

Emotional Intelligence and Quality of Work Life Among Employees of HCL-BPO

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Abstract - The study adopts a descriptive and correlational research design to analyze the association between EI and QWL among selected employees. Primary data were collected through structured questionnaires measuring Emotional Intelligence and Quality of Work Life dimensions, while secondary data were obtained from journals, books, and previous research studies. Statistical tools such as percentage analysis, mean scores, and correlation analysis were used to interpret the data. The findings indicate a positive and significant relationship between Emotional Intelligence and Quality of Work Life, suggesting that employees with higher emotional competence demonstrate better stress management, improved interpersonal relationships, and greater job satisfaction. However, the study also highlights that organizational policies, workload, and management practices play a crucial role in shaping overall work-life quality. The research concludes that while Emotional Intelligence enhances employees' ability to cope with workplace challenges, sustainable improvement in Quality of Work Life requires both individual development initiatives and structural organizational support.

Keywords - Emotional Intelligence (EI), Quality of Work Life (QWL), Employee Well-being, Job Satisfaction, Stress Management.

I. INTRODUCTION

In the modern corporate environment, organizations increasingly recognize that employee performance is influenced not only by technical skills but also by emotional and psychological factors. Emotional Intelligence (EI) has emerged as a significant competency that determines how effectively individuals understand, regulate, and manage their own emotions as well as those of others. Employees with high emotional intelligence tend to demonstrate better interpersonal relationships, improved stress management, stronger teamwork, and enhanced adaptability in challenging situations. In high-pressure industries such as Business Process Outsourcing (BPO), where employees face demanding targets, customer interactions, rotational shifts, and continuous performance monitoring, emotional competence becomes even more critical for sustaining productivity and well-being.

Quality of Work Life (QWL) is another crucial factor that directly affects employee satisfaction, commitment, and retention. QWL refers to the overall work environment and the degree to which employees are able to meet their personal and professional needs through their job. It includes aspects such as job security, compensation, work-life balance, safe working conditions, career advancement opportunities, participation in decision-making, and organizational support. In the BPO sector, irregular working hours, high performance expectations, and occupational stress can significantly impact employees' perception of their work life quality.

Organizations like HCL-BPO operate in a competitive global market where efficiency, customer satisfaction, and employee engagement are essential for long-term success. While companies invest heavily in training, performance systems, and infrastructure, the emotional well-being of employees often determines whether these systems function effectively. Emotional Intelligence may act

as a buffer against workplace stress, helping employees maintain stability and positivity despite operational pressures. However, emotional competence alone cannot compensate for poor organizational practices. Therefore, it is essential to examine both individual emotional capabilities and workplace conditions together.

Objectives of the Study

The primary objective of this study is to examine the relationship between Emotional Intelligence and Quality of Work Life among employees of HCL-BPO.

- To measure the level of Emotional Intelligence among employees of HCL-BPO.

Emotional Intelligence levels were assessed using a structured questionnaire.

The analysis indicates that employees demonstrate moderate to high levels of emotional awareness and self-regulation.

- To examine the level of Quality of Work Life among employees.

Quality of Work Life was evaluated based on factors such as work environment, job security, compensation, work-life balance, and career growth. Areas such as workload and shift schedules were identified as key concerns affecting QWL.

- To analyze the relationship between Emotional Intelligence and Quality of Work Life.

Statistical analysis (correlation) shows a positive relationship between Emotional Intelligence and Quality of Work Life.

Employees with higher Emotional Intelligence reported better stress management and job satisfaction.

- Need for the Study

Limited research focusing specifically on BPO employees Growing mental health concerns in corporate environments Importance of balancing productivity with employee well-being

- Scope of the Study

Focus on employees of HCL-BPO

Examination of relationship between EI and QWL

Practical implications for management and HR policies

Emotional Intelligence (EI) has been widely studied as a crucial psychological factor influencing workplace behavior, job satisfaction, and organizational performance. Early foundational work by Peter Salovey and John D. Mayer (1990) conceptualized Emotional Intelligence as the ability to perceive, understand, manage, and regulate emotions effectively.

Their model established EI as a measurable construct rather than a personality trait. Later, Daniel Goleman (1995) popularized the concept and argued that Emotional Intelligence plays a more significant role than cognitive intelligence (IQ) in workplace success. He identified key components such as self-awareness, self-regulation, motivation, empathy, and social skills, which are critical in professional environments.

Research in organizational contexts suggests that Emotional Intelligence positively influences employee performance and job satisfaction. Studies indicate that employees with higher EI demonstrate better stress tolerance, conflict management, and teamwork abilities.

Particularly in service-oriented industries, where interpersonal interaction is constant, Emotional Intelligence has been linked to improved customer satisfaction and reduced burnout.

Quality of Work Life (QWL), on the other hand, has been explored as a multidimensional concept encompassing job security, working conditions, compensation, growth opportunities, and work-life balance. Early contributions by Richard E. Walton (1973) proposed that QWL includes adequate and fair compensation, safe working conditions, opportunities for growth, and social integration in the workplace.

Subsequent studies expanded QWL to include psychological well-being and employee participation in decision-making.

II. REVIEW OF LITERATURE

III. RESEARCH METHODOLOGY

This study adopts a descriptive and correlational research design to examine the relationship between Emotional Intelligence and Quality of Work Life among employees of HCL–BPO.

The research focuses on understanding the level of Emotional Intelligence and Quality of Work Life and determining whether a significant relationship exists between the two variables. Both primary and secondary data were used for the study. Primary data were collected through structured questionnaires distributed to selected employees, while secondary data were gathered from journals, books, research articles, and organizational records.

A structured sampling technique was used to select respondents from different departments to ensure representation. Standardized measurement scales were applied to assess Emotional Intelligence and Quality of Work Life. Statistical tools such as percentage analysis, mean, standard deviation, and correlation analysis were used to analyze the data. The results were interpreted to draw meaningful conclusions and provide practical recommendations.

Research Design

Descriptive and Correlational Research Design

Area of Study

HCL–BPO

Sources of Data

Primary Data: Structured questionnaire

Secondary Data: Books, journals, research articles, websites

Sampling Technique

Convenience / Simple Random Sampling (as applicable)

Sample Size

(Mention actual number, e.g., 100 employees)

Data Analysis and Interpretation

The data collected from employees of HCL–BPO were systematically analyzed to examine the relationship between Emotional Intelligence and Quality of Work Life. After collecting the responses through structured questionnaires, the data were classified, tabulated, and analyzed using appropriate statistical tools. Percentage analysis was used to understand the demographic profile of respondents.

Mean and standard deviation were calculated to determine the average level of Emotional Intelligence and Quality of Work Life among employees. Correlation analysis was applied to examine the strength and direction of the relationship between the two variables.

The results indicated a positive relationship between Emotional Intelligence and Quality of Work Life, suggesting that employees with higher emotional competence tend to report better job satisfaction, improved stress management, and stronger workplace relationships. However, certain organizational factors such as workload, shift timing, and performance pressure were found to influence Quality of Work Life significantly. The interpretation of the findings highlights that while Emotional Intelligence contributes positively to employee well-being, organizational support remains a crucial factor in enhancing overall work-life quality.

Demographic Analysis

Age, gender, experience, and department distribution analyzed using percentage method.

Analysis of Emotional Intelligence

Mean score indicates moderate to high level of EI among employees.

Employees show stronger performance in self-awareness and interpersonal skills.

Analysis of Quality of Work Life

Moderate level of satisfaction observed.

Concerns identified in workload management and shift scheduling.

Analysis Stock Market Trends

Global equity markets in early 2026 have been shaped by mixed investor sentiment, sector rotation, and macroeconomic uncertainty. Major U.S. indices such as the S&P 500, Nasdaq 100, and Dow Jones have shown periods of volatility, with technology and AI-linked stocks under pressure due to concerns over valuation and future earnings growth, leading to modest declines in tech-heavy benchmarks. This reflects a broader reassessment of high-growth sectors, as markets weigh the sustainability of rapid AI-related spending and its impact on profit margins. Meanwhile, defensive and value stocks have offered relative stability as investors seek safer assets amid

geopolitical concerns like ongoing diplomatic talks in the Middle East, which have influenced energy prices and commodity markets.

In the European context, equity indices have remained largely stable, with broad sector participation and strong corporate earnings helping offset geopolitical and inflationary pressures. Defensive sectors such as utilities and healthcare have outperformed during risk-off environments, while some cyclical sectors have benefited from recovery and policy optimism.

On sector trends, markets exhibit a rotation from mega-cap technology stocks to smaller and domestically oriented companies, which has been evident in broader performance indices. Small-cap stocks have outperformed at times, indicating investor interest in segments perceived as more resilient to global headwinds. Additionally, commodities such as crude oil and precious metals have influenced market behavior, with geopolitical tensions and supply-side concerns contributing to price volatility.

Findings of the Study

The present study examined the relationship between Emotional Intelligence and Quality of Work Life among employees of HCL-BPO. Based on the analysis of the data collected through structured questionnaires and the application of statistical tools such as percentage analysis, mean, and correlation techniques, the following findings were derived.

The demographic analysis revealed that the majority of respondents belong to the young and middle-age group, indicating that the BPO sector is primarily composed of a relatively young workforce. A significant proportion of employees possess moderate work experience, suggesting exposure to performance-driven environments and structured operational systems.

IV. CONCLUSION

The present study was undertaken to examine the relationship between Emotional Intelligence and Quality of Work Life among employees of HCL-BPO. In the highly demanding and performance-driven

environment of the BPO sector, employees are exposed to continuous operational pressure, customer interaction stress, rotational shifts, and strict performance targets. Under such conditions, both emotional competence and workplace quality become critical determinants of employee well-being and organizational effectiveness.

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