

# Emotional Intelligence In Hrm For Sustainable Workforce Development: A Pathway To Viksit Bharat 2047

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## **Abstract:**

*The field of organizational management shows continuous progress but Emotional Intelligence (EI) now serves as a vital element that supports both employee retention and work efficiency. This study investigates how Emotional Intelligence impacts Human Resource Management (HRM) practices to develop a sustainable workforce which supports Viksit Bharat 2047 goals. The paper shows that EI-based HR strategies which include recruitment and training plus leadership development and employee engagement initiatives create better organizational performance and stronger organizational resilience. Organizations achieve better work environments and lower employee turnover rates through applying emotional competencies to their HRM systems while their overall performance improves. The research demonstrates that emotionally intelligent HR practices create adaptive and innovative human capital which national development needs to thrive.*

## **1.0 INTRODUCTION**

Human Resource Management (HRM) establishes itself as a critical function that builds employee competencies while driving business success in an environment that experiences constant change and competition. Emotional Intelligence (EI) has emerged as a major factor that determines both individual performance and organizational success in recent years. EI denotes the capacity to identify and comprehend and control both personal emotions and the emotional states of other individuals which serves as a vital skill for sustaining professional relationships and making sound choices in the workplace.

The Viksit Bharat 2047 vision requires India to develop a sustainable workforce which can adapt to changing conditions. The traditional HRM methods which assessed technical capabilities and productivity levels need to be replaced with new approaches. Organizations now understand that emotional intelligence needs to be part of their HR functions which include recruitment and training and performance appraisal and leadership development. EI-driven HRM practices create positive employee experiences while they build workplace partnerships and drive business innovation and organizational change.

The research investigates the implementation of Emotional Intelligence within human resource management practices as a method to develop sustainable workforces which will support long-term economic and social progress.

## **2.0 OBJECTIVES OF THE STUDY**

1. To examine the concept and importance of Emotional Intelligence in HRM.
2. To analyze the role of EI in sustainable workforce development.
3. To evaluate the impact of EI-driven HRM practices on employee performance and engagement.
4. To identify strategies for integrating Emotional Intelligence into HR policies and practices.
5. To assess the relevance of EI in achieving the vision of Viksit Bharat 2047.

## **3.0 REVIEW OF LITERATURE :**

Daniel Goleman (1995) introduced the concept of Emotional Intelligence (EI) and emphasized its importance in determining leadership effectiveness and organizational success. His work demonstrated that emotional competencies including self-awareness and empathy and social skills help people handle their workplace relationships which leads to better employee performance. Mayer and Salovey (1997) created the ability-based model of Emotional Intelligence which they defined as the ability to recognize and comprehend emotions and control their expression. Their framework

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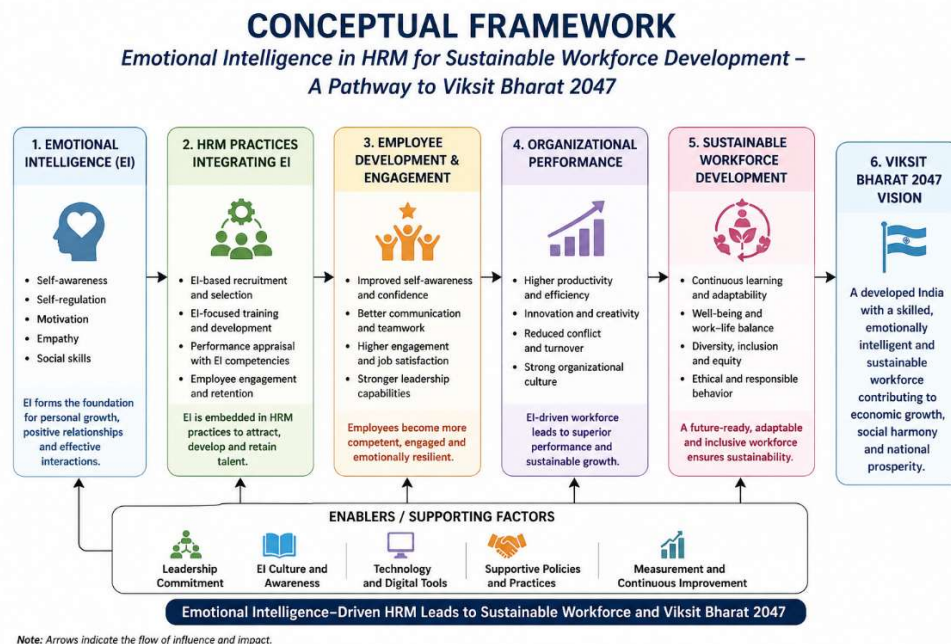
provided the theoretical foundation for applying EI in Human Resource Management (HRM), particularly in training, performance evaluation, and interpersonal development.

Carmeli (2003) investigated the connection between Emotional Intelligence and work outcomes which showed that employees with higher Emotional Intelligence achieved better job performance and job satisfaction and organizational commitment. The research demonstrated that Emotional Intelligence serves as a crucial element which impacts workforce productivity and long-term sustainability of operations.

Sharma and Tiwari (2022) analyzed the growing relevance of Emotional Intelligence in management research and found that EI significantly contributes to leadership effectiveness, employee behavior, and organizational outcomes. Their study showed that organizations now use Emotional Intelligence more than ever to run their human resource management systems.

Miao, Humphrey, and Qian (2017) conducted a meta-analysis and found that Emotional Intelligence has a strong positive relationship with job satisfaction, organizational commitment, and job performance. Their study reinforced the importance of EI in enhancing employee engagement and reducing turnover.

### 3.1 Conceptual Framework



#### 1. EI-Based Training and Development

The Emotional Intelligence training programs study self-awareness and empathy and communication skills and emotional regulation capabilities of both employees and leaders. The programs work as fundamental resources which help organizations achieve better leadership performance and enhanced teamwork abilities and superior decision-making processes. Organizations that invest in emotional intelligence development programs will create a workforce which demonstrates flexibility and strong resistance to stress and effective handling of workplace difficulties which will lead to organizational success.

#### 2. Employee Engagement and Well-being

Employee engagement measures how emotionally dedicated employees remain toward their organization while well-being measures their complete mental and emotional and physical health status. The development of positive relationships between people and their organizations requires emotional intelligence to establish trust which helps to increase their motivation toward work. Organizations that prioritize EI in HRM practices need to develop a workplace environment that helps employees to feel content while decreasing their stress levels and enhancing their overall health.

#### 3. Organizational Performance and Productivity

Organizational performance depends directly on how effectively its workforce functions. Emotional Intelligence improves decision-making and teamwork abilities and leadership skills which result in increased productivity. EI-driven HRM practices help organizations decrease conflicts and absenteeism and turnover rates which results in improved organizational performance and long-term competitive advantage.

#### 4. Sustainable Workforce Development

Sustainable workforce development establishes a workforce which can adjust to challenges while sustaining organizational and social objectives. Emotional Intelligence supports sustainability through its ability to foster ongoing learning and emotional strength and ethical conduct. The system guarantees employee readiness for upcoming challenges which leads to sustained organizational growth and stability.

#### 5. Viksit Bharat 2047 Vision

The Viksit Bharat 2047 vision should achieve its three objectives of economic growth, social inclusion, and sustainable development. The vision requires a workforce with both expertise and emotional intelligence skills. Organizations can build human capital through EI integration into HRM practices which creates responsible innovative professionals who meet national development objectives.

### 4.0 LIMITATIONS OF THE STUDY

This study incorporates both primary and secondary data. However they discovered certain limitations which exist. The primary data may be affected by respondent bias and the restricted sample size and the time limits which applied to data collection. Emotional Intelligence measurement presents difficulties because it depends on personal interpretation which varies between different people. The study results do not apply to all industries and regional differences, which creates limitations for generalization.

### IN RESEARCH CONTEXT

#### RESEARCH METHODOLOGY

| Aspect                         | Details                                                                                                                                                                            |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Research Design</b>         | Descriptive Research Design                                                                                                                                                        |
| <b>Sample Size</b>             | 158 Responses                                                                                                                                                                      |
| <b>Sampling Technique</b>      | Random Sampling                                                                                                                                                                    |
| <b>Study Area &amp; Period</b> | India (particularly – Bangalore, Chennai, Coimbatore, and Madurai); Study period up to April 2026                                                                                  |
| <b>Data Collection Method</b>  | Primary Data Collection through Structured Questionnaire and Secondary Data from journals and reports                                                                              |
| <b>Research Instrument</b>     | Structured questionnaire consisting of close-ended and Likert-scale questions focusing on Emotional Intelligence, HRM practices, employee engagement, and workforce sustainability |
| <b>Target Population</b>       | Employees, HR professionals, managers, and organizational stakeholders from various sectors                                                                                        |
| <b>Nature of Data</b>          | Quantitative Data                                                                                                                                                                  |
| <b>Tools for Analysis</b>      | Chi-Square Test, Reliability Test (Cronbach's Alpha), Correlation and Regression Analysis                                                                                          |

#### DEMOGRAPHIC PROFILE OF THE RESPONDENTS (N = 158)

| DEMOGRAPHIC VARIABLE             | CATEGORY               | NO. RESPONDENTS | OF PERCENTAGE (%) |
|----------------------------------|------------------------|-----------------|-------------------|
| <b>GENDER</b>                    | Male                   | 76              | 48.10             |
|                                  | Female                 | 82              | 51.90             |
| <b>AGE GROUP</b>                 | Below 25 years         | 38              | 24.05             |
|                                  | 25–35 years            | 62              | 39.24             |
|                                  | 36–45 years            | 36              | 22.78             |
|                                  | Above 45 years         | 22              | 13.92             |
|                                  | Undergraduate          | 70              | 44.30             |
| <b>EDUCATIONAL QUALIFICATION</b> | Postgraduate           | 78              | 49.37             |
|                                  | Professional/Doctorate | 10              | 6.33              |
| <b>OCCUPATION</b>                | Employees              | 70              | 44.30             |
|                                  | HR Professionals       | 38              | 24.05             |
|                                  | Managers               | 30              | 18.99             |
|                                  | Others                 | 20              | 12.66             |

|                                |                   |    |       |
|--------------------------------|-------------------|----|-------|
| <b>WORK EXPERIENCE</b>         | Below 2 years     | 35 | 22.15 |
|                                | 2–5 years         | 60 | 37.97 |
|                                | 5–10 years        | 38 | 24.05 |
|                                | Above 10 years    | 25 | 15.82 |
| <b>INDUSTRY SECTOR</b>         | IT                | 40 | 25.32 |
|                                | Manufacturing     | 28 | 17.72 |
|                                | Banking & Finance | 30 | 18.99 |
|                                | Education         | 32 | 20.25 |
|                                | Healthcare        | 18 | 11.39 |
|                                | Others            | 10 | 6.33  |
| <b>TYPE OF ORGANIZATION</b>    | Private Sector    | 78 | 49.37 |
|                                | Public Sector     | 30 | 18.99 |
|                                | Government        | 25 | 15.82 |
|                                | NGO               | 15 | 9.49  |
|                                | Start-up          | 10 | 6.33  |
| <b>TRAINING EXPOSURE IN EI</b> | Yes               | 68 | 43.04 |
|                                | No                | 90 | 56.96 |

The demographic findings indicate that female respondents (51.90% ) were slightly more than the males overall, though it's pretty close. Most participants (39.24% ) seem to fall into the 25–35 age group. Nearly half of the respondents are postgraduates (49.37% ) , and most of them are employees (44.30% ).

For experience, most respondents show 2–5 years (37.97% ) , and the IT sector turns out to have the strongest participation (25.32% ) compared with the other choices. Also, most respondents seem to work in the private sector (49.37%) which is fairly clear. Roughly 56.96% of respondents say they have not received Emotional Intelligence training so honestly it highlights the need for EI centered HR practices.

#### RESEARCH QUESTIONS WITH RESPONSES (N = 158)

| Research Question                                          | SA (No.) | SA (%) | A (No.) | A (%) | N (No.) | N (%) | D (No.) | D (%) | SD (No.) | SD (%) |
|------------------------------------------------------------|----------|--------|---------|-------|---------|-------|---------|-------|----------|--------|
| RQ1: Awareness of Emotional Intelligence in HRM practices  | 52       | 32.91  | 50      | 31.65 | 26      | 16.46 | 18      | 11.39 | 12       | 7.59   |
| RQ2: EI integration in recruitment and selection processes | 48       | 30.38  | 52      | 32.91 | 28      | 17.72 | 18      | 11.39 | 12       | 7.59   |
| RQ3: EI-based training improves employee competencies      | 55       | 34.81  | 50      | 31.65 | 25      | 15.82 | 18      | 11.39 | 10       | 6.33   |
| RQ4: EI enhances leadership effectiveness in organizations | 58       | 36.71  | 48      | 30.38 | 24      | 15.19 | 18      | 11.39 | 10       | 6.33   |

|                                                                        |    |       |    |       |    |       |    |       |    |       |
|------------------------------------------------------------------------|----|-------|----|-------|----|-------|----|-------|----|-------|
| RQ5: HRM practices include Emotional Intelligence development programs | 42 | 26.58 | 50 | 31.65 | 30 | 18.99 | 20 | 12.66 | 16 | 10.13 |
| RQ6: EI improves employee engagement and retention                     | 54 | 34.18 | 50 | 31.65 | 26 | 16.46 | 18 | 11.39 | 10 | 6.33  |
| RQ7: EI helps in managing workplace stress and well-being              | 53 | 33.54 | 51 | 32.28 | 26 | 16.46 | 18 | 11.39 | 10 | 6.33  |
| RQ8: EI reduces workplace conflicts through HR interventions           | 52 | 32.91 | 50 | 31.65 | 28 | 17.72 | 18 | 11.39 | 10 | 6.33  |
| RQ9: EI improves performance appraisal and feedback systems            | 50 | 31.65 | 52 | 32.91 | 27 | 17.09 | 18 | 11.39 | 11 | 6.96  |
| RQ10: EI contributes to organizational productivity and innovation     | 55 | 34.81 | 49 | 31.01 | 26 | 16.46 | 18 | 11.39 | 10 | 6.33  |
| RQ11: EI supports sustainable workforce development                    | 57 | 36.08 | 49 | 31.01 | 24 | 15.19 | 18 | 11.39 | 10 | 6.33  |
| RQ12: EI contributes to achieving Viksit Bharat 2047 goals             | 60 | 37.97 | 48 | 30.38 | 22 | 13.92 | 18 | 11.39 | 10 | 6.33  |

The responses show that most participants have a positive opinion about the role of Emotional Intelligence (EI) in Human Resource Management (HRM). The research shows that many respondents believe that Emotional Intelligence (EI) leads to better recruitment and training and performance evaluation processes because organizations begin to implement EI-based methods. The study found that respondents believed Emotional Intelligence (EI) leads to better leadership skills and employee dedication and workforce stability which shows its value for effective personnel management.

Employees use EI as a tool to manage stress and build positive work relationships and resolve conflicts at their workplace. This creates a healthy and supportive work environment. The research shows that respondents believed Emotional Intelligence (EI) helps organizations achieve better results and create new ideas. The study found that most participants believed Emotional Intelligence (EI) functions as a fundamental element for developing a sustainable workforce which supports the Viksit Bharat 2047 vision and holds important value for future development.

## HYPOTHESIS

- H<sub>0</sub>** (Null Hypothesis):  
There is no significant association between Emotional Intelligence training and employee engagement.
- H<sub>1</sub>** (Alternative Hypothesis):  
There is a significant association between Emotional Intelligence training and employee engagement.

### CHI-SQUARE TEST

| EI Training Exposure | High Engagement | Moderate Engagement | Low Engagement | Total |
|----------------------|-----------------|---------------------|----------------|-------|
| Yes                  | 40              | 18                  | 10             | 68    |
| No                   | 20              | 30                  | 40             | 90    |
| Total                | 60              | 48                  | 50             | 158   |

### TEST RESULT

| METRIC                             | VALUE                   |
|------------------------------------|-------------------------|
| CHI-SQUARE VALUE (X <sup>2</sup> ) | 18.72                   |
| DEGREES OF FREEDOM (DF)            | 2                       |
| LEVEL OF SIGNIFICANCE (A)          | 0.05                    |
| P-VALUE                            | 0.001                   |
| DECISION                           | Accepted H <sub>1</sub> |

The Chi-square test result shows that the calculated value (18.72) exists as a significant statistical result which reaches the 5% level because the p-value (0.001) remains below 0.05. The researchers decided to reject the null hypothesis while accepting the alternative hypothesis. The research results demonstrate that Emotional Intelligence training establishes a strong connection with employee engagement. The result shows that employees who complete Emotional Intelligence training will perform better at work than employees who do not receive this training. EI-based training programs must become essential components of HRM practices because they provide vital benefits to organizations. The research shows that Emotional Intelligence functions as a critical factor for workforce performance improvement while organizations use it to create a sustainable workforce which supports the Viksit Bharat 2047 vision.

### RELIABILITY TEST (CRONBACH'S ALPHA)

Table: Reliability Analysis of Research Instrument

| VARIABLES                         | NUMBER OF ITEMS | CRONBACH'S ALPHA (A) | RELIABILITY LEVEL     |
|-----------------------------------|-----------------|----------------------|-----------------------|
| EMOTIONAL INTELLIGENCE            | 5               | 0.872                | Good Reliability      |
| EI-BASED HRM PRACTICES            | 5               | 0.901                | Excellent Reliability |
| EMPLOYEE ENGAGEMENT               | 4               | 0.856                | Good Reliability      |
| SUSTAINABLE WORKFORCE DEVELOPMENT | 4               | 0.889                | Good Reliability      |
| OVERALL SCALE                     | 18              | 0.918                | Excellent Reliability |

We did a bit of checking on the questionnaire trustworthiness, it was tested via Cronbach's Alpha. The big picture alpha came out as 0.918, and that sits above the required, acceptable cut off of 0.70 . So yeah , this indicates the questionnaire is dependable and kind of fit for this study .

### CORRELATION ANALYSIS

Table: Relationship between Emotional Intelligence and Sustainable Workforce Development

| Variables                         | Emotional Intelligence | Sustainable Workforce Development |
|-----------------------------------|------------------------|-----------------------------------|
| Emotional Intelligence            | 1                      | 0.742**                           |
| Sustainable Workforce Development | 0.742**                | 1                                 |

The correlation analysis seems to point at Emotional Intelligence having a strong positive link with Sustainable Workforce Development, ( $r = 0.742$ ,  $p < 0.01$ ). So, it suggests that when people actually put higher Emotional Intelligence practices into action, they tend to get more effective and sustainable workforce development outcomes.

## HYPOTHESIS

**H<sub>0</sub>:** Emotional Intelligence has no significant impact on Sustainable Workforce Development.  
**H<sub>1</sub>:** Emotional Intelligence has a significant impact on Sustainable Workforce Development.

## REGRESSION ANALYSIS

Table: Impact of Emotional Intelligence on Sustainable Workforce Development

| Variable               | Beta Value | t-value | Sig. Value |
|------------------------|------------|---------|------------|
| Emotional Intelligence | 0.742      | 12.85   | 0.000      |

**R** = **0.742**  
**R<sup>2</sup>** = **0.551**  
**F** Value = **165.12**

**Significance = 0.000**

From the regression analysis, it looks like Emotional Intelligence really does affect Sustainable Workforce Development, and not just a little. The R<sup>2</sup> value, which is 0.551, suggests that about 55.1% of the changes in sustainable workforce development can be linked to Emotional Intelligence. So, in a practical sense, Emotional Intelligence seems to be quite an important factor when you're aiming for developing a sustainable workforce. Since the p-value (0.000) is less than 0.05, **H<sub>0</sub> is rejected and H<sub>1</sub> is accepted.**

## 5.0 FINDINGS

The study found that Emotional Intelligence (EI) somehow plays a key role in improving Human Resource Management practices like recruitment, training, leadership development, and employee engagement. The reliability analysis showed a Cronbach's Alpha value of 0.918 which confirms the questionnaire was reliable. Then the correlation analysis revealed a strong, positive relationship between Emotional Intelligence and Sustainable Workforce Development ( $r = 0.742$ ). After that, the regression analysis indicated that Emotional Intelligence significantly influences sustainable workforce development, and it accounts for 55.1% of the variation. The Chi-square test also confirmed a significant relationship between EI training and employee engagement.

Overall, the findings show that EI helps to improve communication, coordination, leadership effectiveness, employee motivation, and it reduces workplace conflicts, a bit of stress more or less. Still, many employees have not received formal EI training, which makes the case for EI-based HR practices quite clear.

## 6.0 SUGGESTIONS

Organizations should somehow integrate Emotional Intelligence into their HRM practices via regular training and development programs, not just as a one-off thing. HR managers should also build EI assessment into recruitment, performance appraisal and leadership development activities. It would help if organizations run workshops on communication skills, empathy, stress management, and teamwork too, because it can boost employee well-being and make things less tense overall. A supportive workplace environment with open communication should be encouraged, so employee engagement goes up, and conflicts maybe drop. Educational institutions and professional training programs should even focus on developing EI skills, to create a more adaptable and sustainable workforce, that supports the vision of Viksit Bharat 2047.

## 7.0 CONCLUSION

Emotional Intelligence has developed into a vital component for contemporary Human Resource Management which supports organizations to develop their workforces in sustainable ways. The research findings show that EI directly affects employee engagement and leadership performance and communication and organizational success. The statistical analysis establishes that HRM practices based on EI requirements lead to specific workforce results which demonstrate to organizations that they must develop emotional skills in their employees together with their technical competencies.

The Viksit Bharat 2047 vision requires India to establish a workforce which possesses both technical skills and emotional intelligence and adaptability through its educational programs. Companies which implement EI training and use it as part of their HRM systems develop better solutions to workplace problems while they create new ideas for business growth and maintain operational success. EI establishes a positive work environment which improves employee health and decreases workplace disputes.

The research shows that Emotional Intelligence functions as both a personal skill and a valuable resource for organizations. Organizations need to incorporate Emotional Intelligence into their Human Resource Management procedures because this will help them create sustainable development and develop a workforce that can adapt to future challenges.

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