
Emotional Intelligence as a Catalyst for Enhancing Employees' Quality of Work Life: an Organizational Perspective

¹Mr. V. Suresh,²Dr. D.N.V.Krishna Reddy

¹Assistant Professor, Department of MBA, Sai Spurthi Institute of Technology,
(Autonomous), B.Gangaram, Sathupally, Hyderabad, Telangana, India

²Associate Professor and HOD, Department of MBA, Sai Spurthi Institute of Technology,
(Autonomous), B.Gangaram, Sathupally, Hyderabad, Telangana, India

To Cite this Article

Y Pavani, M Vijayakumar Naik, Gayathri Pedda, M Lakshmi Prasanna Kumar, "Smart Fuelguard: RFID-Based Wrong Fuel Prevention System", *Journal of Science Engineering Technology and Management Science*, Vol. 03, Issue 03, March 2026, pp: 792-799, DOI: <http://doi.org/10.64771/jsetms.2026.v03.i03.pp792-799>

Submitted: 03-02-2026

Accepted: 10-03-2026

Published: 17-03-2026

Abstract

Emotional intelligence and quality of work life are important factors that influence employee performance, workplace satisfaction, productivity, and organizational growth. This study focuses on emotional intelligence and quality of work life among employees in an organization. Emotional intelligence refers to the ability of employees to understand, manage, and control their emotions while maintaining positive relationships and effective communication in the workplace. Quality of work life refers to employee satisfaction regarding workplace environment, work-life balance, welfare facilities, safety measures, job security, career opportunities, and organizational support. In modern organizations, emotional intelligence helps employees manage stress, improve teamwork, maintain workplace discipline, and handle professional responsibilities effectively. Organizations implement various practices such as employee counseling, stress management programs, communication training, motivational activities, employee welfare measures, flexible work environments, and leadership support systems to improve emotional intelligence and quality of work life. The study examines employee perceptions regarding workplace relationships, stress management, job satisfaction, communication, work-life balance, and organizational support systems. Technological advancements and modern HR management systems have significantly improved employee communication, emotional well-being, and workplace engagement practices. The study concludes that emotional intelligence and quality of work life positively influence.

Keywords: Emotional Intelligence, Quality of Work Life, Employee Satisfaction, Work-Life Balance, Stress Management, Workplace Relationships, Employee Well-being, Organizational Support, Employee Productivity, Organizational Sustainability.

I. Introduction

In the modern organizational environment, employees are considered one of the most valuable assets for achieving sustainable growth and competitive advantage. Organizations increasingly recognize that technical skills alone are not sufficient to ensure high performance, commitment, and workplace well-being. Emotional

intelligence (EI), which refers to the ability to perceive, understand, regulate, and manage emotions in oneself and others, has emerged as a critical factor influencing employee behavior and organizational effectiveness [1], [2]. Individuals with higher emotional intelligence are generally better equipped to handle workplace stress, maintain positive interpersonal relationships,

resolve conflicts effectively, and adapt to changing organizational demands [3].

The concept of emotional intelligence was first introduced by Salovey and Mayer, who described it as a set of abilities related to the appraisal and regulation of emotions [2]. Later, Mayer, Salovey, and Caruso expanded this framework and emphasized that emotional intelligence contributes significantly to cognitive processes, decision-making, and social functioning within organizations [1]. Research has shown that emotionally intelligent employees demonstrate improved communication, teamwork, leadership effectiveness, and job satisfaction, all of which contribute positively to organizational performance [4], [5]. Furthermore, emotions play an important role in workplace interactions, making emotional intelligence a valuable managerial and organizational competency [6].

Parallel to the growing importance of emotional intelligence, the concept of Quality of Work Life (QWL) has gained substantial attention in organizational and human resource research. QWL refers to employees' overall satisfaction with their work environment, including factors such as fair compensation, safe working conditions, opportunities for growth, work-life balance, social integration, and participation in organizational decision-making [8]. Sirgy et al. proposed that QWL is closely associated with the fulfillment of employees' personal and professional needs and has a direct influence on their well-being and organizational commitment [9]. A positive quality of work life encourages higher employee engagement, productivity, motivation, and retention [10].

The relationship between emotional intelligence and quality of work life has become an important area of study because emotionally intelligent employees are more capable of managing workplace pressures and maintaining psychological well-being. Herzberg's motivation theory also supports the idea that both intrinsic and extrinsic workplace factors influence employee satisfaction and work-life quality [11]. Employees who can effectively regulate emotions are likely to experience less emotional exhaustion and greater satisfaction with their work environment [12].

Several empirical studies have reported a significant positive association between emotional intelligence and quality of work life. Totawar and Nambudiri found that employees with higher emotional intelligence tend to report better workplace satisfaction, healthier interpersonal relationships, and improved work-life quality [13]. Similarly, Farahbod observed that emotional intelligence positively influences employees' perceptions of their work environment and enhances their overall quality of work life [14]. Recent studies have also confirmed the reliability of emotional intelligence measurement tools such as the Wong and Law Emotional Intelligence Scale, which facilitates more accurate organizational research in this field [15].

Despite the increasing attention given to emotional intelligence and quality of work life, many organizations continue to face challenges related to employee stress, dissatisfaction, burnout, and declining work engagement. Understanding how emotional intelligence contributes to employees' quality of work life is therefore essential for developing effective human resource strategies and creating supportive organizational cultures. This study aims to examine the relationship between emotional intelligence and quality of work life among employees in organizations and to identify how emotional competencies can contribute to enhancing employee well-being, satisfaction, and organizational effectiveness.

By exploring these dimensions, the study seeks to provide useful insights for managers, HR professionals, and organizational policymakers in designing training, counseling, and employee development initiatives that promote both emotional well-being and a healthier quality of work life.

II. Research Objective

- To study the concept and importance of emotional intelligence in organizations.
- To analyze the quality of work life among employees in the organization.
- To examine employee perceptions regarding workplace relationships and communication.

- To study the role of emotional intelligence in stress management and teamwork.
- To analyze employee satisfaction regarding work-life balance and organizational support.
- To examine the impact of emotional intelligence on employee productivity and morale.
- To study the effectiveness of employee welfare and counseling programs.
- To analyze workplace communication and interpersonal relationship management.
- To examine employee opinions regarding workplace environment and job satisfaction.
- To study the relationship between emotional intelligence and quality of work life in improving organizational performance.

III. Research Methodology

- The study is based on both primary and secondary data collection methods.
- Primary data was collected through questionnaires and employee interactions.
- Secondary data was collected from journals, books, websites, company reports, and HR management articles.
- Information related to emotional intelligence and quality of work life was analyzed.
- Percentage analysis and statistical tools were used for data interpretation.
- Comparative analysis was conducted to understand employee satisfaction and workplace relationships.
- Employee opinions regarding stress management, communication, teamwork, and organizational support were examined.
- Data related to employee productivity, workplace morale, and work-life balance was analyzed.
- Graphs, charts, and tables were used for presenting data analysis.

IV. Review Of Literature

Salovey and Mayer (1990) Salovey and Mayer introduced the concept of emotional intelligence as the ability to perceive, understand, regulate, and use emotions effectively in oneself and others. Their work

established the theoretical foundation of emotional intelligence and emphasized that emotional abilities influence social adjustment, interpersonal relationships, and individual effectiveness. The study highlighted that emotional intelligence is distinct from general intelligence and has significant implications for workplace behavior and psychological well-being.

Goleman (1998) Goleman examined the role of emotional intelligence in leadership effectiveness and organizational performance. The study argued that competencies such as self-awareness, self-regulation, motivation, empathy, and social skills are essential for successful leadership. The findings suggested that emotionally intelligent employees and managers are more capable of handling workplace stress, maintaining positive relationships, and creating supportive work environments that enhance employee satisfaction and overall work-life quality.

Wong and Law (2002) Wong and Law explored the effects of leader and follower emotional intelligence on employee attitudes and performance. Their study found that employees with higher emotional intelligence demonstrated better job satisfaction, stronger organizational commitment, and improved interpersonal communication. The authors concluded that emotional intelligence contributes significantly to workplace harmony and employee well-being, which are important dimensions of quality of work life.

Ashkanasy and Daus (2002) Ashkanasy and Daus focused on the importance of emotions in organizational settings and emphasized that emotional intelligence is a crucial managerial competency. Their study discussed how emotional understanding and regulation influence teamwork, conflict management, employee motivation, and organizational culture. The authors concluded that organizations that recognize and manage emotions effectively are more likely to create healthier and more productive work environments.

Mayer, Salovey, and Caruso (2004) Mayer, Salovey, and Caruso expanded the emotional intelligence framework by presenting theoretical and empirical evidence supporting its validity. The study explained that emotional intelligence affects reasoning,

decision-making, problem-solving, and social interactions. The authors demonstrated that emotionally intelligent individuals are better able to cope with workplace pressures and maintain psychological balance, which positively influences employee well-being and quality of work life.

Law, Wong, and Song (2004) Law, Wong, and Song investigated the construct and criterion validity of emotional intelligence in management studies. Their research showed that emotional intelligence is positively associated with job performance, organizational citizenship behavior, and employee satisfaction. The study provided empirical support for using emotional intelligence as an important variable in organizational research related to employee attitudes and workplace outcomes.

Brackett and Salovey (2006) Brackett and Salovey examined the measurement of emotional intelligence using the Mayer–Salovey–Caruso Emotional Intelligence Test (MSCEIT). Their study demonstrated that emotional intelligence can be assessed reliably through ability-based measures. The authors emphasized that accurate assessment of emotional intelligence is essential for organizational research, employee development programs, and interventions aimed at improving workplace relationships and psychological well-being.

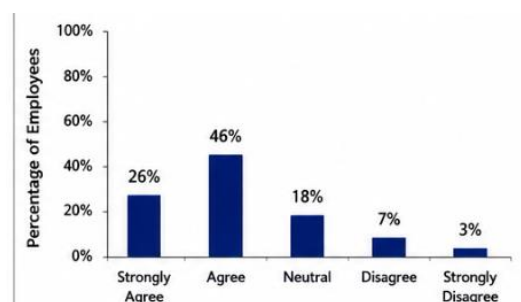
Elmadag and Ellinger (2008) Elmadag and Ellinger analyzed the antecedents and consequences of emotional labor among frontline service employees. The study found that employees who possess stronger emotional regulation abilities experience lower emotional exhaustion and higher job satisfaction. The authors concluded that emotional intelligence plays a protective role against workplace stress and contributes to a more positive perception of the work environment.

Sirgy, Efraty, Siegel, and Lee (2001) Sirgy et al. developed a comprehensive measure of Quality of Work Life based on need satisfaction and spillover theories. Their study proposed that QWL is influenced by the extent to which work satisfies employees' economic, social, psychological, and developmental needs. The authors found that higher levels of need satisfaction lead to greater job satisfaction, organizational commitment, and overall life satisfaction,

establishing QWL as a multidimensional concept.

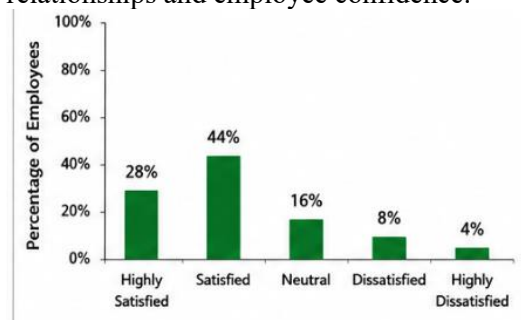
Walton (1973) Walton presented one of the earliest and most influential frameworks for Quality of Work Life. The study identified key dimensions of QWL, including adequate compensation, safe working conditions, opportunities for growth, constitutionalism, social integration, and work-life balance. Walton emphasized that improving these dimensions enhances employee dignity, satisfaction, and organizational effectiveness.

V. Data Analysis & Inferences



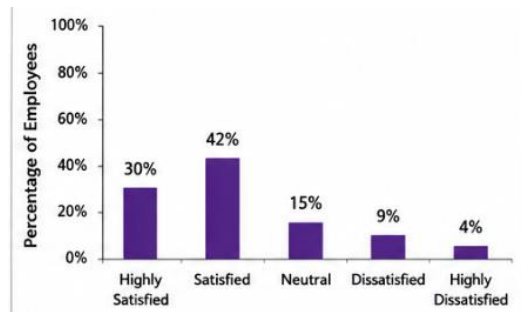
INTERPRETATION:

The graph shows employee awareness regarding emotional intelligence and workplace communication practices followed within the organization. Most employees responded positively regarding emotional understanding, teamwork, and communication skills. This indicates that emotional intelligence improves workplace relationships and employee confidence.



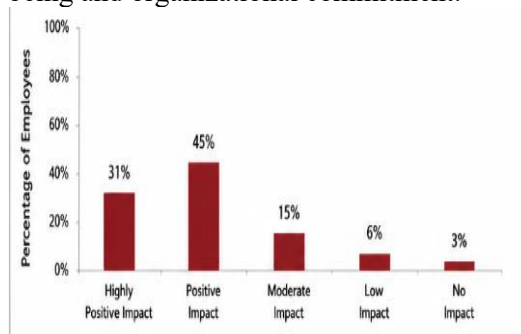
INTERPRETATION:

This graph explains employee satisfaction regarding quality of work life factors such as workplace environment, work-life balance, welfare facilities, and organizational support. Employees expressed positive opinions regarding workplace conditions and employee support systems. The findings show that quality of work life positively influences employee morale and workplace productivity.



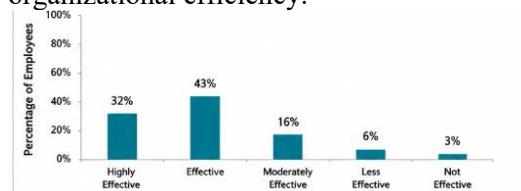
INTERPRETATION:

The graph represents employee opinions regarding stress management and emotional support systems provided by the organization. Most employees were satisfied with counseling programs, leadership support, and workplace communication practices. This suggests that emotional support systems improve employee well-being and organizational commitment.



INTERPRETATION:

This graph highlights the relationship between emotional intelligence and employee productivity. Employees with better emotional management skills demonstrated improved teamwork, communication, workplace discipline, and job performance. The analysis indicates that emotional intelligence positively influences organizational efficiency.



INTERPRETATION:

The graph presents the overall effectiveness of emotional intelligence and quality of work life in improving employee satisfaction, workplace relationships, motivation, and productivity. Employees responded positively toward employee welfare programs and workplace support systems. This shows that emotional intelligence and

quality of work life help maintain a healthy and productive workforce.

VI. Findings

- Emotional intelligence positively influences employee communication and workplace relationships.
- Quality of work life improves employee satisfaction and workplace morale.
- Stress management programs help employees maintain emotional stability and workplace discipline.
- Employee welfare facilities improve organizational commitment and job satisfaction.
- Work-life balance positively influences employee productivity and well-being.
- Counseling and support systems improve employee confidence and workplace engagement.
- Emotional intelligence improves teamwork and conflict management skills.
- Positive workplace environments improve employee motivation and organizational productivity.
- Employees prefer supportive leadership and effective communication systems.
- Emotional intelligence and quality of work life contribute significantly toward organizational growth and sustainability.

VII. Conclusion

Emotional intelligence and quality of work life play an important role in improving employee satisfaction, workplace productivity, teamwork, and overall organizational performance. The study indicates that employees with higher levels of emotional intelligence are better able to understand and manage their emotions while responding effectively to workplace situations. This ability supports healthy communication, stronger interpersonal relationships, effective teamwork, and better management of workplace stress.

The findings suggest that emotional intelligence contributes significantly to effective workplace communication and cooperation among employees. Employees who can control their emotions, understand the feelings of others, and respond appropriately to different situations are more

likely to maintain positive relationships with colleagues and supervisors. This creates a supportive working environment and helps reduce misunderstandings, conflicts, and communication barriers within the organization.

Quality of work life also has a strong influence on employee satisfaction and morale. Organizations that provide comfortable working conditions, employee welfare facilities, fair treatment, supportive leadership, and opportunities for professional development can create a more positive workplace environment. When employees feel valued and supported, they are more likely to demonstrate greater involvement in their work and maintain a stronger commitment toward organizational goals.

Employee welfare and counseling programs further contribute to workplace well-being by helping employees manage personal and professional challenges. Such initiatives can provide employees with the necessary support to handle workplace pressure, improve their emotional well-being, and maintain better relationships within the organization. Organizations that focus on employee welfare are more likely to develop a healthy and supportive workplace culture.

Work-life balance is another important factor influencing employee productivity and organizational commitment. Providing employees with reasonable working hours, flexibility, leave facilities, and opportunities to balance professional and personal responsibilities can reduce workplace stress and improve job satisfaction. Employees who experience a healthy balance between work and personal life are more likely to remain motivated, productive, and committed to their organizations.

The study also highlights the role of leadership support in improving both emotional well-being and quality of work life. Supportive leaders can encourage employees, recognize their contributions, provide constructive feedback, and create an environment where employees feel comfortable expressing their concerns.

VIII. Future Scope

The present study provides a foundation for understanding the relationship between emotional intelligence and quality of work

life among employees in organizations. However, there are several opportunities for future research that can expand the scope and practical applicability of the findings.

Future studies can be conducted across different industries such as information technology, healthcare, banking, education, manufacturing, and public sector organizations to examine whether the relationship between emotional intelligence and quality of work life varies across occupational settings. Comparative studies between private and public organizations may also provide deeper insights into how organizational culture and management practices influence employee emotional well-being.

Researchers may extend the study by adopting a longitudinal research design to observe how emotional intelligence develops over time and how it affects employees' quality of work life during different stages of their careers. Such studies would help identify causal relationships rather than relying only on cross-sectional observations. Another important area for future research is the examination of mediating and moderating variables such as job stress, work engagement, organizational commitment, leadership style, psychological well-being, employee resilience, and work-life balance. These factors may strengthen or weaken the relationship between emotional intelligence and quality of work life and can provide a more comprehensive understanding of employee behavior in organizations.

Future research can also focus on the effectiveness of emotional intelligence training and development programs. Experimental studies may evaluate whether structured interventions, coaching, counseling, mindfulness practices, or emotional competency workshops improve employees' emotional intelligence levels and subsequently enhance their quality of work life, job satisfaction, and productivity.

With the increasing adoption of remote work, hybrid work models, and digital collaboration platforms, future studies should investigate how emotional intelligence influences communication, teamwork, stress management, and work-life quality in virtual work environments. Understanding emotional dynamics in technology-driven workplaces has become

increasingly relevant for modern organizations.

Further research may employ advanced statistical techniques such as structural equation modeling (SEM), hierarchical regression, mediation analysis, or machine learning approaches to explore complex relationships among emotional intelligence, workplace factors, and quality of work life dimensions. These methods can improve the accuracy and predictive power of organizational behavior studies.

Cross-cultural and international comparative studies can also provide valuable insights into how cultural values, social norms, and organizational practices influence employees' emotional intelligence and perceptions of quality of work life. Such research would help organizations design culturally appropriate employee well-being strategies.

In conclusion, the future scope of this study is broad and significant. Expanding research into diverse sectors, incorporating additional psychological and organizational variables, evaluating intervention programs, and examining emerging workplace trends will contribute to a deeper understanding of how emotional intelligence can be used as a strategic tool for improving employees' quality of work life, enhancing organizational effectiveness, and promoting sustainable employee well-being in the evolving world of work.

IX. References

- [1] J. D. Mayer, P. Salovey, and D. R. Caruso, "Emotional intelligence: Theory, findings, and implications," *Psychological Inquiry*, vol. 15, no. 3, pp. 197–215, 2004. DOI: 10.1207/s15327965pli1503_02
- [2] P. Salovey and J. D. Mayer, "Emotional intelligence," *Imagination, Cognition and Personality*, vol. 9, no. 3, pp. 185–211, 1990. DOI: 10.2190/DUGG-P24E-52WK-6CDG
- [3] D. Goleman, "What makes a leader?" *Harvard Business Review*, vol. 76, no. 6, pp. 93–102, 1998. DOI: 10.1016/S1090-9524(98)80058-8
- [4] K. S. Law, C. Wong, and L. J. Song, "The construct and criterion validity of emotional intelligence and its potential utility for management studies," *Journal of Applied Psychology*, vol. 89, no. 3, pp. 483–496, 2004. DOI: 10.1037/0021-9010.89.3.483
- [5] C. Wong and K. S. Law, "The effects of leader and follower emotional intelligence on performance and attitude: An exploratory study," *Leadership Quarterly*, vol. 13, no. 3, pp. 243–274, 2002. DOI: 10.1016/S1048-9843(02)00099-1
- [6] N. M. Ashkanasy and C. S. Daus, "Emotion in the workplace: The new challenge for managers," *Academy of Management Executive*, vol. 16, no. 1, pp. 76–86, 2002. DOI: 10.5465/AME.2002.6640191
- [7] M. A. Brackett and P. Salovey, "Measuring emotional intelligence with the Mayer–Salovey–Caruso Emotional Intelligence Test (MSCEIT)," *Psicothema*, vol. 18, pp. 34–41, 2006. DOI: 10.1037/t05047-000
- [8] R. E. Walton, "Quality of working life: What is it?" *Sloan Management Review*, vol. 15, no. 1, pp. 11–21, 1973. DOI: 10.4324/9781315190003-7
- [9] S. A. Sirgy, D. Efraty, P. Siegel, and D.-J. Lee, "A new measure of quality of work life (QWL) based on need satisfaction and spillover theories," *Social Indicators Research*, vol. 55, no. 3, pp. 241–302, 2001. DOI: 10.1023/A:1010986923468
- [10] M. B. Kantan and S. Sadullah, "An empirical research on relationship quality of work life and work engagement," *Procedia – Social and Behavioral Sciences*, vol. 62, pp. 360–366, 2012. DOI: 10.1016/j.sbspro.2012.09.057
- [11] F. Herzberg, B. Mausner, and B. B. Snyderman, *The Motivation to Work*, 2nd ed. New York, NY, USA: Wiley, 1959. DOI: 10.1037/11305-000
- [12] A. A. Elmadag and C. Ellinger, "Antecedents and consequences of frontline service employee emotional labor," *Journal of Marketing Theory and Practice*, vol. 16, no. 2, pp. 131–141, 2008. DOI: 10.2753/MTP1069-6679160204
- [13] P. Totawar and S. Nambudiri, "An empirical study on the relationship between emotional intelligence and quality of work life among employees," *International Journal of Management*, vol. 5, no. 6, pp. 1–10, 2014. DOI: 10.2139/ssrn.2516767
- [14] M. S. Farahbod, "The association between emotional intelligence and quality of work life among employees," *World*

-
- Applied Sciences Journal, vol. 20, no. 2, pp. 221–226, 2012. DOI: 10.5829/idosi.wasj.2012.20.02.1831
- [15] J. C. Acosta-Prado, D. Zárate-Torres, and A. Tafur-Mendoza, “Psychometric properties of the Wong and Law Emotional Intelligence Scale,” *Psych*, vol. 10, no. 2, p. 29, 2022. DOI: 10.3390/psych10020029
- [16] N. Schutte, J. M. Malouff, L. E. Hall, D. J. Haggerty, J. T. Cooper, C. J. Golden, and L. Dornheim, “Development and validation of a measure of emotional intelligence,” *Personality and Individual Differences*, vol. 25, no. 2, pp. 167–177, 1998. DOI: 10.1016/S0191-8869(98)00001-4
- [17] J. M. George, “Emotions and leadership: The role of emotional intelligence,” *Human Relations*, vol. 53, no. 8, pp. 1027–1055, 2000. DOI: 10.1177/0018726700538001
- [18] R. Bar-On, “The Bar-On model of emotional-social intelligence,” *Psicothema*, vol. 18, pp. 13–25, 2006. DOI: 10.1037/t05048-000