

Emotional Intelligence and Occupational Stress among Working Women: A Global Perspective

Vanessa KA¹, Dr. H. Samuel Thavaraj²

¹Full-Time Research Scholar, Department of Rural Industries and Management, The Gandhigram Rural Institute-Deemed to be University, Gandhigram, Dindigul District, Tamil Nadu, India.

Corresponding Author Email: [vanessa.researchwin\[at\]gmail.com](mailto:vanessa.researchwin[at]gmail.com)

²Associate Professor, Department of Rural Industries and Management, The Gandhigram Rural Institute-Deemed to be University, Gandhigram, Dindigul District, Tamil Nadu, India.

Email: [h.samuelthavaraj\[at\]ruraluniv.ac.in](mailto:h.samuelthavaraj[at]ruraluniv.ac.in)

Abstract: *Emotional intelligence and occupational stress have become important research fields because of its impact on the psychological health, work performance and overall well-being of working women. The purpose of this review is to give a worldwide overview of the connection between EI and job burden in working women in different work environments. The review brings together results from empirical research in various countries and professions, such as education, healthcare, public services and corporate organizations. In the literature, it has been consistently shown that emotional intelligence is negatively correlated with occupational stress; thus, women with better EI are better able to perceive, understand, and regulate their emotions and allows them to handle occupational stress effectively and keep them low. The review also highlights factors relating to occupational stress such as work-life balance, organizational support, job demands and workload, and resilience and coping strategies. All of these factors helps to achieve psychological health. The results highlight the need for the development of emotional intelligence in the organization through training, practices that foster a positive work environment and interventions for stress management to improve the well-being of employees and work effectiveness. This review aims to give an overview of the current literature and suggest scope of further studies avenues EI and working women, occupational stress from a global perspective.*

Keywords: Emotional intelligence, Occupational stress, Work-life balance, Organizational support, Resilience

1. Introduction

Emotional intelligence (EI) is considered a key psychological asset which helps people to sense, sense, control and efficiently utilize emotions in their personal and work lives. It improves interpersonal relationships, decision making, stress management and workplace effectiveness. Workers with greater emotional intelligence will be able to handle the difficulties at work, control their emotions, and stay mentally healthy in stressful situations (Hatta & Abdullah, 2020) (Mishra et al., 2019) Therefore, emotional intelligence is an important competency in occupations that have high emotional and occupational demands.(Dr. H. Samuel Thavaraj, 2025)

Occupational stress is a significant issue in the workplace when the demands of the job exceed an personal potential and/or strategy to deal them effectively. It has a negative impact on employees' physical health, psychological well-being, job burden is more common among women who have to juggle their roles as working women, wives, mothers and caregivers. They experience stress due to various factors, including excessive workload, role conflict, lack of organizational support, long hours of work, and work-family responsibilities (Alsufyani et al., 2024)(Ahmed Dahri et al., 2025) (Dhanasekaran & Thavaraj, 2024)

Studies have revealed that people with more EI have less stress , more effective coping mechanisms and a better work-life balance and psychological health (Maheshwari, 2013) (Naz et al., 2021) (Siddiqui, n.d.) (Thomas & Simon, 2021) Likewise, research conducted with healthcare professionals has shown that emotional intelligence is a protective factor that can mitigate the impact of workload and occupational stress, enhance resilience, and regulate emotions(Cheraghi et al., 2025)(Ka et al., 2026).

The workers with EI skills do better when stressed, are more resilient, and are better able to adjust to new jobs. Emotional intelligence is also complemented by other psychological assets like coping self-efficacy and resilience that enhance employees' responses to occupational demands and their positive work outcomes (Anand, 2019) (Chen & Xie, 2025) (Pathinettampadiyan et al., 2026).

Most of the studies have been conducted on specific groups of working women and not on the working women as a whole. Hence, the present review aims at synthesizing evidence from various occupational contexts to offer a global view of the link between EI and occupational stress in context that working women can guide future studies and interventions in the workplace.

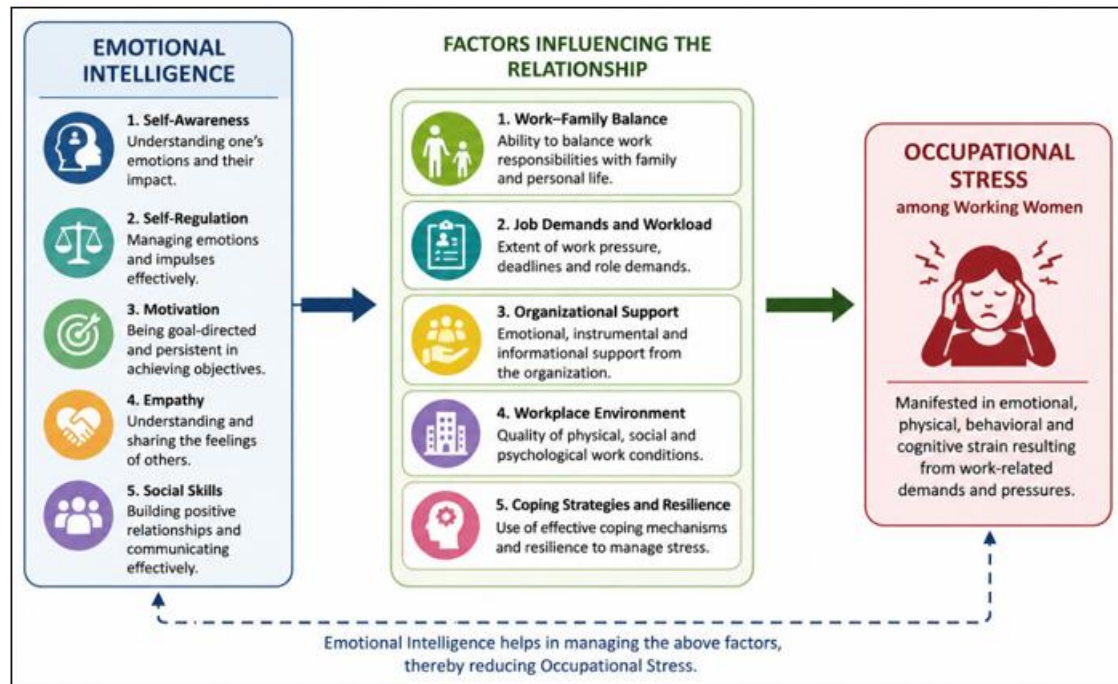


Figure 1: Conceptual Framework: Emotional Intelligence and Occupational Stress among Working Women (A Global Perceptive)

2. Theoretical Background

2.1 Emotional Intelligence

(EI) is a significant psychological asset guides people to identify, understand, manage, and use emotions in personal and work-related situations. In the workplace, emotional intelligence assists workers in handling their emotional experiences, keeping their inter-personal relationships positive, and managing through difficult situations. People with higher emotional intelligence have better emotional awareness, self-management skills, empathy, and relationship management skills, which leads to better psychological adjustment and functioning in the work place (Maheshwari, 2013)

(Maheshwari, 2013) studied the correlation between occupational stress, emotional intelligence and coping strategies of working women. There was a positive correlation between the higher scores on emotional intelligence and the emotional regulation, coping strategies, and management of work and personal responsibilities. The study highlighted the psychological tools that emotional intelligence gives women to meet the demands of the workplace and to keep a balance between the activities of work and personal life.

(Siddiqui, n.d.)The research showed that the employees who are emotionally intelligent are more adept at handling the challenges of the workplace with self-awareness, emotional control, and appropriate interpersonal skills. Regy and Ramesh highlighted that emotional intelligence helps healthcare professionals to control their emotions, handle stressful situations, and stay effective in their professional work amidst growing workloads.(Indhirapratha et al., 2024)

(Alsufyani et al., 2024) study described above explained that emotionally intelligent nurses are better able to understand

themselves, manage their emotions, communicate effectively, form supportive relationships and adjust to emotionally challenging situations in the workplace. Emotional intelligence was determined to be a significant behavioral tool which assists health care workers to manage their work-related stress.(Trends, n.d.)

In general for working women, emotional intelligence helps them cope better, balance work and life, and minimize stress in the workplace. Hence, emotional intelligence is seen as a significant component in comprehending occupational experiences and outcomes of women professionals.

2.2 Harmony Between Work and Personal Life:

Effective management of work demands and personal/family demands has an impact on the psychological health, job satisfaction and quality of life of employees. The pressure of work, the demands of work and the social responsibilities often make it difficult for working women have harmony between job and domestic domain. Emotional intelligence is vital assists people to identify , regulate, manage their emotions, which can aid them in adjusting between work and personal life (Ahmed Dahri et al., 2025).

(Ahmed Dahri et al., 2025)Occupational stress and work-life balance problems are influenced by workplace factors, including unclear job expectations, excessive workload, lack of control, low communication, work conflict, and low supervisor support, the study noted. The authors highlighted that emotional intelligence allows working women to control their emotions, deal with stress at work and successfully balance their professional and personal lives. The study also recommended the creation of supportive work conditions and the use of practices that lessen the stress in the workplace and increase employees' capacity to balance job and personal.

(Naz et al., 2021) Emotional intelligence helps in self-management, job satisfaction, institutional support and relationship management, all of which help to attain a better work-life balance. The authors also pointed out the difficulties faced by working women as a result of the traditional role of the family and their growing involvement in professional work.

(Maheshwari, 2013) The study found that emotional intelligence is a personal resource for women to use when handling stress and being effective in their work and personal lives. Higher emotional intelligence was associated with adaptive coping strategies, self-awareness and emotional regulation. The results indicated that emotional intelligence can help working women deal with their work-related demands and minimize the negative effects of stress on their personal lives.

(Wang et al., 2025) explored the impact of workload, occupational stress, and emotional intelligence on employees' work experience. The study was conducted with nursing professionals, but the results offer some insights into the impact of work demands on workers' psychological resources and work outcomes. EI helps employees to identify, regulate their emotions when they are experiencing stress. Higher emotional intelligence employees were able to focus better, handle pressure and minimize negative outcomes from too much workload and work stress. (Thavaraj, 2014)

(Naz et al., 2021) The study found that stress at work negatively affected employees' satisfaction and emotional intelligence positively affected their job outcomes. Emotional intelligence and resilience were found to be important psychological resources that can assist employees in adapting to challenges at work. The results suggest that enhancing employees' emotional competencies can help them cope with work-related stressors and help them reach a more balanced state between work and personal life. (Sridhar et al., n.d.)

2.3 Organizational Support

Organizational support is regarded as one of the key factors in the workplace that can affect employees' psychological health, job satisfaction, and occupational challenge management. (Hatta & Abdullah, 2020) emphasized that stressors such as work demands, expectations of the organization, and pressures at work have meaningful effect on the stress levels of work performance of the employees.

(Thomas & Simon, 2021) The study found that workload and occupational responsibilities are factors that explain differences in women employees' job stress. The results indicated that supportive working conditions and the awareness of the emotional issues faced by employees were important factors in the successful management of the working environment.

(Siddiqui, n.d.) says lack of resources at work and organizational support which were found to contribute to psychological stress among women workers. The study highlighted the role of supportive organizational practices, professional development, and resources in supporting employee well-being.

(Tahir et al., 2023) The study found that ethical practices, fairness, inclusiveness, and supportive workplace cultures contribute to employee trust, employee morale, and employee organizational commitment. The results indicated that companies that foster equity and psychological well-being develop a favorable work culture that helps women workers feel good and happy.

(Wang et al., 2025) studied the mediating role of emotional intelligence and occupational stress. The study identified organizational resources, work environments that support, and effective workload management strategies as key to minimizing negative outcomes in the workplace. The results showed that organizational support promotes employees' adaptation to work demands by enhancing their psychological resources, which helps them to better manage work pressures.

The studies reviewed suggest that organizational support is a key factor in improving employee well-being by offering the resources needed, encouraging ethical and inclusive work practices, decreasing occupational stress, and helping employees manage their work responsibilities. Supportive organizational environments are especially crucial for working women to minimize work-related issues and create psychological well-being and job satisfaction.

2.4 Job Demands and Workload

(Mishra et al., 2019) explored the correlation between emotional intelligence and occupational stress among nursing professionals and pointed out that when the working load rises in a healthcare environment, it can adversely impact workers' mental health. The research identified emotional intelligence as a tool that helps people manage their personal and professional lives, enhance resilience and coping mechanisms. The authors recommended that employees can be trained in emotional intelligence and that the work environment can be continuously monitored to help reduce occupational stress due to high stress jobs.

(Cheraghi et al., 2025) The study found that high job demands are common for healthcare professionals, stemming from complex tasks, emotional challenges, and the need to provide quality care. The results highlighted the importance of emotional intelligence in building self-awareness, emotional regulation and effective coping skills which lower the negative impact of work stress and enhance work performance.

(Wang et al., 2025) investigated the effect of perceived workload on nurses' presenteeism and missed nursing care and found that the perceived workload was significantly associated with psychological reactions and work outcomes of employees. The study found that occupational stress is a mediator between high workload and work status and that emotional intelligence is a psychological resource that mitigates the negative effects of high workload. The results highlighted that in addition to workload management, it is important to enhance employees' emotional coping skills to enhance the functioning of the workplace.

In general, the reviewed studies suggest that high levels of job demands and workload are significant factors in occupational

stress and employee well-being. Emotional intelligence, organizational support, and effective management strategies are protective resources that can help working professionals manage difficult work environments, however. Thus, workload management and appropriate workplace resources are crucial for enhancing psychological health and enduring work performance of workers.

2.5 Resilience and Coping Strategies

Working women need to have access to psychological resources to effectively handle occupational stress and maintain mental health, these resources include resilience and coping mechanisms. Resilience is defined as a person's capacity to bounce back after a setback, to adjust to work stress, and to maintain psychological performance in challenging situations. Coping strategies, backed by emotional intelligence, enable people to manage their emotions, address problems at work and manage the balance between work and personal life.

(Chen & Xie, 2025) The resilience was a significant mediator between job stress and job satisfaction. They found that emotionally intelligent teachers were more resilient and had greater job satisfaction, even in the face of workplace pressures. However, job stress had a more adverse effect on female teachers, suggesting the need for interventions to build resilience among women professionals (Maheshwari, 2013) studied the occupational stress, emotional intelligence and coping strategies of working women in the corporate sector. The results showed that women who had higher levels of emotional intelligence used constructive coping mechanisms including talking about work-related issues with others, seeking social support, self-reflection and spiritual ways to cope with stress. The adaptive coping mechanisms helped to reduce occupational stress and to help participants manage their work and family demands better. The study highlighted that emotional intelligence has a positive impact on the regulation of emotions, resulting in healthier coping patterns and psychological health (Mishra et al., 2019) The study revealed that nurses with more EI were more resilient and better able to cope with their challenging clinical tasks. The emotional intelligence helped to better balance work and life for nurses, which decreased occupational stress and increased work productivity.

(Cheraghi et al., 2025) identified that emotional intelligence has a positive impact on the job performance of nurses because it helps them to reduce occupational stress and increase their moral intelligence, which allows them to manage their emotions, adapt to stressful situations, and better handle workplace challenges. Likewise, (S & N, 2026) EI helps them become more resilient, regulate their emotions and perform better in their profession. In general, the studies reviewed suggest that resilience and coping mechanisms are key in alleviating occupational stress in working women. Emotional intelligence enhances resilience by fostering emotional regulation, problem-solving skills, and positive coping mechanisms, allowing women to manage their emotions effectively and thrive professionally even in challenging work settings. (Varghese et al., 2015)

3. Research Gaps

All the existing literature states that emotional intelligence helps in reducing the occupational stress and improves the job performance, resilience and job satisfaction among working women in various professions like teaching, nursing, policing and corporate sector (Hatta & Abdullah, 2020) (Maheshwari, 2013) (Mishra et al., 2019) (Thomas & Simon, 2021). Recent research also reveals that resilience, moral intelligence, and emotional intelligence are key psychological resources that enhance employees' capacity to cope with stress in the workplace (Chen & Xie, 2025) (Cheraghi et al., 2025).

Although these contributions have been made, there are still some gaps in the research. The majority of studies have been conducted on the direct link between emotional intelligence and occupational stress while few studies have been conducted about the mental well-being of working women. Furthermore, past studies have focused on particular groups of working women, including teachers, nurses, police officers, and corporate workers, reducing the applicability of the results to a broader group of women in the workforce (et al., 2016)

Moreover, few studies have explored several workplace factors in the same study such as work-life balance, organizational support, job demands, workload, resilience, and coping strategies (Lawal & Idemudia, 2017). Despite the recent studies that have pointed towards the role of emotional intelligence as a mediator between stress factors and work outcomes (S & N, 2026), there is still limited research that has focused on these mediators among working women.

Lastly, comparatively less attention has been paid to organizational factors like perceived organizational support and ethical work environments compared to individual psychological factors (Bai, n.d.) Furthermore, the majority of the studies are of the cross-sectional research design, which limits causal interpretation (Mishra et al., 2019) Future research should use longitudinal and integrated research designs to explore the combined effects of emotional intelligence, job-related factors, and organizational support on mental health of working women.

4. Discussion

In the present review, the relationship between EI and occupational stress among working women in different professions (Education, Health Care, Corporate Organizations and Public Services) is presented in a global perspective. The reviewed studies all show that emotional intelligence is a significant personal asset that helps working women identify, understand, manage and apply their emotions to address workplace issues.

The problem of working women, occupational stress, was found to be a universal problem in all professions and all geographical areas. Overwork, role overload, role ambiguity, work-family conflict, insufficient organizational support, time pressure, and interpersonal conflict are all important stressors in the workplace. These stressors can impact job satisfaction, work productivity, emotional health and well-being. Emotionally intelligent workers, however, are more

likely to handle these pressures successfully with their emotional regulation, problem solving and adaptive coping skills.

Another key finding of the review is that emotional intelligence is not the only factor in the workplace. Organizational support, healthy work-life balance, manageable job demands, and resilience amplify the positive impacts of emotional intelligence by supplying employees with psychological and organizational resources to effectively manage occupational stress. Fostering supportive leadership, employee well-being programmes, flexible working conditions and emotional intelligence development can help to build a healthier workplace for women to work efficiently without compromising their mental health.

Similar patterns can be observed in the global literature, although there are variations in the occupational contexts and cultures. Emotional intelligence is always a protective factor against occupational stress, while high job demands and low levels of support in the workplace make an employee more vulnerable to the effects of stress. Based on the results obtained, it is recommended that emotional intelligence should be a key organizational strategy to minimize occupational stress and increase employee health, productivity and organizational effectiveness.

5. Conclusion

This review finds that EI is a vital variable in the mitigation of occupational stress among working women in various professions and countries. Women with higher emotional intelligence show greater emotional regulation, better resilience, effective coping strategies and better adjustment to the workplace, which helps them cope more effectively with work related challenges. Meanwhile, working women's occupational stress is significantly affected by the workplace factors like workload, organizational support, work-life balance and work demands. In conclusion, it is essential to have a multi-faceted strategy to reduce occupational stress that includes emotional intelligence development and positive organizational policies and culture. It is important for organizations to prioritize emotional intelligence training, stress management programs, employee assistance programs, and leadership practices that promote the psychological health and productivity of employees. Further studies are needed to explore these connections in other occupational fields, cultures, and work environments to gain a wider perspective on how emotional intelligence is related to stress reduction among working women.

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