



Emotional intelligence and green work-life balance: An integrated perspective on employee well-being and organisational sustainability

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Abstract

The working environment is increasing under tremendous strain because of the emergence of new technology, specialised services, the innovation revolution, the explosion of creativity, and a wide choice of possibilities, especially in the wake of globalisation. Achieving a healthy work-life balance has grown an importance in the fast-paced, highly competitive workplace of today. It is common knowledge that workers' attitudes regarding work-life balance possess a significant impact on their general well-being, level of job satisfaction, and productivity. The purpose of this study is to determine the degree to which emotional intelligence impacts employee views of green work-life balance. The rising prioritisation of sustainability activities by organisations underscores the necessity to comprehend employee perceptions and strategies around green work-life balance. Considering its importance in decision-making and interpersonal interactions, emotional intelligence could be among the key elements in forming these opinions. This study aims to reveal the impact of emotional intelligence on workers' perceptions and interactions with green work-life balance policies. The outcomes of this study can provide important perspectives to companies seeking to cultivate environmentally conscious workplaces that give equal weight to worker health and environmental sustainability.

The notion of emotional intelligence, which includes the ability to identify, comprehend, and regulate both one's own and other people's feelings, has attracted an abundance of interest because of its potential impact on several organisational outcomes. But little is known about how it influences how people view a work-life balance that is ecologically responsible. This study aims to add theoretical support for the connection among emotional intelligence and views of green work-life balance, thereby assisting with the growing body of knowledge on sustainable organisational practices. The study's conclusions may influence HR practices, educational initiatives, and management approaches that try to develop a workforce that is more emotionally and environmentally aware, which would help the organisation achieve its sustainability objectives along with environmental ones.

Keywords: Green work-life balance (GWL), work-life balance (WLB), green work-life (GWL), emotional intelligence, sustainability, employee perception

Introduction

In today's fast-paced, integrated workplaces, the search for employee well-being and organisational sustainability is becoming increasingly important. There is an increasing need for a healthy work environment, not only environmentally but also psychologically. In today's business climate, the idea of work-life balance is experiencing a transformation towards a more sustainable and environmentally responsible approach. The idea of Green Work-Life Balance (GWL), emerged due to such development; it is a paradigm that combines the need for responsible environmental behaviour with the conventional goal of striking a balance between one's personal and professional lives. Emotional Intelligence (EI), a psychological concept that has been shown to have a substantial impact on a person's ability to manage the demands of both personal and professional life, is at the centre of this transformation (Deshpande & Srivastava, 2023)^[3].

The capacity to identify, comprehend, and regulate one's own emotions as well as those of others is known as emotional intelligence, and it has drawn a lot of attention recently due to its influence on both individual behaviour and organisational results. Simultaneously, the notion of green work-life balance has garnered significant attention

from organisations seeking to harmonise their activities with ecological responsibility while promoting the comprehensive welfare of their workforce. It is a unique opportunity to investigate how employees' emotional abilities affect their attitudes and actions towards sustainable workplace practices at the crossroads of emotional intelligence and green work-life balance.

To cultivate a culture of sustainability, employee engagement, and organisational resilience, it is critical for organisations to comprehend the influence of emotional intelligence on employee views of green work-life balance as they traverse the intricacies of a quickly changing business landscape. By revealing the complex relationships that exist between green efforts, emotional intelligence, and employee well-being in the context of modern workplaces, this research aims to further this developing dialogue.

Given that businesses all over the globe are facing the simultaneous problems of guaranteeing employee happiness and making a commitment to environmental sustainability, it is critical to comprehend how EI influences how people see GWL (Ramya *et al.*, 2024). In the context of GWL, this research adds to the existing discussion by presenting insights into the potential of EI as a lever for improving organisational and individual results. Using a wide range of academic literature, empirical research, and theoretical

models, this paper aims to analyse the complex link between EI and GWL. It seeks to clarify how emotional intelligence (EI), which is a predictor of effective work-life integration, may impact environmental factors as well, influencing how people interact with their jobs as well as how they see and implement green behaviours in their everyday lives. This study intends to offer insight into the underlying processes via which employee attitudes towards environmental sustainability and work-life balance are influenced by emotional intelligence by exploring this relation.

Rationale of the Study

Professional success and well-being are known to be significantly influenced by emotional intelligence (EI). It affects how workers deal with stress, communicate with coworkers, and strike a balance between work and life. Comparably, GWL is a developing idea that aims to promote eco-friendly behaviours while preserving employee well-being by integrating environmental sustainability into the work-life balance equation (Deshpande & Srivastava, 2023) ^[3]. The rising complexity of contemporary work settings and the growing emphasis on sustainability provide a variety of reasons for examining the relationship between emotional intelligence (EI) and green work-life balance (GWL). The knowledge of how Emotional Intelligence (EI) shapes employee views of GWL becomes critical as organisations attempt to negotiate the problems of the twenty-first century, including worker well-being and climate change.

Research Gap

The significance of emotional intelligence (EI) in improving job satisfaction, leadership effectiveness, and individual success has been well-documented by studies. Comparably, the idea of GWL has been acknowledged for its capacity to advance sustainable company practices and enhance employee well-being. The need for more studies that particularly examine the interactions between these two dimensions highlights the research gap in the fields of emotional intelligence (EI) and green work-life balance (GWL). The relationship between Emotional Intelligence (EI) and GWL has not received enough attention, despite a large amount of research on EI and its effects on a range of workplace outcomes, as well as a growing interest in GWL and its advantages for workplace sustainability and employee well-being.

Statement of Problem

Innovation in technology, globalisation, and a greater consciousness of environmental sustainability define the modern workplace. Because of these considerations, there is increasing interest in the notion of Green Work-Life Balance (GWL), which combines environmental sustainability with work-life balance. Simultaneously, the capacity to manage one's personal and professional life efficiently is strongly correlated with emotional intelligence (EI). The way that EI affects employees' views of GWLB is not well understood, yet. By examining how Emotional Intelligence influences employees' perceptions of Green Work-Life Balance, this study aims to address this research gap.

Emotional intelligence (EI) is widely acknowledged as a useful tool in the workplace, but more is needed about how it influences attitudes and actions towards GWL. The issue

is twofold: first, there is a need to determine how much EI adds to an individual's capacity to accomplish GWL; second, it is critical to investigate how this impacts organisational sustainability and performance (Deshpande & Srivastava, 2023) ^[3]. To fully understand the complex interplay between emotional competencies, sustainable practices, and employee well-being, research on the influence of emotional intelligence on employee perspectives towards green work-life balance is crucial. This study aims to make a significant contribution to the field by examining the relationship between emotional intelligence and green work-life balance. It will also provide useful insights for companies looking to improve worker happiness and environmental sustainability.

Objective of the Study

- To explore the relationship between emotional intelligence and green work-life balance.
- Contribute to the literature on how Emotional Intelligence affects employee perceptions of Green Work-Life Balance.

Literature Review

Emotional intelligence (EI) in the modern workplace

Emotional intelligence (EI) is also known as emotional quotient (EQ), and due to its significant impact on a wide range of aspects of the working world, EQ has gained a lot of traction in today's workplace. As companies navigate complex and rapidly changing corporate environments, effective emotion management has become increasingly crucial. Emotional intelligence is becoming more and more important in successful businesses since it goes beyond IQ and technical skills (R, 2023). Understanding, managing, and using one's own emotions as well as those of others are all made easier for leaders and employees with emotional intelligence (EI). In doing so, people are more equipped to resolve conflicts, overcome difficulties at work, and foster a more harmonious and cooperative workplace.

People who possess a high emotional intelligence (EI) are more likely to be happy, efficient, and engaged at work, which improves organisational outcomes such as profitability, reduced turnover, and performance (Baker, 2023) ^[2]. Emotional intelligence's significant influence on interpersonal connections and team dynamics is what makes it so important in the workplace. People with high EI are more adept at navigating the complexity of society, which facilitates more productive cooperation and communication. They can resolve conflicts and create a favourable team environment, both of which are essential for accomplishing group objectives (Flaxington, 2021) ^[5].

Green Work-Life Balance (GWL)

A new paradigm that expands on the classic idea of work-life balance to include environmental sustainability is called "Green Work-Life Balance" (GWL). This all-encompassing strategy acknowledges the connections between worker well-being and organisational sustainability as well as the benefits that may be derived from encouraging a work-life balance for both people and the larger ecological system.

Green Work-Life efforts frequently place a high priority on effective procedures, less waste, and enhanced resource management. These outcomes can result in more simplified workflows and less stress for workers at work. People's

stress levels drop when they have the resources and assistance they need to function well, which improves general well-being. Additionally, GWLB promotes remote work alternatives, flexible work schedules, and eco-friendly commute choices, allowing employees to experience enhanced mental and emotional health as well as a better work-life balance (*Sustainability at Work: A Path to Employee Well-being*, n.d.). In organisations, workers have dual responsibilities as producers and consumers. Green Work-Life Balance (GWLB) recognises this and emphasises the significance of coordinating work practices with environmental stewardship. This idea emphasises the value of incorporating sustainable activities into regular workdays to cultivate an environmentally responsible and conscientious work culture among staff members (Muster & Schrader, 2011) ^[7]. GWL procedures aim to improve the company's social responsibility profile in addition to minimising its environmental effect from an organisational standpoint. Improved environmental performance, heightened corporate social responsibility, and more employee engagement are all possible outcomes of sustainable work practices. Workers who work for companies that embrace sustainable practices frequently have higher levels of engagement in their positions and believe that their work is contributing to a greater good, which may improve their general well-being and job satisfaction (Dhandayudam & Raajarajeswari, 2024) ^[4].

Employee Perception towards Green Work Life Balance (GWLB)

A crucial component of contemporary corporate culture is how employees see green work-life balance (GWL), which incorporates environmental sustainability into the conventional framework for work-life balance. Employees respect and expect their businesses to embrace sustainable living habits both within and outside the office as they grow more environmentally conscious. When it comes to understanding GWL, employees need to be aware of how their company supports sustainable practices that are consistent with their own beliefs. This involves undertaking energy-efficient workplace rules, supporting environmentally friendly transportation alternatives, and incentivizing actions that help to preserve the environment. Employee opinion of GWL is influenced by how much they think their company is devoted to these sustainable practices (Manoj *et al.* 2022) ^[6].

Employee engagement has been demonstrated to be positively impacted by the application of Green Human Resource Management (GHRM) principles, which are key to GWL. Employee work satisfaction and motivation are frequently better when they believe their company practices environmental responsibility. This is true because GWL techniques enhance attention and productivity at work while simultaneously promoting global sustainability and personal fulfilment (AlKetbi & Rice, 2024) ^[1]. To create a long-lasting and supportive work environment, organisations must take into consideration employee opinions of GWL. Organisations may create and execute GWL processes that support employee values and enhance the company's overall sustainability by considering these perspectives.

Research Methodology

The study explores the relationship between emotional intelligence and employees' perceptions of green work-life

balance, while also examining the implications of this relationship for organisational sustainability and employee well-being. It particularly focuses on understanding how emotional intelligence shapes employees' perceptions and engagement with green work-life balance practices.

The study draws on peer-reviewed academic publications, industry reports, and empirical studies addressing various dimensions of Green Work-Life Balance (GWL), Emotional Intelligence (EI), and their interrelationships. To guarantee legitimacy and applicability, the data will be gathered from reliable publications and databases. The data inclusion criteria include studies that specifically address emotional intelligence (EI) and how it affects work-life harmony, as well as studies that examine the outcomes of GWL activities and literature that investigates how environmental sustainability and emotional intelligence interact in corporate environments.

Findings and Discussion

The findings reveal important insights into the complex interaction between employee views of green work-life balance (GWLB) and emotional intelligence (EI). The results show that green work-life balance (GWL) and emotional intelligence (EI) interact in a sophisticated way. Employee perception and engagement with GWLB activities inside their organisations are significantly influenced by Emotional Intelligence (EI). The examination of the literature indicates that, especially when it comes to work-life balance, emotional intelligence is crucial in influencing employee attitudes and behaviours towards sustainable organisational practices. A more favourable impression of GWLB and a stronger propensity to participate in environmentally conscious behaviours at work are seen in employees with higher emotional intelligence levels, which are defined by self-awareness, self-management, empathy, and relationship management.

The research suggests, employees who possess higher EI scores are more likely to recognise and appreciate the significance of GWL. They are more devoted to sustainable practices and often have a better understanding of how their actions affect the environment. Their views of GWL are often more positive than those of those with lower EI levels, which is indicative of their increased awareness and dedication. Additionally, the study emphasises how green training, a significant HRD practice, encourages employees to operate sustainably, with EI acting as a moderating component in this process (Deshpande & Srivastava, 2023) ^[3]. Workers with emotional intelligence are better able to comprehend and control their own emotions as well as those of their superiors and coworkers. A stronger feeling of empathy, teamwork, and shared accountability for environmental sustainability and work-life balance are all facilitated by this emotional competency. Workers who score well on emotional intelligence are better able to manage the difficulties of juggling work and personal obligations while acting in a way that supports environmentally friendly company policies.

In addition, the research emphasises how emotional intelligence contributes to increased organisational commitment, job satisfaction, and employee engagement—all of which are critical for the effective execution of green work-life balance programmes. Employee motivation, productivity, and organisational citizenship behaviours are more likely to be greater when they believe their

organisation promotes work-life balance and environmental sustainability. Reaching sustainability objectives depends on the integration of GWL and EI into an organization's culture. Workers in companies that actively foster emotional intelligence (EI) as a component of their culture are often better at controlling their own emotions as well as those of others, which results in a more favourable opinion of GWL activities. These workers frequently exhibit greater creativity in coming up with novel methods to sustainably combine their home and professional lives.

The discussion surrounding these results highlights how EI may be used as a tool to improve GWL attitudes. Employers who support their workers' EI growth may discover that these people are not only more adept at juggling work and personal obligations but also more open to using GWL techniques. This might lead to a more balanced approach to incorporating sustainability into work-life balance, which would benefit both the organisation and the individual. The discussion also emphasises how crucial emotional intelligence is for leaders since these individuals are better able to motivate and steer their groups towards a common goal of environmental stewardship and work-life balance. Organisations may develop a workforce that is more engaged, resilient, and sustainable by cultivating an emotional intelligence culture, which will ultimately lead to great organisational results.

Conclusion

This study has highlighted the importance of the connection between organisational sustainability and employee well-being by revealing the tremendous influence that emotional intelligence has on employee attitudes about green work-life balance (GWL). The results of this study add to the expanding literature of information about the relationship between work-life balance, sustainable practices, and emotional intelligence in the workplace. The review of the research to date has shown that employee attitudes and behaviours towards green work-life balance are significantly influenced by emotional intelligence. A more favourable perspective of GWLB and a higher likelihood of engaging in environmentally conscious behaviours inside the organisation are associated with employees who possess better levels of emotional competencies, such as self-awareness, self-management, empathy, and relationship management.

Organisations may create a work climate where employee well-being and environmental sustainability are given priority by cultivating emotional intelligence. Employees with emotional intelligence are more adept at navigating the demands of juggling work and personal obligations while acting in a way that supports environmentally friendly company policies. Increased organisational commitment, work satisfaction, and employee involvement follow, all of which are essential for the effective execution of GWLB programmes. This study adds to the body of knowledge on sustainable organisational practices by emphasising the critical part that Emotional Intelligence (EI) plays in improving employee attitudes towards GWL. It provides a basis for further study and real-world implementations in the development of environmentally conscious and emotionally aware workplaces.

Future Research Directions

The results of this study provide various directions for further study in this emerging discipline. The need for a better comprehension of the interactions between work-life

balance, environmental efforts, and emotional competencies is becoming more and more important as organisations struggle to promote employee well-being and develop sustainable practices. Future studies should focus further on the subtleties of how perceptions and actions related to green work-life balance (GWL) in diverse organisational contexts are influenced by emotional intelligence (EI).

This study focused to measure the impact of EI on GWL perceptions quantitatively, future research could also collect primary data through surveys, interviews, and psychometric assessments. Additionally, studies could look at the effectiveness of various EI training programmes in improving GWL perceptions, assessing which components of the training are most useful and how they translate into long-term work-life balance behaviours. Future studies might examine how digital tools and platforms can help employees enhance their emotional intelligence (EI) and encourage them to practise GWL in light of the growing prevalence of technology in the workplace.

Scholars and practitioners may obtain a more thorough grasp of the intricate interactions among emotional intelligence, sustainable organisational practices, and employee well-being by extending the study in these ways. By fostering a healthy, ecologically aware, and emotionally intelligent workforce, these insights can help build more successful strategies and interventions that will eventually strengthen the long-term viability and resilience of organisations.

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