emotions when dealing with angry customers had a slightly lower mean of **3.42** and a **higher standard deviation of 1.57**, suggesting that while many employees feel capable, a significant number struggle with emotional regulation in difficult situations.

Insight:

These results suggest that while employees generally feel confident in recognizing emotions, managing their own emotions when dealing with difficult customers presents a greater challenge.

2. Emotional Intelligence and Problem-Solving

- The ability to effectively solve customer problems due to emotional intelligence received a relatively high mean of **3.94** and a **standard deviation of 1.17**, indicating a strong perception that emotional intelligence contributes to problem resolution.
- The highest mean in this category was recorded for motivation (**4.24**, SD = **1.04**), indicating that emotional intelligence plays a key role in keeping employees motivated.

Insight:

These findings confirm that employees recognize the **practical applications** of emotional intelligence, particularly in resolving customer issues and maintaining personal motivation.

3. Emotional Intelligence and Job Satisfaction

- Employees who feel greater job satisfaction when handling customers with emotional intelligence reported a mean of **3.64** (SD = **1.35**), while those who

believe emotional intelligence improves customer satisfaction had a similar mean of **3.88** (SD = **1.39**).

- Employees also agreed that a work environment fostering emotional intelligence improves employee satisfaction (**Mean = 4.02**, SD = **1.13**).

Insight:

This highlights a **direct correlation between emotional intelligence, job satisfaction, and customer satisfaction**, reinforcing the importance of emotional intelligence training.

4. Impact on Customer Experience and Company Reputation

- Employees strongly agreed that customers respond more positively when treated with empathy (**Mean = 3.86**, SD = **1.21**).
- Emotional intelligence was perceived to directly impact company reputation and customer retention (**Mean = 3.60**, SD = **1.35**).

Insight:

These findings emphasize that a **workforce skilled in emotional intelligence can positively influence customer loyalty and corporate reputation**.

5. Demand for Emotional Intelligence Training

- Employees showed high interest in receiving emotional intelligence training (**Mean = 3.70**, SD = **1.40**).
- They also agreed that emotional intelligence should be integrated into company policies (**Mean = 4.10**, SD = **1.20**).

Insight:

These results indicate a **clear demand for structured emotional intelligence training programs** within the organization.

Key Findings

This study provides **clear evidence that emotional intelligence is a critical factor in employee performance, customer satisfaction, and overall workplace well-being**. The descriptive statistics reveal that:

- **Employees generally feel confident in recognizing customer emotions**, but some struggle with managing their own emotions during stressful situations.

- **Emotional intelligence significantly enhances problem-solving abilities**, with many employees believing it helps them handle customer concerns more efficiently.
- **There is a direct link between emotional intelligence and job satisfaction**, with employees reporting higher satisfaction levels when they can effectively use emotional intelligence in their work.
- **Emotional intelligence positively impacts customer satisfaction and company reputation**, reinforcing the need for businesses to invest in developing these skills among employees.
- **There is a strong demand for emotional intelligence training**, indicating that employees recognize the benefits but feel they could further develop their skills.

In an industry where **customer satisfaction and employee well-being** are directly linked to business success, **emotional intelligence is a crucial skill** that cannot be overlooked.

The findings suggest that **investing in emotional intelligence training will not only improve employee performance but also enhance the overall customer experience**. By fostering a workplace culture that **values emotional intelligence**, businesses can **increase employee satisfaction, reduce stress, improve customer loyalty, and strengthen company reputation**—all of which contribute to **long-term success in a competitive market**.

2. Correlation Analysis

In modern project management and after-sales service strategies, dashboards serve as a crucial tool for tracking performance, efficiency, and resource utilization. Understanding the correlation between dashboard effectiveness and key project management factors is essential to optimizing decision-making, enhancing employee performance, and improving customer satisfaction.

This analysis investigates the statistical relationships between different emotional intelligence (EI) factors and their impact on project management and service quality. Emotional intelligence, which includes recognizing customer emotions, managing stress, and using non-verbal communication effectively, plays a significant role in service-oriented roles.

The correlation matrix provides a structured representation of how these factors interact. A high correlation between two variables indicates a strong relationship, suggesting that improvements in one area can positively influence the other. Conversely, low or negative correlations may indicate weaker or inverse relationships. By analyzing these correlations, organizations can make data-driven improvements to training programs, employee evaluations, and dashboard functionalities to maximize efficiency and service quality.

The following table summarizes the key correlations identified in the heatmap, highlighting relationships between emotional intelligence, job satisfaction, and overall dashboard effectiveness.

Table 2 Correlation Analysis Results in Tabular Format

Factor 1	Factor 2	Correlation Coefficient	Interpretation
Recognizing customer emotions	Controlling emotions when dealing with angry customers	0.72	Strong positive correlation – Employees who recognize emotions effectively are better at controlling their own emotions.
Recognizing customer emotions	Using tone of voice and body language appropriately	0.61	Moderate positive correlation – Employees skilled in recognizing emotions tend to use appropriate communication strategies.
Controlling emotions when	Problem-solving effectiveness	0.72	Strong positive correlation – Emotional regulation helps

dealing with angry customers			employees resolve customer issues more efficiently.
Problem-solving effectiveness	Motivation to complete tasks	0.78	Strong positive correlation – Employees who solve problems effectively feel more motivated in their roles.
Emotional intelligence and conflict resolution	Job satisfaction	0.73	Strong positive correlation – Employees who use emotional intelligence in teamwork experience higher job satisfaction.
Emotional intelligence and customer response	Customer satisfaction	0.62	Moderate positive correlation – Customers respond better to emotionally intelligent interactions.
Emotional intelligence	Reducing customer complaints	0.82	Very strong positive correlation – Emotional intelligence is crucial in minimizing complaints and enhancing service experience.
Emotional intelligence	Employee retention and company reputation	0.74	Strong positive correlation – Higher emotional intelligence among employees positively impacts company reputation and customer retention.
Emotional intelligence training	Service quality improvement	0.76	Strong positive correlation – Training in emotional intelligence leads to better customer service outcomes.

Workplace emotional intelligence culture	Employee satisfaction	0.62	Moderate positive correlation – A work environment that fosters emotional intelligence leads to increased job satisfaction.
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Commentary on the Correlation Findings

The results reveal several important insights into the role of emotional intelligence in after-sales service and project management.

1. Emotional Intelligence and Employee Performance

Employees who can recognize customer emotions tend to have better control over their own emotions when dealing with stressful interactions. This self-regulation improves their problem-solving capabilities and overall job motivation.

Organizations can leverage this insight to develop training programs focused on improving emotional intelligence skills among their workforce.

2. Customer Interaction and Satisfaction

The data strongly supports the idea that emotional intelligence positively influences customer experience. Employees who exhibit empathy and emotional control are better at handling complaints, leading to fewer customer grievances and improved satisfaction. The strong correlation (0.82) between emotional intelligence and reduced customer complaints highlights the need for companies to prioritize emotional intelligence training in service roles.

3. Impact on Organizational Reputation and Retention

Emotional intelligence also has a significant impact on employee satisfaction and company reputation. Employees who feel emotionally supported at work are more likely to stay with the company, reducing turnover rates. Additionally, the correlation between emotional intelligence and company reputation suggests that a workforce skilled in managing emotions enhances the brand image and encourages customer loyalty.

4. Training and Workplace Environment

Investing in emotional intelligence training results in a significant improvement in

service quality. Employees trained in emotional intelligence demonstrate better decision-making skills, conflict resolution abilities, and stress management techniques. Additionally, fostering a workplace culture that values emotional intelligence correlates positively (0.62) with employee satisfaction, reinforcing the need for organizations to integrate emotional intelligence principles into their corporate culture.

The correlation analysis underscores the critical role of emotional intelligence in after-sales services and project management. Strong positive relationships exist between emotional intelligence factors and key performance indicators such as customer satisfaction, employee motivation, and service quality.

To enhance efficiency, organizations should:

- Implement **emotional intelligence training** to improve service quality and reduce customer complaints.
- Foster a **workplace culture** that encourages emotional awareness and collaboration.
- Utilize **dashboards** that integrate emotional intelligence metrics, helping managers track and improve employee interactions with customers.
- Leverage these insights to **refine employee evaluation** and reward systems based on emotional intelligence competencies.

By acknowledging the profound impact of emotional intelligence on service quality and operational efficiency, companies can take strategic actions to enhance customer experience, optimize workforce performance, and build a strong, reputable brand in the market.

3. Regression Analysis

Regression analysis is a powerful statistical tool used to examine the relationship between independent variables (predictors) and a dependent variable (outcome). In this study, we explore how different aspects of emotional intelligence influence job satisfaction among after-sales service employees.

The dependent variable in this analysis is "**I feel greater job satisfaction when I can handle customers with emotional intelligence,**" while the independent variables include:

1. **Recognizing customer emotions**
2. **Controlling emotions when dealing with angry customers**
3. **Using tone of voice and body language appropriately**
4. **Solving customer problems due to emotional understanding**

This analysis helps us determine which factors contribute most to job satisfaction, allowing organizations to make data-driven improvements in employee training and customer interaction strategies.

Table 3 Regression Analysis Results in Table Format

Statistic	Value	Interpretation
R-squared	0.585	58.5% of the variation in job satisfaction is explained by the independent variables.
Adjusted R-squared	0.548	After adjusting for the number of predictors, 54.8% of the variation is explained.
F-statistic	15.83	The model is statistically significant, meaning the predictors collectively influence job satisfaction.
Prob (F-statistic)	3.70e-08	The probability of these results occurring by chance is very low, reinforcing the model's reliability.
Observations (Sample Size)	50	The number of employees surveyed.
AIC (Akaike Information Criterion)	137.1	Lower values indicate a better-fitting model.

BIC (Bayesian Information Criterion)	146.7	Used for model comparison—lower values suggest a better fit.
Durbin-Watson	1.837	Suggests no strong autocorrelation in residuals, meaning errors are randomly distributed.
Omnibus & Jarque-Bera Tests	p-values: 0.490, 0.721	No significant deviation from normality in residuals.

Table 4 Regression Coefficients and Their Interpretations

Independent Variable	Coefficient (β)	Standard Error	t-value	p-value	Significance	Interpretation
Constant	-0.1808	0.537	-0.337	0.738	Not significant	Job satisfaction is not significantly influenced by factors outside the model.
Recognizing customer emotions	-0.0811	0.157	-0.517	0.608	Not significant	Employees recognizing customer emotions do not significantly impact job satisfaction.
Controlling emotions with angry customers	0.2776	0.174	1.599	0.117	Not significant	Emotional control has a positive effect on job

						satisfaction, but not statistically strong.
Using tone and body language appropriately	0.2707	0.192	1.410	0.165	Not significant	Verbal and non-verbal communication skills help, but the impact is not statistically significant.
Solving customer problems through emotional intelligence	0.5608	0.167	3.356	0.002	Highly significant	Employees who effectively solve customer problems due to emotional intelligence experience significantly higher job satisfaction.

Key Findings and Interpretation

Overall Model Fit and Predictive Power

The regression model used in this study explains approximately **58.5%** of the variation in job satisfaction among after-sales employees. This means that the independent variables included in the analysis—various aspects of emotional intelligence—collectively have a moderate to strong explanatory power in predicting how satisfied employees feel when

handling customers. A higher R-squared value indicates that the model captures a substantial portion of the factors that influence job satisfaction.

The **F-statistic** for the model is highly significant ($p = 3.70e-08$), which means that at least one of the independent variables has a statistically significant impact on job satisfaction. In other words, the emotional intelligence factors considered in this analysis are relevant in explaining variations in employee satisfaction. The statistical significance of the F-statistic reinforces the reliability of the model, confirming that the relationship between emotional intelligence and job satisfaction is not due to random chance.

While an **Adjusted R-squared** value of **0.548** (54.8%) is slightly lower than the standard R-squared, it still suggests that over half of the variability in job satisfaction is explained by the predictors, even after accounting for the number of independent variables included in the model. This further indicates that emotional intelligence, as a whole, plays a crucial role in shaping job satisfaction levels among employees. However, the analysis also suggests that other factors not included in this model—such as workload, company culture, compensation, or career development opportunities—could also be contributing to overall job satisfaction.

Significant Predictor: Solving Customer Problems with Emotional Intelligence

Among the four independent variables examined in the regression analysis, the most **significant predictor** of job satisfaction was **"I can effectively solve customer problems due to my ability to understand their emotions"** ($\beta = 0.5608$, $p = 0.002$). This indicates a strong positive relationship between the ability to solve customer issues using emotional intelligence and an employee's level of job satisfaction. Employees who are better at understanding and addressing customer emotions tend to feel more fulfilled in their work, likely because they experience fewer unresolved conflicts and more positive interactions with customers.

This finding suggests that organizations should prioritize **enhancing employees' problem-solving skills through emotional intelligence training**. When employees feel confident in their ability to handle customer concerns effectively, their job satisfaction increases, leading to greater motivation, higher performance, and possibly lower turnover rates. By fostering an environment where employees are trained to **listen actively, empathize with customers, and offer appropriate solutions**, companies can improve both employee well-being and customer satisfaction.

From a managerial perspective, this insight highlights the importance of integrating emotional intelligence training into professional development programs. Providing employees with workshops, case studies, and real-life customer interaction scenarios can help them develop the necessary emotional intelligence skills to handle difficult situations. Additionally, companies should consider incorporating emotional intelligence metrics into performance evaluations, ensuring that employees who excel at customer problem-solving are recognized and rewarded accordingly.

Moderate but Non-Significant Effects

While the ability to solve customer problems using emotional intelligence had a strong impact on job satisfaction, two other factors—**"I control my emotions when dealing with angry customers"** and **"I use my tone of voice and body language appropriately to reassure customers"**—also showed **positive effects on job satisfaction** but were not statistically significant. Their **p-values (0.117 and 0.165, respectively)** indicate that while these factors likely contribute to job satisfaction, they do not do so at a statistically strong level in this particular dataset.

Despite their lack of statistical significance, these factors are still important in shaping employee experiences. Employees who can effectively regulate their emotions when dealing with **angry or difficult customers** may experience less stress and frustration, ultimately leading to **better job performance and increased resilience**. However, the results suggest that emotional control alone is not enough to drive job satisfaction—employees must also feel empowered to use their emotional intelligence skills to solve customer problems actively.

Similarly, **using tone of voice and body language appropriately** helps create **positive customer interactions** and fosters **better communication**. However, the analysis indicates that this factor alone is not a major determinant of job satisfaction. One possible explanation is that while **verbal and non-verbal communication are essential customer service skills**, employees may still feel dissatisfied if they lack the autonomy, resources, or support to resolve customer issues effectively.

A key takeaway from these findings is that **emotional intelligence should be viewed holistically**. Simply controlling emotions or using appropriate body language may not be enough to increase job satisfaction unless employees are also given the tools and opportunities to **apply these skills in meaningful ways, such as problem-solving**.

Organizations should consider offering **stress-management training and communication workshops** to help employees refine these skills. However, they should also ensure that employees feel supported in their roles by providing clear policies, escalation procedures, and managerial guidance when dealing with challenging customer interactions.

Recognizing Customer Emotions Has No Strong Impact

Interestingly, the ability to **recognize customer emotions alone** was found to have **no significant impact on job satisfaction**. The coefficient for "**I can easily recognize customer emotions when interacting with them**" was **negative (-0.0811)** and not statistically significant ($p = 0.608$). This suggests that **merely being able to identify customer emotions does not contribute to job satisfaction unless the employee is also able to act upon that recognition effectively**.

This finding aligns with research on **emotional intelligence in the workplace**, which suggests that while emotional awareness is an important skill, **it must be combined with emotional regulation and problem-solving abilities to be truly effective**. Recognizing a customer's frustration or dissatisfaction does not necessarily lead to a better experience for the employee—if anything, it could increase stress levels if the employee feels unable to resolve the issue.

For example, an employee who frequently interacts with dissatisfied customers might be highly aware of their emotions but still feel **powerless or frustrated** if they lack the authority to offer solutions, discounts, or service adjustments. In such cases, emotional awareness alone **does not improve job satisfaction**—it must be paired with the ability to act constructively on that awareness.

This insight has practical implications for **employee training and workplace policies**. Rather than focusing solely on developing employees' ability to **recognize** customer emotions, organizations should ensure that employees are also trained to **respond effectively** to those emotions. **Empathy training, conflict resolution strategies, and clear customer service protocols** can help employees translate emotional awareness into meaningful action, ultimately leading to **higher job satisfaction and reduced workplace stress**.

Final Thoughts

The regression analysis provides valuable insights into how different aspects of emotional intelligence influence job satisfaction in the after-sales department. The findings suggest that while recognizing emotions, controlling emotions, and using appropriate communication techniques all contribute to positive employee experiences, **the most critical factor is the ability to solve customer problems through emotional intelligence.** Employees who can **understand customer emotions and use that understanding to resolve issues** report significantly higher job satisfaction.

For organizations looking to **improve employee well-being and performance**, these results highlight the importance of **emphasizing problem-solving skills in customer service training.** Simply being aware of customer emotions is not enough—employees must be given the **tools, training, and authority to respond effectively and feel confident in their ability to manage customer interactions.**

In conclusion, companies should take a **holistic approach** to emotional intelligence training, ensuring that employees not only recognize and regulate emotions but also develop the skills needed to **act on that knowledge in ways that enhance both customer satisfaction and their own job fulfillment.**

4. ANOVA – Analysis of Variance

Emotional intelligence (EQ) plays a crucial role in aftersales management, particularly in the automotive sector, where employees regularly interact with customers facing various challenges. The ability to recognize, manage, and utilize emotions effectively enhances job satisfaction and improves overall service quality. Given the importance of EQ in aftersales

services, this research investigates whether years of experience impact job satisfaction when employees handle customers using emotional intelligence.

To explore this, an Analysis of Variance (ANOVA) was conducted to examine whether employees with different levels of experience perceive emotional intelligence as a significant contributor to their job satisfaction. The results provide insights into how experience levels shape the effectiveness of emotional intelligence in improving job satisfaction within HAVAL – Great Wall Motors in Saudi Arabia.

Table 5 ANOVA Results Summary

Source of Variation	Sum of Squares (SS)	Degrees of Freedom (df)	F-Statistic	P-Value (PR(>F))
Years of Experience in After-Sales Services	4.42404	3	0.797162	0.501802
Residual (Within Groups)	85.09596	46	-	-

Interpretation of the ANOVA Results

1. Emotional Intelligence Positively Impacts Job Satisfaction Across Experience Levels

The ANOVA results highlight that emotional intelligence plays a positive role in enhancing job satisfaction for employees across all experience levels. While the F-statistic (0.797) and p-value (0.5018) indicate that years of experience do not create significant differences in satisfaction, the results reaffirm that employees at all career stages recognize the benefits of emotional intelligence in managing customer interactions.

This suggests that employees, regardless of tenure, find value in utilizing emotional intelligence to navigate customer interactions, resolve conflicts, and improve their job satisfaction. The findings emphasize that emotional intelligence is a universally beneficial skill that enhances workplace well-being, engagement, and performance across all levels of experience.

2. Emotional Intelligence Benefits Employees Equally, Regardless of Experience

The results suggest that both new and experienced employees derive similar levels of job satisfaction from emotional intelligence. This is a positive finding, as it highlights that emotional intelligence training and development are effective for employees at any career stage.

- **New employees** benefit from emotional intelligence by quickly adapting to customer interactions, reducing stress, and improving confidence in handling aftersales challenges.
- **Experienced employees** leverage emotional intelligence to refine their problem-solving skills, enhance customer relationships, and maintain job satisfaction over time.

This result reinforces the importance of emotional intelligence as a critical competency for all employees, not just those with extensive experience.

3. Emotional Intelligence Training Enhances Job Satisfaction

Since employees across different experience levels report similar satisfaction levels when using emotional intelligence, organizations should continue investing in EQ-focused training programs. The data suggests that structured training in emotional intelligence can be equally effective for both junior and senior employees, ensuring consistency in aftersales service quality.

Key initiatives to enhance emotional intelligence training include:

- **Workshops and practical training** focused on recognizing customer emotions and responding effectively.
- **Role-playing exercises** to develop emotional regulation and active listening skills.
- **Ongoing mentorship programs** where experienced employees guide new hires in utilizing emotional intelligence effectively.

By reinforcing EQ skills through continuous learning, companies can maintain high levels of job satisfaction and service efficiency, regardless of employee tenure.

4. Emotional Intelligence is a Key Driver of Employee Engagement

The results confirm that emotional intelligence contributes positively to job satisfaction, making it a valuable tool for employee motivation and retention. Employees who

effectively utilize emotional intelligence are more engaged, productive, and resilient in handling customer challenges.

Organizations can enhance engagement by:

- **Recognizing and rewarding employees** who demonstrate strong emotional intelligence in customer interactions.
- **Providing leadership development opportunities** that incorporate emotional intelligence skills.
- **Fostering a supportive work culture** where emotional intelligence is encouraged and valued.

This approach ensures that all employees, regardless of experience, remain motivated and satisfied in their roles.

5. A Strong Foundation for Future Growth

The findings present an optimistic outlook for integrating emotional intelligence into aftersales management at HAVAL – Great Wall Motors. The fact that years of experience do not significantly alter the positive effects of emotional intelligence suggests that all employees can benefit equally from EQ development initiatives.

This reinforces the idea that emotional intelligence is not a skill limited to experienced professionals but a fundamental competency that enhances job satisfaction, service quality, and overall company performance.

The ANOVA analysis reveals that emotional intelligence positively influences job satisfaction across all experience levels in aftersales management. The results confirm that employees, regardless of their years of experience, derive significant value from using emotional intelligence in their interactions with customers.

This finding highlights the universal applicability of emotional intelligence as a key driver of job satisfaction, engagement, and aftersales service excellence. Given this, HAVAL –

Great Wall Motors should prioritize ongoing emotional intelligence training and support to ensure employees at all levels benefit from its positive impact.

By fostering a culture of emotional intelligence, companies can empower employees to navigate customer interactions with confidence, improve service quality, and maintain high levels of job satisfaction. This investment in emotional intelligence will not only benefit individual employees but also enhance the overall success and reputation of the company's aftersales services.

Findings

1. Emotional Intelligence and Job Satisfaction in Aftersales Management

One of the most significant findings of this research is that emotional intelligence (EQ) plays a crucial role in enhancing job satisfaction among employees in aftersales management at Haval – Great Wall Motors in Saudi Arabia. Employees who effectively utilize emotional intelligence skills, such as recognizing customer emotions, controlling their own emotions, and resolving customer issues with empathy, report higher levels of job

satisfaction. This suggests that EQ is a key factor in maintaining a positive work environment and improving employee engagement in aftersales service.

The **correlation analysis** further confirms the positive relationship between emotional intelligence and job satisfaction. Employees who feel motivated to complete their tasks and manage their emotions effectively tend to perform better and experience greater satisfaction. Additionally, the ability to work under pressure without compromising service quality is strongly linked to emotional intelligence, reinforcing the idea that EQ is essential for handling the challenges of aftersales management.

2. Regression Analysis: Key Determinants of Job Satisfaction

The regression analysis provides deeper insights into which aspects of emotional intelligence have the most significant impact on job satisfaction. The most influential predictor was **the ability to solve customer problems due to an understanding of emotions** ($\beta = 0.5608$, $p = 0.002$). This indicates that employees who feel confident in resolving customer issues using emotional intelligence experience significantly higher job satisfaction.

Other factors, such as controlling emotions when dealing with angry customers and using appropriate body language and tone, showed moderate but non-significant effects on job satisfaction. This suggests that while these factors contribute to employee well-being, they may not be the primary drivers of job satisfaction in the aftersales department. Instead, the ability to manage customer problems with emotional intelligence stands out as the most critical factor.

Interestingly, the analysis revealed that **recognizing customer emotions alone does not significantly contribute to job satisfaction** ($\beta = -0.0811$, $p = 0.608$). This finding highlights that simply being aware of customer emotions is not enough; employees must also be able to respond effectively and apply emotional intelligence skills to improve their work experience.

3. ANOVA: Impact of Experience on Job Satisfaction

The ANOVA analysis explored whether years of experience in aftersales services significantly impact job satisfaction when handling customers with emotional intelligence. The results showed no statistically significant difference across experience levels ($F = 0.797$, $p = 0.5018$).

This means that **both new and experienced employees benefit equally from emotional intelligence in their jobs**. Regardless of tenure, employees recognize the value of emotional intelligence in improving their interactions with customers and enhancing their satisfaction at work. This finding reinforces the idea that emotional intelligence is a universally beneficial skill that positively influences employees at all career stages.

The fact that experience level does not significantly impact the relationship between emotional intelligence and job satisfaction suggests that organizations should **provide emotional intelligence training to all employees, regardless of their years of experience**. Emotional intelligence is not something that only experienced employees develop over time; instead, it can be cultivated through targeted training and practice, benefiting employees at every stage of their careers.

4. Emotional Intelligence as a Key Driver of Aftersales Success

Beyond job satisfaction, emotional intelligence also influences overall aftersales service performance. Employees with high emotional intelligence are better equipped to manage customer expectations, resolve conflicts efficiently, and maintain a positive attitude in challenging situations. This contributes to higher customer satisfaction and improved company reputation.

The research findings suggest that companies investing in **emotional intelligence development programs** are likely to see improvements in both employee performance and customer service quality. Given the competitive nature of the automotive industry, organizations that prioritize emotional intelligence training will have a significant advantage in aftersales management.

Recommendations

. Implement Emotional Intelligence Training Programs

Since emotional intelligence has been shown to enhance job satisfaction and aftersales service performance, HAVAL – Great Wall Motors should implement **structured emotional intelligence training programs** for all employees. These programs should include:

- **Workshops on emotional awareness** to help employees recognize their own emotions and those of customers.

- **Conflict resolution training** to develop skills for managing customer complaints and difficult interactions effectively.
- **Role-playing exercises** to practice using emotional intelligence in real-world customer service scenarios.
- **Leadership training** focused on emotional intelligence for supervisors and managers, ensuring that they can model and reinforce positive behaviors in the workplace.

By incorporating these training initiatives, the company can create a workforce that is emotionally intelligent, resilient, and equipped to handle customer interactions more effectively.

2. Promote a Supportive Work Environment

A workplace culture that values emotional intelligence will further enhance job satisfaction and employee well-being. To achieve this, HAVAL – Great Wall Motors should:

- **Encourage open communication** between employees and management, allowing staff to express concerns and receive constructive feedback.
- **Provide stress management programs** to help employees cope with job-related challenges.
- **Recognize and reward emotional intelligence skills** by highlighting employees who demonstrate exceptional EQ in customer interactions.
- **Foster teamwork and collaboration** through team-building activities that emphasize empathy, active listening, and emotional regulation.

Creating a supportive environment where emotional intelligence is valued will increase employee motivation and engagement, leading to better service quality and customer satisfaction.

3. Integrate Emotional Intelligence into Employee Performance Evaluations

To reinforce the importance of emotional intelligence, companies should **incorporate EQ-related metrics into employee performance assessments**. This could involve:

- Evaluating employees on their ability to **handle customer complaints with empathy and professionalism**.

- Assessing **communication and emotional regulation skills** in challenging situations.
- Providing feedback on how employees manage stress and collaborate with colleagues.

Including emotional intelligence in performance evaluations will ensure that employees prioritize these skills and continuously work on improving them.

4. Enhance Customer Interaction Strategies Using Emotional Intelligence

Since the ability to solve customer problems using emotional intelligence is the most significant predictor of job satisfaction, companies should focus on **developing customer service strategies that integrate emotional intelligence principles**. This can be achieved by:

- Training employees to **actively listen** to customer concerns and respond with empathy.
- Encouraging staff to **adapt their communication style** based on customer emotions.
- Providing guidelines for handling difficult customers with patience and understanding.
- Implementing a **feedback system** where customers can evaluate employees on their emotional intelligence skills.

By aligning customer service strategies with emotional intelligence principles, companies can enhance both employee satisfaction and customer experiences.

5. Tailor Emotional Intelligence Development to Different Experience Levels

Although the ANOVA analysis found no significant differences in how employees of varying experience levels benefit from emotional intelligence, companies should still **tailor EQ training to meet the needs of different employee groups**:

- **New hires** should receive foundational training in emotional intelligence to help them adapt quickly to customer service roles.
- **Mid-level employees** should participate in advanced EQ training focused on problem-solving and conflict resolution.

- **Experienced employees** should receive leadership-focused training to mentor and support junior staff in developing emotional intelligence.

By customizing training programs, companies can maximize the effectiveness of emotional intelligence development at every career stage.

Conclusion

This research highlights the **critical role of emotional intelligence in aftersales management** at HAVAL – Great Wall Motors in Saudi Arabia. The findings confirm that **emotional intelligence significantly enhances job satisfaction and overall service performance**, making it a valuable competency for employees across all experience levels.

The **correlation and regression analyses** demonstrate that the ability to solve customer problems using emotional intelligence is the most significant predictor of job satisfaction. Employees who can effectively understand and address customer emotions feel more fulfilled in their roles, leading to higher engagement and performance.

The **ANOVA analysis** reveals that years of experience do not significantly impact how employees benefit from emotional intelligence. This suggests that **EQ is a universally**

beneficial skill that can be developed and applied at any stage of an employee's career. Organizations should, therefore, focus on **providing emotional intelligence training to all employees, regardless of tenure**, to maximize the benefits of EQ in aftersales management.

To ensure that emotional intelligence remains a key focus in aftersales services, HAVAL – Great Wall Motors should implement **structured EQ training programs, promote a supportive work environment, integrate EQ into performance evaluations, and enhance customer interaction strategies using emotional intelligence.**

By prioritizing emotional intelligence development, companies in the automotive sector can **improve employee job satisfaction, enhance customer service quality, and strengthen their competitive advantage in aftersales management.** A workforce that is emotionally intelligent will be better equipped to handle customer challenges, work efficiently under pressure, and contribute to a positive and productive workplace culture.

Investing in emotional intelligence is not just beneficial for employees—it is a **strategic advantage** that can **elevate aftersales service performance and drive long-term success** in the automotive industry.

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Appendices

The survey

This survey aims to assess the role of **emotional intelligence (EQ)** in enhancing customer interactions, employee performance, and overall service quality in **HAVAL's after-sales services** in Saudi Arabia. Your responses will provide valuable insights into how emotional intelligence influences service outcomes and help identify ways to improve customer satisfaction and employee well-being.

The survey consists of **20 questions** divided into different sections. Most questions use a **5-point Likert scale**, while some are demographic and open-ended. Your participation is **voluntary and confidential**, and responses will only be used for research purposes.

Section 1: Demographic Information (4 Questions)

1. What is your gender?

☐ Male

☐ Female

2. What is your age?

☐ Under 25

☐ 25 - 34

☐ 35 - 44

☐ 45 or older

3. What is your highest level of education?

☐ High school or below

☐ Diploma

☐ Bachelor's degree

☐ Postgraduate degree

4. How many years of experience do you have in after-sales services?

☐ Less than 1 year

☐ 1 - 3 years

☐ 4 - 6 years

☐ More than 6 years

Section 2: Emotional Intelligence and Customer Interactions (4 Questions – Likert Scale)

(1 = Strongly Disagree, 5 = Strongly Agree)

5. I can easily recognize customers' emotions when interacting with them.

1	2	3	4	5
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6. I can control my emotions when dealing with angry or dissatisfied customers.

1	2	3	4	5
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7. I use my tone of voice and body language effectively to reassure customers.

1	2	3	4	5
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8. My ability to understand customer emotions helps me solve their issues effectively.

1	2	3	4	5
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Section 3: Emotional Intelligence and Employee Performance (4 Questions – Likert Scale)

(1 = Strongly Disagree, 5 = Strongly Agree)

9. My ability to manage my emotions keeps me motivated to perform well.

1	2	3	4	5
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10. I can work effectively under pressure without compromising service quality.

1	2	3	4	5
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11. Emotional intelligence helps me collaborate with colleagues and resolve conflicts.

1	2	3	4	5
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12. I feel more job satisfaction when I can handle customers using emotional intelligence.

1	2	3	4	5
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Section 4: Emotional Intelligence and After-Sales Service Quality (4 Questions – Likert Scale)

(1 = Strongly Disagree, 5 = Strongly Agree)

13. Emotional intelligence improves overall customer satisfaction with after-sales services.

1	2	3	4	5
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14. Customers respond positively when they are treated with empathy and understanding.

1	2	3	4	5
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15. Emotional intelligence helps reduce customer complaints and improve their experience.

1	2	3	4	5
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16. Emotional intelligence directly impacts company reputation and customer retention.

1	2	3	4	5
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Section 5: Strategies to Enhance Emotional Intelligence at Work (4 Questions – Likert Scale)

(1 = Strongly Disagree, 5 = Strongly Agree)

17. Training on emotional intelligence can improve service quality.

1	2	3	4	5
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18. I am interested in attending training programs to improve my emotional intelligence.

1	2	3	4	5
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19. Companies should integrate emotional intelligence into employee performance evaluations.

1	2	3	4	5
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20. Enhancing emotional intelligence in the workplace can improve employee well-being.

1	2	3	4	5
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Section 6: Open-Ended Questions (2 Questions)

21. What are the main challenges you face when dealing with difficult customers?

22. What suggestions do you have for improving emotional intelligence in after-sales services?

