

# EMOTIONAL INTELLIGENCE AND QUALITY OF WORK LIFE AMONG EMPLOYEES AT HEXAWARE TECHNOLOGY

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**Abstract:** Emotional intelligence (EI) and quality of work life (QWL) are two crucial dimensions influencing employee engagement, productivity, and organizational success in the contemporary corporate world. This study explores the interplay between emotional intelligence and the quality of work life among employees at Hexaware Technologies, a prominent IT and BPS company based in Chennai. The aim is to assess how EI impacts employee satisfaction, work-life balance, interpersonal relationships, and career development within the organization.

Adopting a descriptive research design, the study employed structured questionnaires to gather primary data from a sample of 161 employees, selected using convenience sampling. The responses were evaluated using statistical tools like percentage analysis and correlation techniques. The study reveals that emotional intelligence significantly contributes to better workplace relationships, effective stress management, and higher levels of job satisfaction. It also highlights that organizations promoting emotional awareness and empathy tend to see improved employee retention and organizational performance.

This research adds value to existing literature by linking emotional intelligence with quality of work life in the IT and BPS sector, particularly focusing on Hexaware's workforce. It provides actionable insights for HR practitioners aiming to design emotionally resilient, people-centered workplace strategies.

**Keywords:** Emotional Intelligence, Quality of Work Life, Employee Engagement, Stress Management, Work-Life Balance, BPS Sector, Hexaware Technologies.

## I. INTRODUCTION

Emotional intelligence (EI) is the ability to sense, understand, value, and effectively use emotions as a powerful source of human energy, information, trust, creativity, and influence. It blends two essential aspects of the mind — thinking and feeling — combining intelligence and emotion. Emotional intelligence involves recognizing, managing, and evaluating emotions, and while some believe it can be developed over time, others see it as an inborn trait. A person with strong emotional intelligence is skilled in four areas: identifying emotions, using emotions to guide thinking, understanding the deeper meaning behind emotions, and regulating emotions effectively. Quality of Work Life (QWL) refers to the overall quality of an individual's experience at work, focusing on their well-being, satisfaction, and personal growth within the workplace. It combines various factors such as a safe and healthy working environment, fair compensation, job security, opportunities for career development, and a good balance between work and personal life. A positive quality of work life not only improves employees' motivation and commitment but also enhances their productivity and performance. When people feel valued, respected, and supported at work, they are more engaged and connected to their organization's goals.

### STATEMENT OF THE PROBLEM:

There's a significant gap in our understanding of emotional intelligence (EI), especially when it comes to how personality traits affect it among specific groups like employees and staff (Priyadarshini, 2024). While we have some general studies, there's a real shortage of research on how emotions play out across different cultures (Dr. Mythili &

Jayadarshini, 2024). D'Mello (2023) pointed out the urgent need for better assessment tools that go beyond just self-reported questionnaires, particularly for those in technical and professional roles. Similarly, Azzara Dynaeira Nataya (2022) noted the lack of studies linking personality traits such as introversion and extraversion to EI in vocational teachers. Plus, the brain mechanisms that underlie EI have been largely overlooked (Dissanayake De Silva, 2021). On top of that, Memon and Khashely (2020) found a gap in using EI to improve collaboration, manage stress, and tackle challenges in research environments.

## **OBJECTIVES:**

### **Primary**

- To identify on emotional intelligence and quality of work-life among employees in Hexaware Technologies, Chennai

### **Secondary**

- To understand the factors affecting the quality of work life among employees.
- To examine the relationship between emotional intelligence and quality of work-life among employees.
- To explore strategies for improving emotional intelligence to enhance work life balance.

## **RESEARCH QUESTIONS:**

1. The relationship between managers and employees are very good?
2. Stress management strategies are effectively applied to maintain productivity and well being?
3. How satisfied are you with the opportunities for career growth and development in your organization?
4. Which factor is most essential for building strong relationships and effectively communicating with others?

## **II. LITERATURE REVIEW**

**Pushpa Kumari(2024)<sup>[4]</sup>** the study is to reveal the actual position of healthcare sector particularly in hospitals and that too of staff Nurses employed in Visakhapatnam. It is to ascertain the health equilibrium between their professional and personal life. The study further informed that more focus to be given to enhance emotional intelligence of nurses and to widen the purview of offered work-life balance initiatives in health care sector particularly in hospitals, where employees come in contact with patients. It also examined impact of emotional intelligence on quality of work-life among staff nurses employed in private sector hospitals.

**Dr. D. Mythili, Jeyadharshni S(2024)<sup>[9]</sup>** It investigate the connection between Rangaa food industry. Private Limited employees, work-life balance and emotional intelligence in a study. Further find out emotional intelligence abilities and employees options opinions of workload, palace and job satisfaction and gave guidance to HR management to decide to improve organisational performance and workout when being in food sector.

**Marwa Ali Abd El- Wahab , Hebaallah Atef Alakhras(2024)<sup>[22]</sup>** This highlights the impact of emotional intelligence on job quality of life among employees of category A tourism companies. It also examines the meditating role of adaptive leadership behaviours between emotional intelligence and job quality of life. Samples were collected from 528 samples from greater cairo area. Study stress that employee intelligence should be given appropriate importance in the training and developmental programs for employees in tourism company due to their success and improvement in performance.

**Achmad Sudiro (2023)<sup>[14]</sup>** This examine job satisfaction, job involvement, employee engagement and organisational commitment meditate relationship between emotional intelligence with quality of work life. The survey was done in factories in indonesia. The study found jobs satisfaction and organisation support did not meditate the relationship between emotional intelligence and quality of work-life robbins model was utilised for first time.

**Dr. M. Kethan(2023)<sup>[13]</sup>** This is to study emotional intelligence and quality of work-life on employees in the IT industry in Bangalore work place influences the environment of work. Workplace is influenced by presence of emotions which in turn lead to professional setting each day shaping our action and reactions. It has the big impact on the results on employee achieved in the report irrespective of gender and age with co-workers.

**III. RESEARCH METHODOLOGY:****Research Design:**

The research design represents the overarching strategy that integrates various study components in a logical and coherent manner. It ensures that the research problem is effectively addressed by providing a structured framework for data collection, measurement, and analysis.

**Sampling Method:**

The sampling technique employed is Convenience Sampling, ensuring that every individual has an equal chance of being selected.

**Sampling Size:**

The total sample size of the study is 161.

**Data collection Method:**

The data for this study are obtained directly from employees of Hexaware Technologies through a structured questionnaire.

**Data Analysis Tools:**

ANOVA , Chi Square and Percentage analysis conducted using SPSS Software.

**Variables:**

- Independent Variable: Emotional Intelligence, Quality Of Work Life
- Dependent Variable: Age of the respondents

**LIMITATIONS:**

1. The research confines itself only to employees of Hexaware Technologies, and may not apply to any other organization.
2. The collected data is analyzed based on self-reported responses, which could be influenced by bias.
3. The emotional intelligence, and quality of work-life variables are subjective matters that are difficult to measure properly.
4. Due to time limitations I was unable to broaden my study into a longer longitudinal study over multiple periods.
5. The sample size may not be representative of the entire employee population across all different types of employees.

**ANOVA:**

Particulars		20 – 25	26 – 30	30 – 35	36 – 40	Above 40	F value	P value
Tried being Emotionally Intelligent	Mean	1.837	2.300	2.304	1.625	1.755	4.427	0.002
	SD	0.6876	0.8013	1.0196	0.6191	0.6172		
Organization help you in being emotionally intelligent	Mean	2.020	2.200	2.217	1.625	1.849	2.485	0.046
	SD	0.5948	0.7678	0.9980	0.6191	0.7178		
Programs for developing emotional intelligence	Mean	2.122	2.200	2.304	1.688	1.792	3.131	0.016
	SD	0.9044	0.6959	1.0196	0.6021	0.5670		
Relationship between managers and employees are very good	Mean	2.327	2.300	2.174	1.688	1.830	3.979	0.004
	SD	0.9217	0.8013	0.9841	0.6021	0.5797		
Promotions are handled fairly	Mean	2.347	2.600	2.391	1.750	1.849	4.954	0.001
	SD	0.8304	1.1877	1.1176	0.5774	0.6621		
Company offers sufficient training opportunities to perform my job competently	Mean	2.224	2.100	2.652	1.625	1.811	5.698	0.000
	SD	0.8724	0.7182	1.3007	0.6191	0.6191		
Team interactions reflect emotional awareness and mutual respect.	Mean	2.163	2.300	2.391	1.688	1.906	2.350	0.057
	SD	0.9863	0.9234	1.1962	0.6021	0.7143		
Stress management strategies are effectively applied	Mean	2.224	2.100	2.217	1.688	1.811	2.794	0.028
	SD	0.8959	0.7182	1.1264	0.6121	0.5902		

The results show significant differences among age groups across several areas of emotional intelligence. Specifically, significant differences were found regarding individuals trying to be emotionally intelligent, organizational support in developing emotional intelligence, programs aimed at building emotional intelligence, the quality of relationships between managers and employees, fairness in promotions, and the availability of sufficient training opportunities, with p-values less than 0.05 or 0.01. However, there was no significant difference among age groups in terms of team

interactions reflecting emotional awareness and mutual respect, as the p-value was greater than 0.05. Additionally, a significant difference was observed among age groups regarding the effective application of stress management strategies.

## CHI SQUARE:

Age of the respondent	Fairness in compensation and benefits contributes positively to job satisfaction					Total	Chi- square value	P value
	Highly satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied			
20-25years	9 (18.3) [30]	28 57.1 26.4	8 16.3 57.1	4 8.16 50	0 0 0	49 100	0.460	0.977
26-30 years	4 (20) [13.3]	12 60 11.3	2 10 14.2	2 10 25	0 0 0	20 100		
30-35 years	2 (8.69) [6.66]	15 65.2 14.1	2 8.69 14.2	1 4.34 12.5	3 13.0 100	23 100		
36-40 years	3 (18.7) [10]	12 75 11.3	1 6.25 7.14	0 0 0	0 0 0	16 100		
Above 40 years	12 (22.6) [40]	39 73.5 36.7	1 1.88 7.14	1 1.88 12.5	0 0 0	53 100		
Total	30 (18.6) [100]	106 65.8 100	14 8.69 100	8 4.96 100	3 1.86 100	161 100 100		

Since P value is greater than 0.05, the null hypothesis is accepted at 5% level of significance, Hence, it is concluded that the Fairness in compensation and benefits contributes positively to job satisfaction is equally distributed. Hence, it is concluded that there is association between the age of the respondents and Fairness in compensation and benefits contributes positively to job satisfaction.

## **DISCUSSIONS:**

1. Plan regular fun and relaxing activities to help employees cope with work-related stress.
2. Bring on emotionally mature team members and work on boosting the emotional intelligence of your current staff.
3. Hold weekly open forums across different departments to collect feedback and tackle any workplace issues.
4. Revamp emotional intelligence training sessions to make them more engaging, and consider bringing in experts to aid in employee growth.
5. Establish SMART goals for employees to help them reach their targets without feeling overwhelmed.

## **VI. CONCLUSIONS**

The study shows a well-balanced mix of male and female participants, with many respondents over the age of 40, and a good number between 20 and 25. Most people surveyed are married, and quite a few have only been with the organization for less than two years. A noticeable portion of the respondents hold supervisory roles, and the majority live in urban areas.

When it comes to emotional intelligence, most participants agree that they make an effort to be emotionally aware and thoughtful in the workplace. However, this perspective varies across age groups—some age groups feel more supported by the organization in developing emotional intelligence, while others aren't as sure. The availability of programs to help with this also seems to be perceived differently depending on age.

The findings also point out age-related differences in how employees view their relationships with managers, how fair they think promotions are, and whether they feel they're getting enough training opportunities. Interestingly though, when it comes to team dynamics—such as emotional awareness and mutual respect—there's a shared sense of agreement across all age groups. On the other hand, how people manage stress and view the organization's support for it does seem to vary with age.

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