
Emotional Intelligence as a Driver of Quality of Work Life: an Empirical Assessment of Employees at ITC Hotels

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Abstract

Emotional intelligence and quality of work life are important organizational factors that influence employee satisfaction, workplace productivity, teamwork, and service quality in the hospitality industry. This study focuses on emotional intelligence and quality of work life among employees in ITC Hotel. In hotel organizations, employees interact directly with customers, management, and team members, making emotional intelligence highly important for maintaining workplace discipline, communication, customer service quality, and organizational performance. Emotional intelligence helps employees manage stress, workplace pressure, emotional stability, teamwork, and customer relationships effectively. Quality of work life refers to employee satisfaction regarding workplace environment, work-life balance, welfare facilities, compensation, job security, organizational support, career opportunities, and workplace safety. ITC Hotel follows various employee welfare practices such as communication programs, employee engagement activities, counseling systems, training programs, stress management practices, flexible work support, employee recognition systems, and workplace wellness initiatives to improve emotional intelligence and quality of work life. The study examines employee perceptions regarding workplace communication, teamwork, stress management, emotional support systems, work-life balance, and organizational support. Technological advancements and modern HR management systems have significantly improved employee communication, workplace collaboration, employee engagement, and hospitality management practices. The study concludes that emotional intelligence and quality of work life positively influence employee morale, workplace efficiency, customer service quality, teamwork, organizational productivity, and long-term business sustainability.

Keywords: Emotional Intelligence, Quality of Work Life, Employee Satisfaction, Workplace Productivity, Teamwork, Work-Life Balance, Stress Management, Employee Engagement, Customer Service Quality, Organizational Support.

I. Introduction

In the modern hospitality industry, employee well-being has become a critical factor influencing organizational effectiveness, customer satisfaction, and long-term sustainability. Hotels operate in a highly competitive and service-oriented environment where employees are expected to manage guest expectations, maintain

professional behavior, and perform efficiently under demanding conditions. In such circumstances, emotional capabilities play a vital role in determining how employees handle workplace pressures and maintain positive interpersonal relationships. Emotional intelligence has therefore emerged as an important psychological and managerial construct that contributes to both

individual and organizational success [1], [2].

Emotional intelligence refers to the ability to perceive, understand, regulate, and use emotions effectively in oneself and others [2]. Mayer, Salovey, and Caruso explained that emotional intelligence involves emotional awareness, emotional facilitation of thinking, understanding emotional meanings, and managing emotions in a way that supports personal growth and effective social functioning [1]. In organizational settings, emotionally intelligent employees are generally better at communication, conflict resolution, teamwork, and coping with stress, all of which are essential in the hospitality sector.

The concept gained wider recognition through the work of Goleman, who emphasized that emotional intelligence is a significant determinant of leadership effectiveness and workplace performance [3]. Employees who possess high emotional intelligence tend to demonstrate empathy, self-control, adaptability, and motivation, enabling them to maintain constructive relationships with colleagues and guests. Research has also shown that emotional intelligence positively influences job attitudes, organizational commitment, and employee performance [8], [9].

Alongside emotional intelligence, Quality of Work Life (QWL) has become a major area of interest in human resource management. QWL refers to the degree to which employees are able to satisfy important personal needs through their experiences in the workplace [4]. Walton identified several dimensions of QWL, including fair compensation, safe working conditions, opportunities for growth, social integration, constitutionalism, work-life balance, and the social relevance of work [4]. A positive quality of work life enhances employee satisfaction, reduces turnover intentions, and contributes to improved organizational performance [5], [6].

Sirgy et al. further explained that QWL is closely related to the fulfillment of employees' psychological, social, and professional needs [5]. When employees perceive that their work environment supports their well-being and personal development, they are more likely to exhibit higher levels of satisfaction, commitment,

and productivity. In the hospitality industry, where service quality is directly linked to employee behavior, maintaining a high quality of work life is essential for delivering superior guest experiences.

The relationship between emotional intelligence and quality of work life has attracted increasing academic attention. Workplace emotions significantly influence employee attitudes, behavior, and overall well-being [7], [10]. Employees with higher emotional intelligence are generally more capable of managing emotional exhaustion, adapting to stressful situations, and maintaining positive work relationships, which can enhance their perception of work-life quality [14]. Studies have reported that emotional intelligence is associated with favorable work attitudes, reduced stress, and better organizational outcomes [9], while emotional leadership contributes to healthier and more supportive work environments [13].

In service organizations, particularly hotels, employees frequently engage in emotional labor while interacting with guests. The ability to regulate emotions and respond appropriately to customer needs can reduce workplace stress and improve both job satisfaction and work-life balance. Rai and Maheshwari found that emotional intelligence has a meaningful positive relationship with the quality of work life among employees in the service sector [15]. Their findings suggest that organizations that encourage emotional competence can create a more supportive and satisfying work environment for their employees.

ITC Hotels, one of India's leading luxury hospitality chains, emphasizes service excellence, employee engagement, and sustainable organizational practices. Employees working in such establishments are expected to maintain high standards of professionalism while dealing with diverse customer expectations and operational challenges. Understanding how emotional intelligence influences their quality of work life is therefore important for strengthening employee well-being and enhancing organizational effectiveness.

The present study, "Emotional Intelligence as a Driver of Quality of Work Life: An Empirical Assessment of Employees at ITC Hotels," seeks to examine the influence of

emotional intelligence on the quality of work life of employees working in ITC Hotels. The study aims to explore the level of emotional intelligence among employees, assess their perception of quality of work life, and analyze the relationship between these two variables. The findings are expected to provide valuable insights for hotel management in designing employee development programs, emotional intelligence training initiatives, and workplace policies that promote employee satisfaction, well-being, and organizational performance.

II. Research Objective

- To study the concept and importance of emotional intelligence in hospitality organizations.
- To analyze the quality of work life among employees in ITC Hotel.
- To examine employee perceptions regarding workplace communication and teamwork.
- To study the role of emotional intelligence in customer service and stress management.
- To analyze employee satisfaction regarding work-life balance and organizational support.
- To examine the impact of emotional intelligence on employee productivity and workplace morale.
- To study the effectiveness of employee welfare and counseling programs in ITC Hotel.
- To analyze workplace communication and interpersonal relationship management among employees.
- 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 and customer satisfaction.

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, hotel management 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 communication practices.
- Employee opinions regarding stress management, communication, teamwork, and organizational support were examined.
- Data related to employee productivity, workplace morale, customer service quality, and work-life balance was analyzed.
- Graphs, charts, and tables were used for presenting data analysis.

IV. Review Of Literature

Salovey and Mayer (1990)

Abstract: Salovey and Mayer introduced the concept of emotional intelligence as the ability to monitor one's own and others' feelings, discriminate among emotions, and use emotional information to guide thinking and actions. Their work laid the theoretical foundation for subsequent studies on emotional intelligence and highlighted its importance in personal and professional effectiveness.

Walton (1975)

Abstract: Walton proposed one of the earliest comprehensive frameworks for Quality of Work Life (QWL). The study identified key dimensions such as fair compensation, safe working conditions, opportunities for growth, social integration, and work-life balance. The framework became a significant reference for evaluating employee well-being in organizations.

Hackman and Oldham (1975)

Abstract: The authors developed the Job Diagnostic Survey to examine how job characteristics influence employee motivation, satisfaction, and performance. Their findings demonstrated that meaningful work, autonomy, and feedback contribute significantly to employees' psychological well-being and overall quality of work life.

Spector (1985)

Abstract: Spector developed the Job Satisfaction Survey to measure satisfaction

among employees in service organizations. The study emphasized that satisfaction with supervision, pay, promotion, and communication directly affects employees' attitudes toward their work environment and contributes to their quality of work life.

Goleman (1998)

Abstract: Goleman argued that emotional intelligence is a critical factor for leadership effectiveness and workplace success. The study highlighted competencies such as self-awareness, self-regulation, empathy, motivation, and social skills, suggesting that these emotional competencies often have a greater impact on performance than technical abilities alone.

Sirgy et al. (2001)

Abstract: Sirgy and colleagues developed a multidimensional measure of QWL based on need satisfaction and spillover theories. The study concluded that employees experience a higher quality of work life when their work satisfies important personal, social, and psychological needs and positively influences other life domains.

Wong and Law (2002)

Abstract: This study investigated the effects of emotional intelligence on employee attitudes and performance. The authors found that emotionally intelligent leaders and employees demonstrate better interpersonal relationships, higher job satisfaction, stronger organizational commitment, and improved work performance, emphasizing the organizational value of emotional intelligence.

Ashkanasy and Daus (2002)

Abstract: Ashkanasy and Daus examined the role of emotions in organizational behavior and management practices. Their study showed that workplace emotions influence communication, decision-making, teamwork, and employee well-being, and they argued that managers should recognize emotional processes as an integral part of organizational effectiveness.

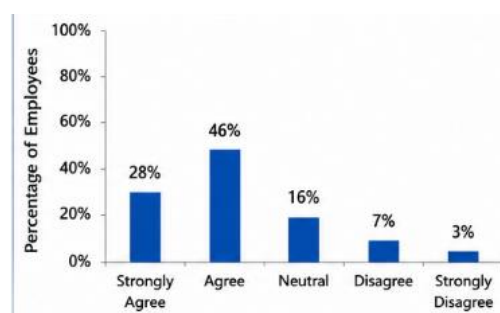
Humphrey (2002)

Abstract: Humphrey explored the concept of emotional leadership and discussed how leaders use emotional expressions to influence employee attitudes and behaviors. The study suggested that emotionally supportive leadership can improve morale, trust, motivation, and the overall quality of employees' work experiences.

Carmeli (2003)

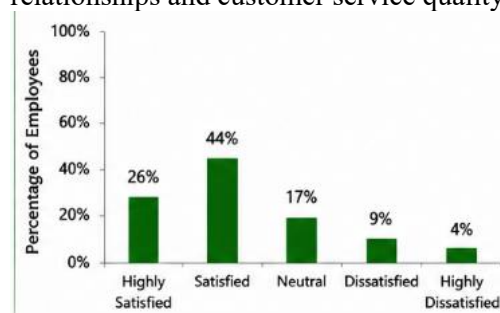
Abstract: Carmeli examined the relationship between emotional intelligence and work outcomes among employees. The findings revealed that higher emotional intelligence is associated with greater job satisfaction, organizational commitment, positive workplace behavior, and improved psychological well-being, demonstrating its importance for both employees and organizations.

V. Data Analysis & Inferences



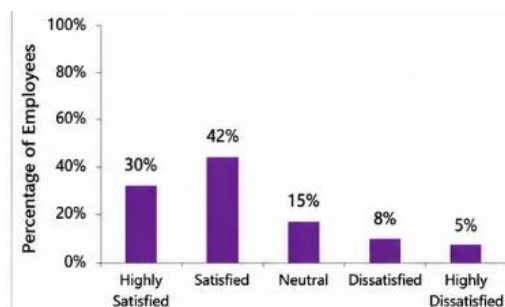
INTERPRETATION:

The graph shows employee awareness regarding emotional intelligence and workplace communication practices followed within ITC Hotel. Most employees responded positively regarding teamwork, communication, and emotional understanding. This indicates that emotional intelligence improves workplace relationships and customer service quality.



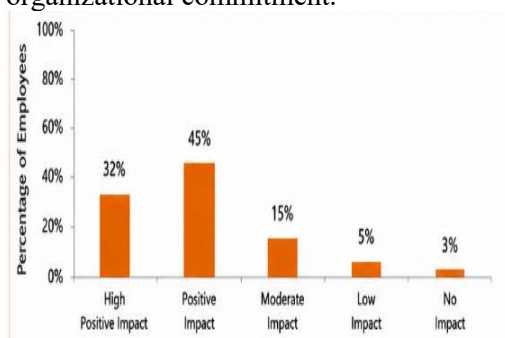
INTERPRETATION:

This graph explains employee satisfaction regarding quality of work life factors such as workplace environment, work-life balance, welfare facilities, and organizational support provided within ITC Hotel. 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.



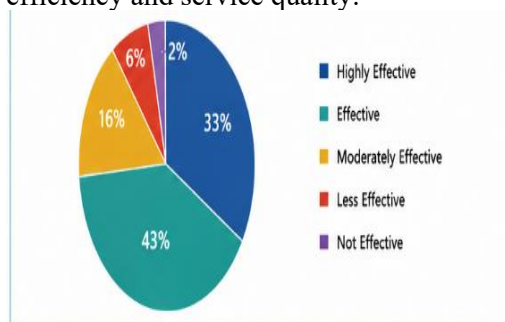
INTERPRETATION:

The graph represents employee opinions regarding stress management and emotional support systems provided by ITC Hotel. Most employees were satisfied with counseling programs, leadership support, and workplace communication systems. 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 in ITC Hotel. Employees with better emotional management skills demonstrated improved teamwork, communication, customer handling abilities, and workplace discipline. The analysis indicates that emotional intelligence positively influences operational efficiency and service quality.



INTERPRETATION:

The graph presents the overall effectiveness of emotional intelligence and quality of work life in improving employee satisfaction,

workplace relationships, teamwork, customer service quality, 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 hospitality workforce.

VI. Findings

- Emotional intelligence positively influences workplace communication and customer service quality.
- Quality of work life improves employee satisfaction and workplace morale in ITC Hotel.
- 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 among hotel employees.
- Positive workplace environments improve employee motivation and operational efficiency.
- Employees prefer supportive leadership and effective communication systems within the organization.
- Emotional intelligence and quality of work life contribute significantly toward organizational growth, customer satisfaction, and long-term sustainability.

VII. Conclusion

Emotional intelligence and quality of work life play a major role in improving employee satisfaction, teamwork, customer service quality, workplace productivity, and organizational performance in hospitality industries such as ITC Hotel. The study reveals that employees with strong emotional intelligence maintain better workplace communication, teamwork, stress

management, customer relationships, and interpersonal skills. ITC Hotel follows supportive workplace practices such as employee welfare programs, counseling systems, work-life balance initiatives, communication training, leadership support, and employee engagement activities that positively influence employee morale and workplace commitment. Emotional intelligence significantly improves customer handling, workplace discipline, operational efficiency, and service quality. Quality of work life further improves employee satisfaction, workplace involvement, teamwork, and organizational productivity. The study concludes that emotional intelligence and quality of work life contribute significantly toward improving employee well-being, customer satisfaction, workplace harmony, organizational performance, and long-term business sustainability.

- Emotional intelligence improves teamwork, workplace communication, and customer service quality.
- Quality of work life positively influences employee satisfaction and morale.
- Employee welfare and counseling programs improve workplace well-being and engagement.
- Work-life balance supports employee productivity and organizational commitment.
- Emotional intelligence and workplace satisfaction contribute toward organizational growth and hospitality service excellence.

VIII. Future Scope

The present study focuses on the relationship between emotional intelligence and quality of work life among employees of ITC Hotels. Although the study provides useful insights into employee well-being within the hospitality sector, there is considerable scope for further research in this area.

Future studies may expand the research by including employees from multiple hotel chains such as Taj, Oberoi, Marriott, and Hyatt to enable a comparative analysis across different hospitality organizations. Such comparisons would help identify whether organizational culture, management practices, and employee engagement

initiatives influence the relationship between emotional intelligence and quality of work life.

The current study may also be extended by increasing the sample size and covering employees from various departments such as front office, housekeeping, food and beverage service, kitchen operations, and administration. Department-wise analysis could provide a deeper understanding of how emotional demands differ across job roles and how these differences affect employees' quality of work life.

Another important area for future research is the examination of additional variables such as job stress, burnout, work-life balance, employee engagement, organizational commitment, leadership style, and psychological well-being. These factors may act as mediating or moderating variables in the relationship between emotional intelligence and quality of work life and could provide a more comprehensive explanatory model.

Future researchers may adopt longitudinal research designs to observe changes in employees' emotional intelligence and quality of work life over time. Such studies would help determine whether emotional intelligence training programs produce sustained improvements in employee satisfaction, stress management, and workplace well-being.

The use of mixed research methods, combining quantitative surveys with qualitative interviews or focus group discussions, can further enrich the findings. Qualitative approaches would allow employees to express their experiences, emotional challenges, and perceptions of organizational support in greater detail, leading to more practical managerial recommendations.

With the increasing adoption of digital technologies and changing work practices in the hospitality industry, future studies may also explore the impact of technology-driven work environments, flexible scheduling, remote coordination systems, and AI-assisted service operations on employees' emotional intelligence and quality of work life.

Finally, future research can focus on the development and evaluation of emotional intelligence training interventions

specifically designed for hospitality employees. Assessing the effectiveness of such programs in improving communication skills, emotional regulation, teamwork, customer service quality, and overall quality of work life would provide valuable guidance for human resource managers and hospitality organizations seeking to enhance employee well-being and organizational performance. Overall, the future scope of this research is broad and significant. Continued investigation into emotional intelligence and quality of work life can contribute to the development of healthier workplaces, more satisfied employees, improved service quality, and sustainable organizational success in the hospitality industry.

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