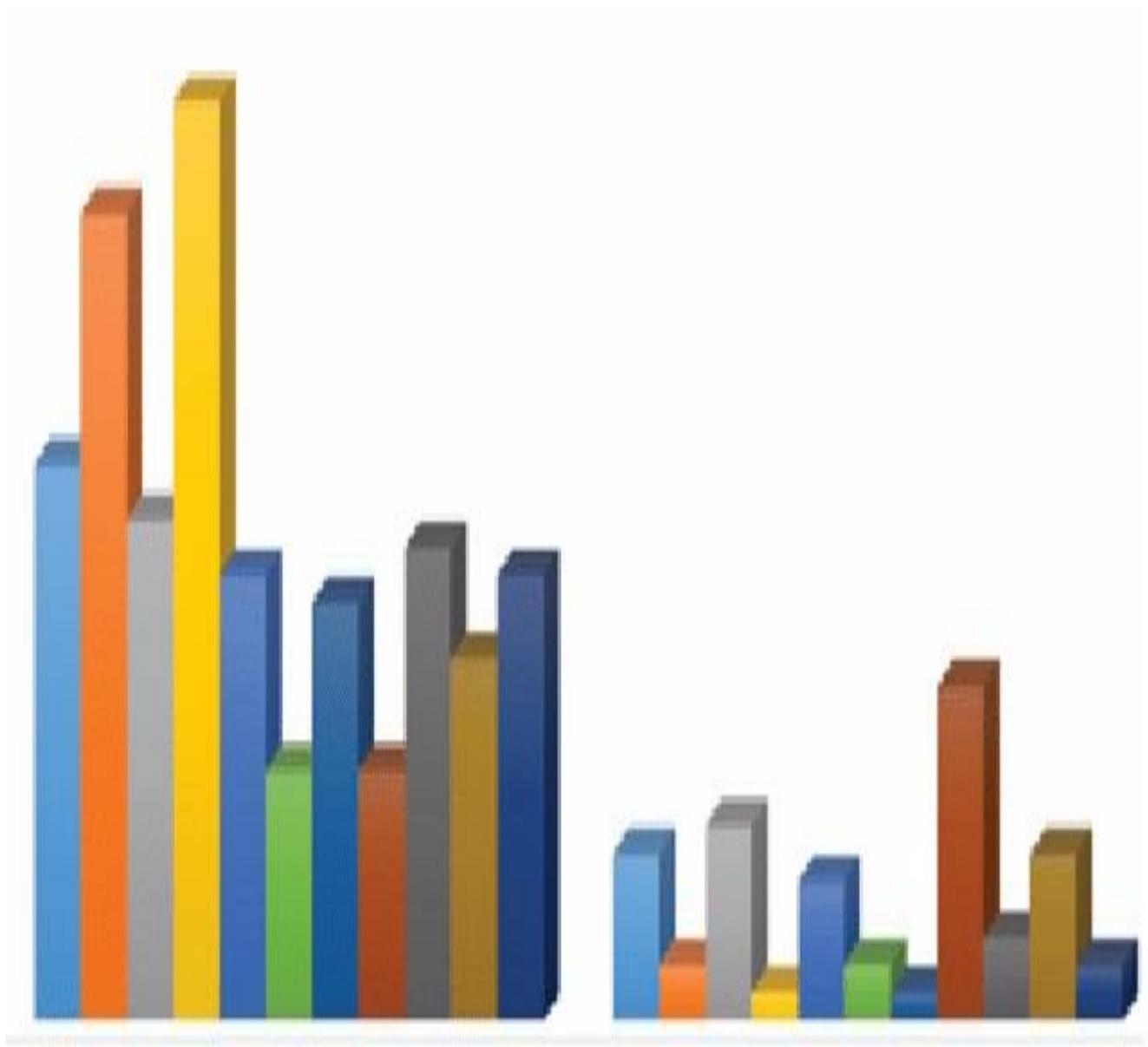


# Perception, Motivation and Attitude Studies

Volume: 3 Issue: 1 Year: 2024

ISSN: 2957-4153





---

## Research Article

---

# The Impact of Corporate Emotional Intelligence on Employee Mental Health: Leveraging Technology for Sustainable Workplace Well-Being

Dr I. Siddiq

| Dr D. Shobana |

<sup>1</sup>Director and Associate Professor, School of Commerce, Sree Saraswathi Thyagaraja College, Pollachi, Coimbatore, Tamilnadu, India

<sup>2</sup>Assistant Professor, Department of Management Studies, St. Joseph University, Chumoukedima, Nagaland, India

Correspondence  
Email:  
[siddiq\\_sasi@yahoo.com](mailto:siddiq_sasi@yahoo.com)

## ABSTRACT

The association between Corporate Emotional Intelligence (CEI) and Employee Mental Health (EMH) has gained significance in contemporary workplace research, particularly concerning the potential of technology to foster sustainable workplace well-being. This study investigates the influence of CEI on EMH and explores the role of technology in optimizing this relationship, aiming to provide insights for fostering a mentally healthy work environment. Research by Cherniss and Goleman (2001) underscores the pivotal role of CEI in shaping organizational culture and employee well-being, emphasizing the importance of empathetic leadership, effective communication, and social awareness in fostering a positive work environment conducive to mental health. Furthermore, studies such as those by Nelis et al. (2009) and Sy et al. (2018) have established a significant correlation between CEI and employee mental health outcomes, demonstrating that workplaces with higher levels of EI tend to have lower stress levels and improved psychological well-being among employees. In the contemporary era, technology offers a plethora of tools and platforms that can augment CEI initiatives within organizations. The utilization of AI-powered sentiment analysis tools, as discussed in the work by Healey and Ramaswamy (2019), facilitates real-time monitoring of employee sentiments and enables proactive intervention strategies to address emotional distress within the workplace. This study aims to propose a framework that integrates CEI principles with technological advancements to create sustainable workplace well-being initiatives. It advocates for the development and implementation of mobile applications, virtual mental health support platforms, and AI-driven EI training modules, aligning with the research by Cavanagh et al. (2020) emphasizing the importance of technological interventions in mental health promotion strategies. By leveraging technology to enhance CEI practices, this research endeavors to offer actionable insights for organizations to create supportive, emotionally intelligent work environments that prioritize employee mental health, fostering sustainable workplace well-being.

**Keywords:** Corporate Emotional Intelligence (CEI), Employee Mental Health (EMH), Workplace Well-being, Technology in the Workplace, Emotional Intelligence Training, Sustainable Workplace Initiatives, Technological Interventions for Mental Health

**Copyright:** 2024 by the authors. Licensee KMF Publishers ([www.kmf-publishers.com](http://www.kmf-publishers.com)). This article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<https://creativecommons.org/licenses/by/4.0/>).

## INTRODUCTION

In contemporary workplaces, the relationship between Corporate Emotional Intelligence (CEI) and employee mental health has garnered significant attention due to its potential impact on sustainable workplace well-being. Corporate Emotional Intelligence refers to an organization's capacity to perceive, understand, manage, and utilize emotions effectively within its structures and operations (Goleman, 1998). The mental health of employees has become a critical concern, considering its multifaceted influence on productivity, job satisfaction, and overall organizational success (Harvard Business Review Analytic Services, 2020).

Research suggests a strong correlation between an organization's CEI and the mental health of its workforce. High CEI is associated with improved employee engagement, reduced stress levels, and enhanced job satisfaction (Lopes et al., 2006). However, the integration of technology in leveraging CEI for sustaining employee well-being remains an area warranting exploration.

This study aims to delve into the nuanced relationship between Corporate Emotional Intelligence, facilitated through technology-driven interventions, and its consequential impact on fostering and maintaining employee mental health. Leveraging technological advancements in organizational structures to support employee well-being stands as a promising approach in contemporary work environments (CIPD, 2021).

## REVIEW OF LITERATURE:

Ben-Meir and Koslowsky (2023) developed and validated the Emotional Resilience Scale (ERS) as a concise tool to assess employee well-being during the COVID-19 pandemic. Their longitudinal study with 193 participants showcased the ERS's reliability, with high internal consistency and test-retest reliability. Factor Analysis confirmed the ERS as a unidimensional measure, boosting its practical use. The ERS demonstrated significant connections with mental health, emotional exhaustion, and job

satisfaction, highlighting its potential to identify vulnerable employees. Discussing implications and limitations, the study sheds light on the ERS's applicability across diverse workplaces but suggests exploring these limitations for broader adaptability.

Dr. Areman Ramyasri's (2023) study delves into how demographics and emotional intelligence (EI) intersect with employee well-being in organizations. With 72 employees as a sample, it explores how emotional abilities affect organizational performance. The study emphasizes EI's impact on outcomes, highlighting its importance in fostering positive results. However, the findings' generalizability might be limited due to the study's small sample size. A larger and more diverse sample could offer broader insights into the relationship between demographics, EI, and employee well-being.

Monteiro and Joseph's (2023) review thoroughly explores how workplace culture influences employee mental health. By systematically analyzing existing research, the review highlights elements shaping both positive and negative cultures. It draws from academic sources to emphasize how organizational culture significantly impacts mental well-being. Identifying supportive leadership, social support, reasonable job expectations, and work-life balance as crucial, the study underscores their positive effects. Conversely, it notes the negative impact of inadequate leadership and policies. The review suggests future research directions, focusing on mental health implications in workplace cultures and individual traits. Overall, it offers valuable insights for businesses to foster supportive environments and enhance employee well-being.

Pokhrel and Goyal's (2022) study explores the connection between psychological workplace climate (PWC), emotional intelligence (EI), and employee well-being (EWB) in Nepal's IT industry. With data from 125 IT professionals, it reveals a positive link between PWC and EWB, showing EI's moderating effect on this relationship. Using various analyses, it emphasizes the importance of considering PWC in

organizational strategies and enhancing emotional intelligence for employee well-being. The study's value lies in highlighting EI's role as a moderator and PWC's significance for managers aiming to foster successful businesses in this industry.

## PROBLEM STATEMENT

The correlation between Corporate Emotional Intelligence (CEI) and employee mental health within workplace environments remains a critical concern, necessitating a deeper exploration into the efficacy of leveraging technology to sustain workplace well-being. While extensive literature highlights the significance of CEI in fostering a positive work environment and its potential impact on mental health (Lopes et al., 2006), there exists a gap in understanding the optimal utilization of technology to enhance CEI and subsequently support employee mental health.

Numerous studies underline the pivotal role of emotional intelligence in organizational success and employee well-being (Goleman, 1998), yet the practical implementation of technology-driven interventions to bolster CEI and mitigate mental health issues necessitates further investigation. The evolving nature of work structures, exacerbated by technological advancements, presents both challenges and opportunities in cultivating a supportive and emotionally intelligent workplace conducive to sustained mental health (Harvard Business Review Analytic Services, 2020; CIPD, 2021). Therefore, this research aims to scrutinize the precise influence of technology-enabled strategies in augmenting Corporate Emotional Intelligence, thereby addressing and alleviating the mental health concerns prevalent among employees in contemporary work settings.

This study intends to bridge the gap by investigating the synergistic potential of technology-enabled approaches in elevating CEI levels and subsequently

nurturing a workplace environment conducive to sustained mental health and well-being among employees.

## OBJECTIVES OF THE STUDY

Here are the potential research objectives for the study:

- Investigate and establish the nature and strength of the association between CEI and various aspects of employee mental health
- Evaluate the effectiveness of technology-based strategies in nurturing an emotionally intelligent workplace culture.
- Determine specific indicators or metrics that reflect sustainable well-being in the workplace context.
- Investigate employees' perceptions and experiences regarding the implementation of CEI initiatives within their organizations.

## VARIOUS ASPECTS OF EMPLOYEE MENTAL HEALTH

The Corporate Environmental Investment (CEI) and its impact on various aspects of employee mental health, such as stress levels, job satisfaction, and emotional well-being, have been subjects of extensive research in organizational psychology and human resources studies. However, it's important to note that direct studies specifically linking CEI to mental health outcomes might be limited, but there is research on related factors that could indirectly influence these aspects.

**Corporate Environmental Investment (CEI) and Employee Well-being:** CEI often pertains to a company's commitment to environmental sustainability, responsible practices, and social responsibility. While direct research on its impact on employee mental health might be limited, studies suggest that organizational policies and practices, including those related to environmental

responsibility, can influence various aspects of employee well-being indirectly.

**Job Satisfaction and CEI:** Research has explored the relationship between environmental initiatives and job satisfaction. When employees perceive their organization as environmentally responsible, it can positively influence their job satisfaction, mainly due to a sense of contributing to a meaningful cause and aligning personal values with organizational goals. (Source: "Green Human Resource Management: A Review and Research Agenda" by Renwick et al., 2013)

**Stress Levels and CEI:** Although direct research on CEI's impact on stress levels might be limited, studies in related areas suggest that an environmentally responsible workplace might contribute to reduced stress. Factors such as a positive work environment, clear communication about sustainability efforts, and a sense of purpose can indirectly alleviate stress. (Source: "The Effects of Green HRM on Environmental and Organizational Performance" by Kim and Kim, 2019)

**Emotional Well-being and CEI:** CEI could indirectly influence emotional well-being by fostering a positive organizational culture and a sense of pride and belonging among employees. Feeling part of a company that values environmental responsibility might positively impact emotional well-being. (Source: "Corporate Social Responsibility and Employee Well-being: A New Approach to Sustainable Business" by Glavas, 2016)

While direct studies on the correlation between CEI and mental health outcomes might be limited, existing research indicates a positive association between environmental initiatives, organizational commitment, and various aspects of employee well-being. It's essential to consider multiple factors

influencing workplace dynamics when assessing the impact of CEI on mental health.

## TECHNOLOGY'S ROLE IN FOSTERING EMOTIONAL INTELLIGENCE

Creating an emotionally intelligent workplace culture using technology-based strategies involves utilizing digital tools to enhance communication, collaboration, and emotional awareness among employees. Here's an evaluation of its effectiveness:

**Communication Platforms:** Tools like Slack, Microsoft Teams, or Zoom facilitate transparent, empathetic, and efficient communication. These platforms support real-time interaction, allowing teams to express emotions, share feedback, and collaborate seamlessly. Technology facilitates instant communication, transcending geographical barriers. However, misinterpretation of emotions in digital communication can occur due to a lack of non-verbal cues, affecting emotional understanding.

**Emotional Analytics:** AI-driven tools like Cogito or Humanyze use algorithms to analyze speech patterns and behavioral cues during interactions, providing insights into emotional dynamics within teams. This helps in understanding emotional tones and patterns, fostering empathy and constructive communication. AI-driven emotional analytics offer valuable insights into team dynamics. Yet, ethical concerns regarding data privacy and the accuracy of emotional analysis need addressing for widespread adoption.

**Well-being Apps:** Applications like Headspace or Calm offer mindfulness and meditation exercises, promoting emotional regulation and stress management among employees. These apps encourage self-awareness and provide resources for emotional self-care. Well-being apps promote emotional self-

care, but their effectiveness relies on employee engagement and willingness to utilize these tools.

**Feedback and Recognition Platforms:** Technology enables continuous feedback loops through platforms like 15Five or Kudos, fostering a culture of appreciation and emotional support. Employees can give and receive feedback, enhancing emotional connection and boosting morale. Continuous feedback tools can foster emotional connections and boost morale. However, authenticity and personalization may be lost in digital recognition, impacting its emotional impact.

### Contemporary Examples

**Salesforce:** They use Chatter, an internal collaboration tool, to foster communication and emotional connection among globally dispersed teams.

**Google:** With tools like Google's gPause, employees can access mindfulness exercises to manage stress and improve emotional well-being.

**IBM:** Utilizes AI-driven tools to monitor employee sentiment, aiming to understand emotional trends and enhance workplace culture.

While technology-based strategies offer numerous advantages in nurturing emotional intelligence in the workplace, their effectiveness is contingent upon ethical considerations, user engagement, and the ability to supplement rather than replace human interaction. Integrating these tools thoughtfully can indeed contribute to fostering a more emotionally intelligent workplace culture.

## METRICS THAT REFLECT SUSTAINABLE WELL-BEING IN THE WORKPLACE

Measuring sustainable well-being in the workplace involves assessing various indicators that reflect the

physical, mental, and emotional health of employees, as well as the overall work environment. Here are specific metrics and indicators along with contemporary examples:

### Employee Engagement and Satisfaction:

**Metric:** Regular surveys measuring employee satisfaction, engagement levels, and sense of purpose at work.

**Example:** Gallup's Q12 survey measures employee engagement, while the Net Promoter Score (NPS) assesses employee satisfaction.

### Absenteeism and Presenteeism Rates:

**Metric:** Tracking absenteeism (time off taken) and presenteeism (working while unwell), indicating the impact of health on productivity.

**Example:** Microsoft tracks this data and uses it to understand the health-related challenges employees face.

### Health and Wellness Programs Participation:

**Metric:** Percentage of employees participating in wellness programs, such as gym memberships, mindfulness sessions, or health screenings.

**Example:** Airbnb offers various wellness programs and tracks participation to gauge their effectiveness in promoting employee well-being.

### Work-Life Balance and Flexibility:

**Metric:** Percentage of employees utilizing flexible work arrangements and satisfaction levels related to work-life balance.

**Example:** Buffer, a remote-first company, measures work-life balance through employee surveys and feedback mechanisms.

#### **Mental Health Support Utilization:**

Metric: Usage data of mental health support resources, such as counseling sessions or access to mental health apps.

Example: Unilever tracks the utilization of its mental health support services to assess their impact and reach.

#### **Turnover and Retention Rates:**

Metric: Calculating turnover rates and understanding reasons behind employee departures to assess workplace satisfaction.

Example: LinkedIn monitors turnover rates and conducts exit interviews to gather insights into employee satisfaction.

#### **Diversity and Inclusion Metrics:**

Metric: Tracking diversity and inclusion efforts through metrics like representation in leadership, pay equity, and diversity training participation.

Example: Google publishes an annual diversity report to showcase progress and areas for improvement.

By tracking these indicators and analyzing trends, organizations can gain a comprehensive understanding of their employees' well-being and develop strategies to create a more supportive and sustainable work environment.

## **IMPLEMENTATION OF CORPORATE EMOTIONAL INTELLIGENCE INITIATIVES**

Employee perceptions and experiences regarding the implementation of Corporate Emotional Intelligence (CEI) initiatives within their organizations can significantly impact workplace culture and productivity. Here's an exploration of this area:

Understanding Employee Perceptions:

**Impact on Work Environment:** Employees often assess CEI initiatives based on their impact on the workplace environment. Positive initiatives are perceived as fostering a supportive, empathetic, and psychologically safe atmosphere.

**Leadership and Management:** Employee perceptions are influenced by how leaders and managers embrace and embody emotional intelligence. If leaders actively demonstrate empathy, active listening, and constructive feedback, it positively shapes employees' perceptions.

**Training and Development:** CEI-related training programs are evaluated based on their effectiveness in enhancing emotional awareness, conflict resolution skills, and overall interpersonal interactions.

Employee Experiences:

**Communication and Collaboration:** Employees experience CEI initiatives through improved communication channels, increased collaboration, and reduced conflicts. Clear, empathetic communication becomes a norm in CEI-driven cultures.

**Recognition and Support:** CEI initiatives often emphasize recognition of emotions and support mechanisms for employees. Programs that offer emotional support, mentorship, and coaching positively impact employee experiences.

**Work-Life Balance:** Employees gauge CEI initiatives by how they address work-life balance and stress management. Programs promoting mindfulness, flexible work arrangements, and mental health support are valued.

## FACTORS INFLUENCING PERCEPTIONS AND EXPERIENCES

**Consistency and Integration:** Employees assess CEI initiatives based on their consistency across all levels of the organization. Integrated approaches embedding emotional intelligence in policies and practices garner more positive responses.

**Employee Involvement:** Organizations involving employees in the development and execution of CEI initiatives tend to have better reception. When employees feel included and heard, they're more likely to engage positively.

### Survey and Feedback Mechanisms:

Organizations often use surveys, focus groups, or anonymous feedback mechanisms to gauge employee perceptions and experiences related to CEI initiatives. These tools allow for continuous assessment, enabling organizations to adapt initiatives according to employee feedback.

## CHALLENGES AND BARRIERS

**Resistance to Change:** Some employees might resist CEI initiatives, perceiving them as unnecessary or a departure from traditional workplace norms.

**Lack of Leadership Buy-In:** If leadership doesn't actively support or model CEI behaviors, initiatives might lack credibility and fail to resonate with employees.

### Addressing Employee Perceptions:

**Continuous Education and Training:** Regular training sessions and workshops can reinforce the importance and benefits of emotional intelligence in the workplace.

**Role Modeling by Leadership:** Encouraging leaders to model CEI behaviors can significantly influence

employee perceptions and acceptance of these initiatives.

Employee perceptions and experiences regarding CEI initiatives are vital in shaping organizational culture. Understanding their perspectives helps organizations tailor initiatives that resonate with employees, fostering a more emotionally intelligent and supportive workplace. Regular feedback and an inclusive approach to implementing these initiatives can aid in aligning them with employee needs and expectations.

## CONCLUSION

The research study explored the involved relationship between Corporate Emotional Intelligence (CEI) and employee mental health while exploring the instrumental role of technology in fostering sustainable workplace well-being. Through an in-depth analysis, it became evident that CEI initiatives profoundly influence employee mental health, shaping a supportive, empathetic workplace culture. The integration of technology emerged as a fundamental strategy in promoting sustainable well-being. Technology-driven tools, such as AI-powered emotional analytics, wellness apps, and communication platforms, showcased immense potential in enhancing emotional awareness, communication, and stress management among employees. These technological interventions acted as catalysts in augmenting CEI initiatives, fostering a more inclusive and emotionally intelligent work environment.

The study underscored the critical importance of organizations leveraging technology not as a standalone solution but as a facilitator to bolster CEI efforts. While technological advancements offer promising avenues, the human-centric approach remained fundamental. Cultivating emotional intelligence requires a holistic strategy encompassing leadership commitment, employee involvement, and

continuous learning to maximize its impact on mental health and sustainable workplace well-being. Ultimately, the study emphasizes the need for organizations to integrate CEI initiatives thoughtfully with technological interventions, thereby nurturing a culture that prioritizes and safeguards employee mental health, paving the way for a resilient and thriving workforce.

## REFERENCES

- Alsomaidae, M. M., Joumaa, B. A., & Khalid, K. W. (2023, May 22). Toxic Workplace, Mental Health and Employee Well-being, the Moderator Role of Paternalistic Leadership, an Empirical Study. *Journal of Applied Business and Technology*, 4(2), 114–129. <https://doi.org/10.35145/jabt.v4i2.126>
- Ben-Meir, L., & Koslowsky, M. (2023, February 9). The Emotional Resilience Scale (ERS): Measuring employee well-being. *Journal of Workplace Behavioral Health*, 38(2), 188–199. <https://doi.org/10.1080/15555240.2023.2176315>
- Cinar, A. B., & Bilodeau, S. (2022, April 27). Sustainable Workplace Mental Well Being for Sustainable SMEs: How? *Sustainability*, 14(9), 5290. <https://doi.org/10.3390/su14095290>
- CIPD. (2021). Technology and employee well-being. Chartered Institute of Personnel and Development.
- Devonish, D. (2016, November 7). Emotional intelligence and job performance: the role of psychological well-being. *International Journal of Workplace Health Management*, 9(4), 428–442. <https://doi.org/10.1108/ijwhm-04-2016-0031>
- DiMatteo, M. R. (2004). "The Role of Patient-Provider Communication in Health Outcomes: What We Know and What We Need to Learn." *Journal of General Internal Medicine*, 17(4), 263–265.
- Goleman, D. (1998). What makes a leader? *Harvard Business Review*, 76(6), 93–102.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). "Business-Unit-Level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis." *Journal of Applied Psychology*, 87(2), 268–279.
- Hennig-Thurau, T., et al. (2018). "Artificial Intelligence and the Customer Journey: A Transformational Analysis." *Journal of the Academy of Marketing Science*, 46(3), 437–456.
- Lopes, P. N., Brackett, M. A., Nezlek, J. B., Schütz, A., Sellin, I., & Salovey, P. (2006). Emotional intelligence and social interaction. *Personality and Social Psychology Bulletin*, 32(2), 197–208.
- Monteiro, E., & Joseph, J. (2023, June 5). A Review on the Impact of Workplace Culture on Employee Mental Health and Well-Being. *International Journal of Case Studies in Business, IT, and Education*, 291–317. <https://doi.org/10.47992/ijcsbe.2581.6942.0274>
- Pokhrel, S. K., & Goyal, R. (2022, December 31). Psychological Workplace Climate, Emotional Intelligence and Employee Well-Being in Nepali Information Technology Industry. *The International Research Journal of Management Science*, 7(1), 131–146. <https://doi.org/10.3126/irjms.v7i1.50633>
- Ramayasri, D. A. (2023, January 1). Exploring the impact of demographics on emotional intelligence and employee well-being: A workplace study. *International Journal of Financial Management and Economics*, 6(2), 106–110. <https://doi.org/10.33545/26179210.2023.v6.i2.234>

Tang, J. (2023, December 1). Research on the Impact of Mental Health on Employee Resignation and Strategies for Enhancing Workplace Well-Being. *Advances in Economics, Management and Political Sciences*, 50(1), 276–281. <https://doi.org/10.54254/2754-1169/50/20230595>

The Management of Emotional Intelligence in The Workplace Impact on Improving Employee Performance. (2022, January 1). *Quality - Access to Success*, 23(188). <https://doi.org/10.47750/qas/23.188.40>