



EMOTIONAL INTELLIGENCE THROUGH INDIAN KNOWLEDGE SYSTEMS: IMPLICATIONS FOR EMPLOYEE WELLBEING IN MODERN WORKPLACES

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ABSTRACT

This paper examines the relationship between Emotional Intelligence (EI) and Indian Knowledge Systems (IKS) and explores their relevance for improving employee wellbeing in modern workplaces. The objective of the study is to analyze how traditional Indian philosophical concepts can contribute to the development of emotional intelligence in organizational settings. The research adopts a conceptual and qualitative approach based on secondary data collected from classical Indian texts such as the Yoga Sutras of Patanjali and Ayurvedic literature, along with contemporary academic articles and organizational practices. The study compares key principles from Indian philosophy with modern dimensions of emotional intelligence, including self-awareness, self-regulation, motivation, empathy, and social skills. The analysis indicates that traditional concepts such as Atma Jnana (self-knowledge), Sanyam (emotional control), and Karuna (compassion) play an important role in enhancing psychological wellbeing, reducing workplace stress, and promoting harmonious interpersonal relationships among employees. Based on these insights, the paper proposes a conceptual framework referred to as the “Vedic Emotional Intelligence Model,” which integrates Indian philosophical principles with contemporary human resource management practices. The study highlights the potential application of these values in organizational training programs aimed at improving employee wellbeing and creating emotionally balanced workplaces.

Keywords: Emotional Intelligence, Indian Knowledge Systems, Employee Wellbeing, Yoga Philosophy, Vedic Emotional Intelligence Model, Human Resource Management.

INTRODUCTION

In today's dynamic and high-pressure work environment, emotional intelligence (EI) has become an essential competency for employees and leaders. Emotional intelligence refers to the ability to recognize, understand, and manage one's own emotions as well as those of others [5], which helps individuals maintain effective relationships and make balanced decisions. Scholars such as Peter Salovey and John D. Mayer first introduced the concept of emotional intelligence, which was later popularized in management studies by

Daniel Goleman by identifying key components such as self-awareness, self-regulation, motivation, empathy, and social skills. These competencies are increasingly recognized as important for improving employee wellbeing, reducing stress, and enhancing teamwork in organizations [1][7].

The Indian Knowledge System (IKS) represents a rich body of traditional knowledge found in classical texts such as the Yoga Sutras of Patanjali and Ayurvedic literature. These texts emphasize principles such as self-awareness, emotional balance, compassion, and ethical conduct, which



closely relate to the core dimensions of emotional intelligence. Concepts like Atma Jnana (self-knowledge), Sanyam (self-control), and Karuna (compassion) provide valuable insights into emotional regulation and harmonious social interactions. Although emotional intelligence has been widely studied in modern management research, most studies are based on Western theoretical models, with limited attention to the philosophical insights offered by Indian Knowledge Systems. This gap highlights the need to explore how traditional Indian wisdom can complement modern emotional intelligence frameworks and contribute to employee wellbeing in contemporary workplaces.

Therefore, the present study examines the relationship between emotional intelligence and Indian Knowledge Systems and explores their relevance in promoting employee wellbeing. The study aims to identify common conceptual foundations between EI and traditional Indian teachings and proposes a conceptual framework known as the Vedic Emotional Intelligence (VEI) model for application in human resource management practices.

OBJECTIVES

1. To explore the concept of Emotional Intelligence (EI) and its importance in enhancing employee wellbeing and organizational effectiveness in modern workplaces.
2. To examine the emotional and ethical insights rooted in Indian Knowledge Systems (IKS), particularly from texts like the Yoga Sutras, and Ayurveda.
3. To develop a culturally rooted “Vedic Emotional Intelligence (VEI)” model based on Indian philosophical wisdom that can be applied in HRM practices.
4. To suggest practical ways for integrating the VEI model into employee training, wellness, and leadership development programs in Indian organizations.

SCOPE OF THE STUDY

This study explores the concept of Emotional

Intelligence (EI) through the lens of Indian Knowledge Systems (IKS), focusing on integrating ancient wisdom with contemporary workplace practices. It examines traditional Indian philosophies such as Yoga and Ayurveda to understand emotional regulation and self-awareness. The study aims to relate these concepts to employee wellbeing, leadership development, and stress management in modern organizational contexts. It seeks to provide a culturally rooted yet universally applicable framework for enhancing emotional balance and interpersonal harmony in the workplace. The research is also intended to contribute to human resource practices by promoting holistic wellness strategies based on IKS.

LITERATURE REVIEW

The concept of emotional intelligence (EI) has been widely discussed in psychology and management research. Peter Salovey and John D. Mayer first defined emotional intelligence as the ability to perceive, understand, and regulate emotions in oneself and others [5]. Later, Daniel Goleman popularized the concept and identified key components such as self-awareness, self-regulation, motivation, empathy, and social skills. Research indicates that emotional intelligence contributes to better stress management, improved interpersonal relationships, and enhanced employee wellbeing in organizational settings [1] [7].

At the same time, traditional knowledge systems have long emphasized the importance of emotional balance and self-awareness. The Indian Knowledge System (IKS), reflected in classical texts such as the Yoga Sutras and Ayurvedic literature, highlights principles like self-control, compassion, and mental discipline. These ideas closely align with the core elements of emotional intelligence and provide holistic insights for personal and professional development [2][3].

Several recent studies have examined the role of emotional intelligence in improving employee wellbeing and workplace productivity [1][7]. Research suggests that emotionally intelligent employees demonstrate better stress management,



stronger interpersonal relationships, and higher job satisfaction. In organizational contexts, emotional intelligence has been linked with leadership effectiveness, team cohesion, and employee engagement. These findings indicate that emotional intelligence plays an important role in creating supportive and healthy workplace environments.

However, most studies on emotional intelligence are based primarily on Western theoretical frameworks, with limited attention to the philosophical insights offered by Indian Knowledge Systems. This creates a gap in understanding how traditional Indian wisdom can complement modern emotional intelligence theories and contribute to employee wellbeing in contemporary workplaces.

METHODOLOGY

This study adopts a conceptual and qualitative research design to explore the relationship between Emotional Intelligence (EI) and Indian Knowledge Systems (IKS) and their implications for employee wellbeing. The research is based on secondary data sources, including academic journals, books, research articles, and classical Indian texts such as the Yoga Sutras and Ayurvedic literature.

The study involves a thematic and comparative analysis of key concepts related to emotional intelligence and traditional Indian philosophical teachings. The principles of emotional intelligence identified by scholars such as Daniel Goleman are compared with concepts found in Indian philosophical traditions, including ideas related to self-awareness, emotional regulation, compassion, and ethical behaviour.

The analysis focuses on identifying conceptual similarities between modern emotional intelligence frameworks and traditional Indian teachings. Based on this analysis, the study proposes a conceptual framework referred to as the Vedic Emotional Intelligence (VEI) model, which integrates traditional Indian wisdom with contemporary human resource management practices to support employee wellbeing in modern workplaces.

LIMITATIONS

1. The study depends on the accuracy and reliability of previously published sources.
2. Secondary data may be outdated or not aligned with current workplace contexts.
3. Lack of control over how original data was collected and interpreted.
4. Limited scope to address specific research questions in depth.
5. Potential bias in original sources may influence the study's conclusions.

EMOTIONAL INTELLIGENCE IN MODERN HUMAN RESOURCE MANAGEMENT

Emotional Intelligence (EI) has emerged as a vital component in contemporary Human Resource Management (HRM), influencing employee engagement, leadership effectiveness, and workplace wellbeing [1][7]. Among the most widely accepted models of EI is the framework proposed by Daniel Goleman (1995), which outlines five core components:

1. **Self-Awareness:** The ability to recognize and understand one's own emotions, drives, and their impact on others. It forms the foundation for effective emotional functioning.
2. **Self-Regulation:** The capacity to manage or redirect disruptive emotions and impulses, and to adapt to changing circumstances with composure and flexibility.
3. **Motivation:** A drive to achieve for the sake of achievement, characterized by passion, commitment, and an internal desire to meet goals rather than relying solely on external rewards.
4. **Empathy:** The ability to understand the emotional makeup of other people, and to treat them according to their emotional responses. Empathy is particularly crucial in team dynamics and leadership.
5. **Social Skills:** Proficiency in managing relationships, building rapport, and inspiring others. This includes effective communication, conflict management, and influence.



INDIAN KNOWLEDGE SYSTEM AND EMOTIONAL WISDOM

The Indian Knowledge System (IKS) is a vast reservoir of philosophical, ethical, and psychological insights developed over thousands of years. Rooted in scriptures such as the Yoga Sutras of Patanjali, Upanishads, and Ayurveda, IKS offers a deeply reflective and holistic understanding of human emotions, thought processes, and interpersonal behavior. These traditional texts do not merely present spiritual ideals but offer practical guidance for managing emotions, cultivating inner stability, and building harmonious relationships principles that are highly relevant in the context of emotional intelligence [2][3].

- 1. Yoga Sutras of Patanjali:** Patanjali's Yoga Sutras provide a psychological framework for emotional discipline through the eightfold path of Ashtanga Yoga. The foundational steps Yama (ethical restraints) and Niyama (personal observances) establish emotional and behavioral discipline. Practices like Dhyana (meditation) and Pranayama (breath control) help in managing emotional disturbances, cultivating mental clarity, and developing empathy and concentration—traits associated with emotional intelligence.
- 2. Ayurveda:** The Ayurveda system recognizes a close connection between emotional states and physical health. It describes how imbalances in the three doshas—Vata, Pitta, and Kapha—affect not only physical but also emotional well-being. Ayurveda promotes holistic healing through diet, lifestyle practices, and herbs, offering preventive and therapeutic strategies for emotional balance. Emotions such as anger, fear, and sadness are seen as factors that can disturb mental harmony and are addressed through individualized wellness practices.
- 3. Vedanta and Upanishadic Thought:** Vedantic philosophy emphasizes Atma Bodha (self-realization) and detachment from transient emotions. The idea of witnessing the self as separate from the mind and senses allows for greater emotional detachment, helping individuals respond to situations with clarity

rather than reaction. The Upanishads emphasize the cultivation of Ananda (inner bliss) through knowledge and introspection, which parallels the concept of emotional maturity and contentment in modern EI models.

EMPLOYEE WELLBEING

Employee wellbeing refers to the overall quality of an employee's experience at the workplace, encompassing not only physical health but also emotional, psychological, social, and even spiritual dimensions. In recent years, organizations have increasingly recognized that employee wellbeing is not just a matter of individual health but a strategic component of productivity, engagement, and organizational success. Traditionally, employee wellbeing focused on physical safety and health benefits. However, with the rise of knowledge-based and emotionally demanding work environments, the scope of wellbeing has expanded. Modern wellbeing frameworks now include factors such as emotional resilience, work-life balance, stress management, meaningful engagement, job satisfaction, and positive relationships with colleagues and supervisors.

Employee wellbeing is influenced by various internal and external factors, including workload, leadership style, organizational culture, interpersonal relationships, and personal life challenges. When wellbeing is prioritized, employees are more likely to demonstrate higher motivation, lower absenteeism, greater job satisfaction, and improved performance [1][7]. In the Indian context, wellbeing also has spiritual and cultural underpinnings. Practices such as yoga, mindfulness, ethical conduct, and value-driven work contribute significantly to a sense of holistic wellbeing. Therefore, integrating traditional Indian wisdom with modern HR practices provides a rich and balanced approach to employee wellness.

RELATIONSHIP BETWEEN EMOTIONAL INTELLIGENCE AND EMPLOYEE WELLBEING

Emotional intelligence is an important psychological resource that enables individuals to understand and regulate their emotions effectively.



According to Mayer and Salovey, emotional intelligence involves the ability to perceive, understand, and manage emotions in oneself and others [5]. Employees with higher emotional intelligence are generally better equipped to handle workplace stress, maintain positive interpersonal relationships, and respond constructively to challenges. As a result, emotional intelligence contributes significantly to employee wellbeing by promoting emotional stability, resilience, and effective communication in organizational settings.

IMPLICATIONS FOR EMPLOYEE WELLBEING

Emotional wellbeing is a critical component of employee performance, engagement, and overall job satisfaction. The integration of Indian Knowledge System principles through the Vedic Emotional Intelligence (VEI) model offers meaningful strategies to enhance mental, emotional, and social aspects of employee wellbeing. The following points outline the practical ways in which each element of the VEI model contributes to workplace wellness.

VEDIC EMOTIONAL INTELLIGENCE (VEI) MODEL

The Vedic Emotional Intelligence (VEI) Model is a framework that draws from India's traditional knowledge systems to build emotional awareness and resilience in a culturally rooted manner. It integrates ancient Indian values and psychological insights to support emotional wellbeing in individuals, especially within workplace environments. The VEI Model consists of five core components:

1. **Atma Jnana (Self-Awareness):** This refers to the knowledge of the true self, beyond one's ego, emotions, and external identity. In Indian philosophy, particularly in Vedanta and the Upanishads, Atma Jnana is the foundation of all personal growth. In the workplace, this component encourages employees to reflect on their emotional triggers, personal values, and behavioral patterns. Enhanced self-awareness supports better emotional regulation and interpersonal understanding.

2. **Sanyam (Self-Regulation):** Derived from Patanjali's Yoga Sutras, Sanyam means discipline, restraint, and control over the mind and senses. It includes practices such as Pranayama (breath control) and Dhyana (meditation), which help in managing emotional impulses. In a professional setting, Sanyam equips individuals to respond to challenging situations calmly, avoid emotional outbursts, and maintain professional behavior under pressure.

3. **Swadharma (Intrinsic Motivation and Purpose):** Swadharma is the idea of performing one's rightful duty with sincerity, as taught in the Bhagavad Gita. It promotes self-motivation that is based on inner purpose rather than external rewards. In HRM, this translates into employees feeling a sense of personal meaning in their roles, leading to higher levels of commitment, perseverance, and satisfaction.

4. **Karuna (Empathy and Compassion):** Karuna, often highlighted in Buddhist and Vedic literature, is the ability to feel and respond to the suffering or emotions of others with kindness and care. This component nurtures empathy in the workplace, improves team relationships, and enhances emotional understanding between peers, subordinates, and leaders. Compassionate individuals are more likely to contribute to positive work culture and inclusive decision-making.

5. **Samatvam (Emotional Balance):** Rooted in the teachings of the Bhagavad Gita, Samatvam is the state of equanimity or even-mindedness. It refers to remaining calm and balanced in both success and failure, praise and criticism. This element helps employees remain composed in high-pressure environments, take feedback constructively, and recover quickly from setbacks, fostering emotional resilience.

The VEI Model serves as a culturally relevant and practically applicable tool for modern HR professionals. It not only enhances emotional intelligence but also aligns professional behavior with ethical and spiritual values rooted in Indian tradition. Implementing this model in training



programs, leadership development, and wellness initiatives can contribute to a more emotionally intelligent, resilient, and value-driven workforce.

FINDINGS

1. Indian Knowledge Systems such as the Yoga Sutras and Ayurveda offer deep insights into emotional regulation, ethical behavior, and mental balance.
2. The proposed Vedic Emotional Intelligence (VEI) model—comprising Atma Jnana, Sanyam, Swadharma, Karuna, and Samatvam—closely aligns with modern emotional intelligence components.
3. Each element of the VEI model directly contributes to improving aspects of employee wellbeing, including mental health, emotional resilience, interpersonal relationships, and leadership effectiveness.
4. Some studies indicate that organizations that incorporate culturally rooted wellbeing practices such as yoga, meditation, and value-based leadership training may experience improvements in team cohesion, stress reduction, and employee engagement [4][6].
5. Unlike Western models, the IKS-based approach provides a more holistic understanding of emotional wellbeing by including ethical, spiritual, and personal growth dimensions.

SUGGESTIONS

1. Organizations may integrate the principles of the Vedic Emotional Intelligence (VEI) model, such as Atma Jnana and Sanyam, into employee training programs to develop self-awareness and emotional regulation.
2. Since the findings highlight the benefits of Indian wellbeing practices, organizations can introduce activities such as yoga, meditation, and mindfulness sessions to reduce stress and improve mental health.
3. Employees may be encouraged to practice self-reflection activities such as journaling and

value-based goal setting to strengthen self-awareness and personal development.

4. HR policies can promote workplace values such as compassion, empathy, and mutual respect, which reflect the VEI concepts of Karuna and Samatvam.
5. Organizations may organize workshops or guest lectures by wellness practitioners and scholars to promote the practical application of Indian Knowledge Systems in workplace wellbeing programs.

CONCLUSION

Emotional intelligence has emerged as a vital element of employee wellbeing and organizational effectiveness in the modern workplace. While contemporary models have contributed significantly to the understanding of emotional competencies, the Indian Knowledge System offers a value-oriented and holistic perspective that can complement contemporary emotional intelligence frameworks. Through this study, it has been observed that ancient Indian texts such as the Yoga Sutras, and Ayurveda provide timeless insights into self-awareness, emotional regulation, compassion, and resilience. The proposed Vedic Emotional Intelligence (VEI) model—comprising Atma Jnana, Sanyam, Swadharma, Karuna, and Samatvam—presents a structured framework rooted in Indian tradition that complements and enhances existing emotional intelligence practices. Its integration into human resource management strategies has the potential to foster a more emotionally intelligent, ethically grounded, and mentally resilient workforce. By embracing the wisdom of IKS, organizations can create supportive, balanced, and culturally aligned work environments. This approach not only benefits individual employees but also strengthens organizational culture, productivity, and long-term sustainability. The study thus underscores the relevance of blending traditional Indian thought with modern HR practices to achieve holistic employee wellbeing.



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