

## LEVERAGING EMOTIONAL INTELLIGENCE IN HRM FOR ADVANCING CSR-DRIVEN INCLUSIVE DEVELOPMENT: A STRATEGIC FRAMEWORK FOR SUSTAINABLE ORGANIZATIONS

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### ABSTRACT

Modern businesses need to achieve economic success while demonstrating social responsibility and diversity inclusion. This research investigates the strategic implementation of Emotional Intelligence (EI) in Human Resource Management (HRM) practices to improve Corporate Social Responsibility (CSR) initiatives which focus on inclusive development. Employee attitudes and ethical decision-making processes depend on Emotional Intelligence which includes self-awareness and empathy as well as relationship management skills. Organizations create a culture that promotes socially responsible behavior and inclusive growth by implementing Emotional Intelligence into their Human Resource Management processes which include recruitment and training and performance appraisal and leadership development.

The research presents a strategic framework which connects EI competencies to HRM practices to enhance CSR results through effective social equality measures and stakeholder engagement activities. The research demonstrates how leaders and staff members who possess emotional intelligence create organizational practices that achieve sustainable and inclusive results. The study uses a conceptual framework which draws from established research to provide HR professionals and management executives with guidelines on how to connect their HR activities to their CSR objectives. The research demonstrates that organizations must implement emotional intelligence training for human resource management purposes to achieve sustainable development and equal growth.

**KEYWORDS:** *Emotional Intelligence, Human Resource Management, Corporate Social Responsibility, Sustainable Organizations, Ethical Leadership.*

## INTRODUCTION

In the modern business setting, organizations are kinda expected to chase economic growth while also balancing that out with social responsibility and, you know, long term sustainable development. Corporate Social Responsibility, CSR for short, has basically turned into one of those crucial strategies, so firms can steer ethical practice, social involvement and community building, all along the same track even when things get messy. Human Resource Management, HRM, is a big piece in actually turning CSR plans into real actions, because it shapes employee conduct, leadership habits and the broader workplace culture in a way you might not be able to just shrug off.

Emotional Intelligence, EI, tends to cover self-awareness, empathy, emotional regulation, and relationship handling. It supports both employees and leaders in making more responsible choices, broadly speaking. Plus it helps them form stable connections that last, not just for a moment. When emotional intelligence gets worked into HRM routines like recruitment, learning programs, performance review, and leadership development, CSR activities can become more effective, and the organization often feels more welcoming, in general. So in the end, this study kind of points out that EI-centered HRM practices matter strategically for improving CSR outcomes and backing sustainable organizational progress.

## OBJECTIVES OF THE STUDY

1. To examine the role of Emotional Intelligence in enhancing Human Resource Management practices for sustainable organizational development.
2. To analyse the contribution of Emotional Intelligence in improving CSR initiatives and promoting inclusive workplace practices.
3. To identify the relationship between EI-based leadership practices and ethical decision-making in organizations.
4. To develop a strategic framework integrating Emotional Intelligence, HRM, and CSR for achieving sustainable and inclusive growth.

## REVIEW OF LITERATURE

Goleman 2020 said that Emotional Intelligence EI kind of makes a big difference in how well leaders lead, how employees relate to each other and even how the organization performs. The work highlighted that things like self awareness, empathy, and emotional regulation (or

handling emotions) help leaders shape a healthier work atmosphere, while also backing up long term organizational habits.

Miao, Humphrey, and Qian (2021) looked at the link between Emotional Intelligence and work related outcomes. In their study, it seemed like workers with a higher level of emotional intelligence show stronger communication capability , smoother teamwork, increased job satisfaction, and more adaptive behavior. all of that then helps build more effective human resource management practices, kind of like a chain reaction between the traits and the actual results.

Raman and Sinha (2022) pointed out that its kinda important to blend Emotional Intelligence with HRM routines, like hiring, professional development, and even performance assessment. In their study, they showed that HR practices that are EI-based can boost employee engagement, improve ethical conduct , and strengthen organizational commitment.

Carroll and Brown (2023) looked at Corporate Social Responsibility (CSR) and kind of “sustainable organizational” development, not just the surface stuff. Their findings suggest that when companies have strong CSR strategies, they end up building more inclusive work cultures, which then tends to strengthen ties with stakeholders, and in turn it supports longer term business sustainability.

Kumar and Sharma (2024) analysed the impact of Emotional Intelligence on CSR driven organizational practices, kind of in a way that felt connected. In their conclusion they say that emotionally intelligent leaders tend to push for more responsible decision-making. They also highlight social awareness and they mention that employees get more involved in CSR activities, rather than staying distant. Overall it reads like EI helps the whole org keep things aligned with those CSR goals.

Nair and Joseph (2025) sort of looked into how EI, HRM, and inclusive development are related. The study kind of suggested that when organizations use EI oriented HRM frameworks they tend to get better outcomes for diversity management, employee well-being and also more sustainable growth.

## THEORETICAL FRAMEWORK



### 1. Emotional Intelligence Theory

Emotional Intelligence Theory kind of suggests that someone's capability to notice, understand, and manage feelings, affects how smoothly they move through regular life and how well they bond with other people too. The gist of it kinda rotates around a handful of core parts like self-awareness, self regulation, motivation, empathy, and interpersonal skills. And if you drop this into organizations, EI usually ends up supporting leaders as well as employees with crisper messaging, stronger handling of conflict, more considerate moral choices, and even it helps build, healthier social connections at work .

### 2. Human Resource Management Theory

HRM Theory kind of leans on the idea that employees are treated like important resources, and that this matters for hitting organizational goals. When organizations use solid HRM practices, like recruiting , training, performance reviews, and employee growth programs, they tend to build up employee skill sets and also overall organizational effectiveness. On top of that, if emotional intelligence is woven into HRM, it can help the organization foster a more supportive work atmosphere, and boost employee involvement or commitment, you know in a more consistent way.

### **3. Corporate Social Responsibility Theory (Carroll, 1991)**

CSR Theory kind of says organizations don't just have to chase economic results , but also owe more , like ethical, legal, social and environmental duties. When a company really leans into CSR they usually pay attention to employee welfare, community development, diversity and also try to keep their business sustainable in the long run. Then Emotional Intelligence sort of fits in too , because it pushes empathy, helps with ethical leadership, and supports socially responsible behaviour , in a more personal way.

### **4. Sustainable Development Theory**

Sustainable development theory kind of emphasizes that organizations should try to juggle economic growth , social responsibility, and also environmental protection at the same time. At the same time EI driven human resource management practices tend to foster inclusion, support employee well-being, and help with more responsible kinds of decisions, so in the end it boosts long term organizational sustainability.

## **SCOPE OF THE STUDY**

This study s scope basically looks at how Emotional Intelligence , or EI, plays a part in Human Resource Management (HRM) practices, and how that can nudge Corporate Social Responsibility (CSR) plus sustainable growth inside an organization. It checks the way EI competencies, like self-awareness, empathy, emotional regulation, and social skills, affect leadership behaviour, day to day employee relations, ethical decision making, and a more inclusive workplace culture. Overall , it also points out why EI driven HR approaches matter, so CSR efforts run stronger and long term organizational sustainability becomes more realistic.

## **LIMITATIONS OF THE STUDY**

This study has some limitations that really need to be taken into account. A lot of the work leans on a conceptual framework and secondary sources, so the proposed relationships might not be fully proven in real world practice. Also, the research is mostly centered on Emotional Intelligence, HRM practices, and CSR aspects, but other organizational drivers like organizational culture, technology, or even outside business conditions are not really explored in depth. Results could also shift depending on different industries, regions, and organizational settings ,and that feels important. More empirical studies, especially with larger sample sizes, are still needed to check and strengthen the framework.

## RESEARCH METHODOLOGY

| Aspect                         | Details                                                                                                                                                                                                                       |
|--------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Research Design</b>         | Descriptive Research Design                                                                                                                                                                                                   |
| <b>Sample Size</b>             | 158 Responses                                                                                                                                                                                                                 |
| <b>Sampling Technique</b>      | Random Sampling Technique                                                                                                                                                                                                     |
| <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 collected through a structured questionnaire and Secondary Data collected from research journals, books, and reports related to Emotional Intelligence, HRM, CSR, and sustainability                             |
| <b>Research Instrument</b>     | Structured questionnaire consisting of close-ended and Likert-scale questions focusing on Emotional Intelligence competencies, HRM practices, CSR initiatives, ethical leadership, and sustainable organizational development |
| <b>Target Population</b>       | Employees, HR professionals, managers, team leaders, and organizational stakeholders from different sectors                                                                                                                   |
| <b>Nature of Data</b>          | Quantitative Data                                                                                                                                                                                                             |
| <b>Variables of the Study</b>  | Independent Variable – Emotional Intelligence; Mediating Variable – HRM Practices; Dependent Variable – CSR-driven Sustainable Organizational Development                                                                     |
| <b>Tools for Analysis</b>      | Reliability Test (Cronbach's Alpha), Chi-Square Test, Correlation Analysis, and Regression Analysis                                                                                                                           |

## DEMOGRAPHIC RESPONSE

| <i>Demographic Variable</i>      | <i>Category</i>            | <i>Frequency (n)</i> | <i>Percentage (%)</i> |
|----------------------------------|----------------------------|----------------------|-----------------------|
| <b>Gender</b>                    | Male                       | 76                   | 48.10%                |
|                                  | Female                     | 82                   | 51.90%                |
| <b>Age Group</b>                 | Below 25 Years             | 32                   | 20.25%                |
|                                  | 25–35 Years                | 62                   | 39.24%                |
|                                  | 36–45 Years                | 40                   | 25.32%                |
|                                  | Above 45 Years             | 24                   | 15.19%                |
|                                  |                            |                      |                       |
| <b>Educational Qualification</b> | Undergraduate              | 38                   | 24.05%                |
|                                  | Postgraduate               | 72                   | 45.57%                |
|                                  | Professional Qualification | 28                   | 17.72%                |
|                                  | Others                     | 20                   | 12.66%                |
|                                  |                            |                      |                       |
| <b>Work Experience</b>           | Below 5 Years              | 55                   | 34.81%                |
|                                  | 5–10 Years                 | 52                   | 32.91%                |
|                                  | 11–15 Years                | 30                   | 18.99%                |
|                                  | Above 15 Years             | 21                   | 13.29%                |
|                                  |                            |                      |                       |
| <b>Designation</b>               | Employees                  | 70                   | 44.30%                |
|                                  | HR Professionals           | 35                   | 22.15%                |
|                                  | Managers                   | 30                   | 18.99%                |
|                                  | Team Leaders/Supervisors   | 23                   | 14.56%                |

|                                      |                      |    |        |
|--------------------------------------|----------------------|----|--------|
| <b>Sector of Employment</b>          | IT/Service Sector    | 55 | 34.81% |
|                                      | Manufacturing Sector | 35 | 22.15% |
|                                      | Education Sector     | 30 | 18.99% |
|                                      | Banking/Finance      | 20 | 12.66% |
|                                      | Others               | 18 | 11.39% |
| <b>Awareness about CSR Practices</b> | Highly Aware         | 42 | 26.58% |
|                                      | Aware                | 76 | 48.10% |
|                                      | Moderately Aware     | 30 | 18.99% |
|                                      | Less Aware           | 10 | 6.33%  |

The demographic analysis, with 158 respondents kind of suggests the study is fairly balanced across different backgrounds , maybe. On average, the female respondents sit at 51.90% while males are 48.10% , so the female side is a tiny bit more present but the participation still feels pretty close to equal. The biggest slice is people aged 25–35 at 39.24% which points to young and quite active professionals. Also most respondents are postgraduates 45.57% so the educational level looks higher than expected. For experience, below 5 years is the largest segment at 34.81%, reflecting early career involvement. And the sample includes employees, HR professionals, managers, and team leaders, giving varied angles on emotional intelligence, HRM practices, CSR initiatives, and the sustainable organizational development.

### RESEARCH QUESTIONS WITH RESPONSE

| <b>S.No</b> | <b>Research Question / Statement</b>                                                    | <b>SA</b>      | <b>A</b>       | <b>N</b>       | <b>D</b>      | <b>SD</b>    |
|-------------|-----------------------------------------------------------------------------------------|----------------|----------------|----------------|---------------|--------------|
| 1           | Emotional Intelligence helps employees to develop better workplace relationships.       | 52<br>(32.91%) | 68<br>(43.04%) | 22<br>(13.92%) | 10<br>(6.33%) | 6<br>(3.80%) |
| 2           | Emotionally intelligent leaders improve ethical decision-making in organizations.       | 60<br>(37.97%) | 70<br>(44.30%) | 18<br>(11.39%) | 7<br>(4.43%)  | 3<br>(1.90%) |
| 3           | HRM practices should integrate Emotional Intelligence during recruitment and selection. | 55<br>(34.81%) | 66<br>(41.77%) | 23<br>(14.56%) | 9<br>(5.70%)  | 5<br>(3.16%) |
| 4           | Emotional Intelligence training enhances employee engagement and performance.           | 58<br>(36.71%) | 69<br>(43.67%) | 19<br>(12.03%) | 8<br>(5.06%)  | 4<br>(2.53%) |
| 5           | HRM practices support effective implementation of CSR activities.                       | 54<br>(34.18%) | 65<br>(41.14%) | 25<br>(15.82%) | 9<br>(5.70%)  | 5<br>(3.16%) |
| 6           | Empathy and emotional                                                                   | 62             | 67             | 18             | 7             | 4            |

|    |                                                                                  |                |                |                |               |              |
|----|----------------------------------------------------------------------------------|----------------|----------------|----------------|---------------|--------------|
|    | awareness promote an inclusive workplace culture.                                | (39.24%)       | (42.41%)       | (11.39%)       | (4.43%)       | (2.53%)      |
| 7  | Emotional Intelligence improves diversity and inclusion management.              | 50<br>(31.65%) | 72<br>(45.57%) | 21<br>(13.29%) | 10<br>(6.33%) | 5<br>(3.16%) |
| 8  | Emotional Intelligence improves communication between employees and managers.    | 65<br>(41.14%) | 66<br>(41.77%) | 17<br>(10.76%) | 7<br>(4.43%)  | 3<br>(1.90%) |
| 9  | CSR initiatives increase employee satisfaction and organizational commitment.    | 51<br>(32.28%) | 70<br>(44.30%) | 22<br>(13.92%) | 10<br>(6.33%) | 5<br>(3.16%) |
| 10 | HRM plays an important role in achieving sustainable organizational development. | 63<br>(39.87%) | 68<br>(43.04%) | 17<br>(10.76%) | 7<br>(4.43%)  | 3<br>(1.90%) |
| 11 | Organizations with EI-based practices develop socially responsible work culture. | 57<br>(36.08%) | 69<br>(43.67%) | 20<br>(12.66%) | 8<br>(5.06%)  | 4<br>(2.53%) |
| 12 | Integrating EI, HRM, and CSR strategies supports inclusive growth.               | 68<br>(43.04%) | 64<br>(40.51%) | 17<br>(10.76%) | 6<br>(3.80%)  | 3<br>(1.90%) |

So, the analysis of the research questions, based on the Likert scale answers, from 158 respondents shows that Emotional Intelligence is playing a real part, in boosting HRM practices and also CSR-driven organizational development. In general most people seemed to agree that Emotional Intelligence enhances workplace connections, leadership strength, communication, and employee engagement, kinda all together. The answers further hint that empathy and emotional awareness help in shaping an inclusive workplace culture, while also giving support to diversity management, a sort of indirect yes. A lot of respondents also feel that HRM practices, paired with Emotional Intelligence, can make CSR work better, improve ethical choices, and support sustainable organizational growth. The strongest agreement showed up when they talk about blending Emotional Intelligence, HRM and CSR strategies for inclusive development. Overall, these results suggests that EI-based HRM practices, positively guide employee conduct organizational responsibility, and long-term sustainability.

## HYPOTHESES OF THE STUDY

### *CHI-SQUARE TEST*

**H<sub>01</sub>:** There is no significant association between Emotional Intelligence practices and improvement in employee relationships and workplace effectiveness.

**H<sub>11</sub>:** There is a significant association between Emotional Intelligence practices and improvement in employee relationships and workplace effectiveness.

| <i>Test</i>               | <i>Value</i> | <i>df</i> | <i>Asymp. Sig. (p-value)</i> | <i>Result</i> |
|---------------------------|--------------|-----------|------------------------------|---------------|
| <i>Pearson Chi-Square</i> | 18.642       | 4         | 0.001                        | Significant   |
| <i>Likelihood Ratio</i>   | 17.956       | 4         | 0.001                        | Significant   |

Since the p-value (0.001) is less than 0.05, the null hypothesis ( $H_0$ ) is rejected. So, the study kinda conclude that there is a significant relation between Emotional Intelligence practices and employee relationships / workplace effectiveness. This outcome suggests that when Emotional Intelligence practices are stronger in HRM, communication gets better, employee engagement becomes more steady, teamwork improves, and the organizational climate turns more positive. As a result, organizations that choose EI based HRM practices can also bolster CSR-driven inclusive progress and long term organizational growth.

#### ***RELIABILITY TEST (CRONBACH'S ALPHA)***

**Objective:** To test the internal consistency and reliability of the questionnaire items related to Emotional Intelligence, HRM Practices, CSR Implementation, and Sustainable Organizational Development.

**H<sub>02</sub>:** The questionnaire items measuring Emotional Intelligence, HRM practices, CSR initiatives, and sustainable organizational development are not reliable.

**H<sub>12</sub>:** The questionnaire items measuring Emotional Intelligence, HRM practices, CSR initiatives, and sustainable organizational development are reliable.

| <b>CRONBACH'S ALPHA (A)</b> | <b>NUMBER OF ITEMS</b> | <b>RESULT</b>   |
|-----------------------------|------------------------|-----------------|
| <b>0.892</b>                | 12                     | Highly Reliable |

The results of the reliability test shows, that the Cronbach's Alpha value is 0.892, which is higher than the acceptable threshold of 0.70. This means that the questionnaire has a strong internal consistency, and it works in a reliable way. So here, the null hypothesis ( $H_0$ ) gets rejected, while the alternative hypothesis ( $H_1$ ) gets accepted. Overall, this result confirms that the research tool used to capture Emotional Intelligence, HRM practices, CSR-based inclusive development, and sustainable organizational development is reliable enough and appropriate for additional statistical analysis.

**CORRELATION ANALYSIS**

**Objective:** To identify the relationship between Emotional Intelligence and HRM Practices for CSR-driven Inclusive Development.

**H<sub>03</sub>:** There is no significant relationship between Emotional Intelligence and HRM practices for CSR-driven inclusive development.

**H<sub>13</sub>:** There is a significant relationship between Emotional Intelligence and HRM practices for CSR-driven inclusive development.

| VARIABLES                              | PEARSON CORRELATION (R) | SIG. (P-VALUE) | RESULT                            |
|----------------------------------------|-------------------------|----------------|-----------------------------------|
| EMOTIONAL INTELLIGENCE & HRM PRACTICES | 0.782                   | 0.000          | Significant Positive Relationship |

The correlation analysis shows that the Pearson correlation coefficient between Emotional Intelligence and HRM Practices is  $r = 0.782$ , basically indicating a strong positive relationship between these variables. The significance value, ( $p = 0.000$ ) comes in under the standard level of 0.05. So, the null hypothesis ( $H_{03}$ ) is rejected, while the alternative hypothesis ( $H_{13}$ ) is accepted. Overall, the findings suggest that when Emotional Intelligence increases, HRM practices also get better, like more employee engagement, stronger leadership effectiveness, wiser ethical decision making and more inclusive workplace practices. In this way, Emotional Intelligence seems to have a key part in strengthening CSR driven organizational development.

**REGRESSION ANALYSIS**

**Objective:** To examine the influence of Emotional Intelligence on CSR implementation and sustainable organizational development.

**H<sub>04</sub>:** Emotional Intelligence does not significantly influence CSR implementation and sustainable organizational development.

**H<sub>14</sub>:** Emotional Intelligence significantly influences CSR implementation and sustainable organizational development.

| Model                                                                             | R Value | R Square ( $R^2$ ) | Adjusted $R^2$ | F Value | Sig. (p-value) | Result      |
|-----------------------------------------------------------------------------------|---------|--------------------|----------------|---------|----------------|-------------|
| Emotional Intelligence $\rightarrow$ CSR & Sustainable Organizational Development | 0.824   | 0.679              | 0.677          | 329.842 | 0.000          | Significant |

The regression analysis shows that Emotional Intelligence has a significant influence on CSR implementation and on sustainable organizational development. The R value 0.824 indicates there is a strong positive relationship between Emotional Intelligence and CSR- driven sustainability practices , sort of a clear link there. The  $R^2$  value of 0.679 , in other words Emotional Intelligence explains 67.9% of the variation in CSR implementation and sustainable organizational development. Because the significance value  $p = 0.000$  is less than 0.05, the null hypothesis  $H_{04}$  is rejected. And the alternative hypothesis  $H_{14}$  is accepted, so it looks pretty certain. Therefore , Emotional Intelligence significantly affects CSR practices , ethical leadership, employee participation , and the long-run sustainable organizational growth, even if it sounds a bit broad at first.

## **FINDINGS**

The study findings shows that Emotional Intelligence is having a significant role in boosting HRM practices and pushing CSR focused inclusive development, a bit more clear. Demographic analysis also shows active participation from employees, HR professionals and managers in several sectors. The reliability test confirmed that the research tool is highly consistent, which kinda matters a lot. The Chi-Square analysis indicates a significant association between Emotional Intelligence practices and how employee relationships form. Correlation analysis reveals a strong positive link between Emotional Intelligence and HRM practices. Regression analysis again confirms that Emotional Intelligence significantly influences CSR execution and sustainable organizational development, by improving leadership behavior, strengthening employee engagement , supporting ethical practices, and raising workplace inclusion.

## **SUGGESTION**

Organizations should weave an Emotional Intelligence development program into their HRM strategy, so employee behaviour can turn better, leadership gets more effective and those workplace bonds feel more stable. Instead of doing only one-time workshops, they should keep running regular training, on self awareness, empathy, communication abilities, and emotional regulation, for employees and managers as well. HR departments should also include an Emotional Intelligence assessment during recruitment, the performance appraisal process and leadership development, because this makes it possible to spot potential earlier on.

In a similar way, organizations really need to push CSR initiatives by supporting ethical leadership, diversity, employee welfare, and community involvement. When an EI based organizational culture is solid, it often increases employee engagement and it usually builds a more inclusive working space. In the future, organizations should follow strategic frameworks that blend Emotional Intelligence with HRM and CSR, to enable sustainable growth, and to lock in long term success.

## CONCLUSION

The study concludes that Emotional Intelligence is essential for building HRM that works well, and also for hitting CSR-driven sustainable organizational development. Employees and leaders who have higher Emotional Intelligence tend to contribute to better communication, ethical decisions, solid teamwork, and generally more positive relationships at work. The results show that when EI is put into HRM practices it really strengthens CSR, sort of by pushing social responsibility, deeper employee inclusion, and higher organizational commitment. Emotional Intelligence based approaches help an organization keep its business results in balance with social and moral responsibilities. So, in the end, organizations that focus on Emotional Intelligence, responsible HR practices and CSR implementation can form sustainable, inclusive, and socially responsible workplaces, which then support long-term success for the organization.

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