

# A Study on the Impact of Emotional Intelligence on Employee Engagement in Hybrid Work Environment

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**Abstract** - The shift to hybrid work models has remarked a change in employee engagement which in turn has made it necessary to develop new ways to maintain motivation and collaboration in hybrid work settings. Emotional intelligence EI has come forth as a weighty factor in job flexibility, in terms of interpersonal relationships and total engagement. This research examines the impact of emotional intelligence (EI) on workers' engagement in the hybrid work model with specific focus on the information technology sector. With a mixed-methods approach, primary data was obtained through structured questionnaires based on established instruments—the Emotional Intelligence Scale (EIS) and Utrecht Work Engagement Scale (UWES), complemented by secondary data from industry reports. Purposive sampling was employed to pinpoint for IT workers engaged in hybrid jobs, giving a total of 311 responses. Factor analysis revealed two significant EI factors: social-emotional engagement and intrapersonal self-perception. Emotional intelligence factors account for 43% of worker engagement, as regression research finds ( $R^2=0.430$ ). The study signifies applying EI-cantered leadership strategies, training interventions, and digital well-being programs to boost participation. These results are important for HR Managers and organisational managers wishing to build emotionally resilient and engaged workforces.

**Keywords:** Employee Engagement, Emotional Intelligence, IT Industry, Hybrid Work, Organisational Culture.

## 1. INTRODUCTION

The modern workplace is being transformed, thanks to the onset of hybrid work patterns that combine remote and office work to offer greater flexibility and independence. Much as this revolution has its benefits, including better work-life balance and reduced costs, it also has emerging issues of employee engagement, collaboration, and company culture. It's become important to understand the emotional and psychological drivers that influence employee behaviour in this dynamic changing world. Emotional intelligence (EI) is being seen as a requirement in the way people respond, interact, and stay motivated in a hybrid work environment. Defined as the ability to perceive, understand, and regulate our own emotions and the emotions of others, emotional intelligence is most important to address the new challenges of hybrid communication.

The hybrid work model has refashioned the present workforce because it is synergetic with contemporary digital technology and virtual collaboration tools. IT professionals, whose work is technical in nature, typically work remotely, but the human element of collaboration, creativity, and communication is

what truly leads a business forward. Here is where boosting employee engagement demands emotional intelligence (EI). Individuals who are high in emotional intelligence are very plausible at dealing with stress, reducing tensions, and encouraging collaboration among different teams because IT work is high-pressure and high-speed. Such people will be more likely to bring understanding and supportive workplaces, which will increase employee engagement, job satisfaction, and retention. Improving employee engagement and emotional intelligence is imperative for maximizing output, innovation, and generic business performance. There is still much to learn about how these traits interact in hybrid settings, despite the fact that they have been extensively studied in traditional work contexts. By studying the impact of emotional intelligence on employee engagement in the current hybrid economy, this study heads to close that gap. In this evolving work contexture, the information gathered will assist businesses, human resources professionals, and managers in creating engagement programs that are more successful, improving team output, and promoting employee wellbeing.

## 2. Review of Literature

Organizational operations have been drastically changed by the hybrid work era, which calls for the creation of flexible engagement strategies. An employee's emotional attachment towards their organisation is known as Employee Engagement (EE), and it affects motivation, solidarity, and overall performance. Maintaining employee motivation has become more challenging as remote and hybrid work arrangements proliferate; this calls for strong leadership, effective communication, and a healthy dose of emotional intelligence (EI). As posited by Salovey and Mayer (2024), emotional intelligence is the capacity to know, understand, and regulate feelings. This helps employees in stress management, motivation, and the creation of better work relationships. Emotional intelligence (EI) plays an important role in the case of employee engagement, particularly in a hybrid setting where employees must deal with physical as well as electronic interactions. Emotionally intelligent workers are more adaptable, and this results in better work relationships and job satisfaction, as the literature indicates (Thapa & Rana, 2023).

Providing more autonomy and independence to employees in mixed work environments is bound to lead to less direct supervision and motivates them to perform independently. It has been proven that even while working from home, people who are high in EI perform better, are more initiative-taker, resilient, and goal-oriented (Pudasaini & Rana, 2023). Emotional intelligence (EI) is crucial for thriving in hybrid work environments, as evidenced by the fact that companies

that prioritize EI training—such as emotional regulation seminars, mindfulness exercises, and enhancing virtual communication skills—often observe increases in employee engagement and general well-being. Maintaining employee engagement requires effective leadership, and leaders who possess emotional intelligence have a big influence on team cohesion and workplace morale (Neerupa & Mohan, 2024). Leaders typically motivate, mentor, and engage their employees directly; however, the hybrid model has problems because of the absence of in-person interactions. A stronger focus on EI-based leadership strategies that promote trust, facilitate virtual collaboration, and inspire dispersed and remote teams is required as a result of this change (Chauhan & Mohan, 2024).

Critical leadership qualities like self-awareness, empathy, motivation, and social skills are highlighted in Goleman's Emotional Intelligence framework. These qualities are all crucial for raising employee engagement. Research indicates that emotionally intelligent leaders improve team cohesion, open communication, and psychological safety, especially in hybrid work settings (Sulyantie & Gani, 2024). Additionally, leadership that is motivated by emotional intelligence promotes an inclusive, innovative, and acknowledged culture, making remote workers feel appreciated and connected. Research indicates that leaders who use virtual team-building techniques, provide candid feedback, and engage in empathic communication can significantly increase worker satisfaction and engagement.

Workers who possess emotional intelligence are better equipped to overcome the challenges of remote collaboration, virtual teamwork, and flexible work schedules (Fitria & Gani, 2024). Research indicates that people with high EI are more likely to be proactive at work, self-motivated, and capable of solving problems, which leads to extended participation in hybrid work environments (Pudasaini & Rana, 2023). Additionally, Emotional Intelligence (EI) enables workers to overcome digital communication barriers, leading to significant engagement even in remote work environments. People with emotional intelligence are resilient in the face of workplace challenges, effectively control their emotions, and maintain productivity, which facilitates the transition to hybrid work arrangements (Ashhar, 2023).

Emotional intelligence (EI) affects workplace passion, initiative, and commitment, and work motivation is closely related to employee engagement (Fitria & Gani, 2024). Research indicates that workers with high emotional intelligence are more motivated both internally and externally, which results in reliable performance, productive teamwork, and excellent interpersonal skills—especially in hybrid work settings (Thapa & Rana, 2023). Additionally, EI reduces burnout and fosters a positive workplace culture by acting as a vital link between engagement and workplace pressures. Even when working remotely, emotionally intelligent workers actively seek out relationships at work, according to research, which supports high and sustained engagement levels.

While hybrid work has its advantages, it also has drawbacks, including digital tiredness, communication barriers, and feelings of social isolation, all of which can have an influence on participation. Emotional intelligence is critical for

preventing stress-related disengagement, allowing employees to regulate their emotions, communicate successfully, and remain motivated in hybrid environments (Ashhar, 2023). Furthermore, research shows that individuals with good EI abilities have lower stress levels, are more adaptable, and favourably affect team dynamics, even in virtual contexts (Verma & Gujral, 2024). Organisations that adopt EI-focused stress management programs, such as mental health initiatives, resilience-building workshops, and structured emotional awareness training, report considerably higher engagement and well-being results (Pudasaini & Rana, 2023).

### 3.Statement of the Problem

The era of hybrid work has drastically changed how organizations function, requiring them to come up with new strategies for maintaining employee engagement. Direct participation, controlled stewardship, and face-to-face teamwork were the main domains of professional interaction in the past. We are facing some special difficulties with the emergence of hybrid work styles, including an absence of human connection, increased disengagement due to more autonomy, and communication problems with technology. Employee engagement is more important than ever with businesses switching to this in an attempt to maximize production, job satisfaction, and overall success.

Empirical evidence indicates that work relationships, communication, and co-working are significantly impacted by emotional intelligence (EI). Salovey and Mayer (2024) define emotional intelligence (EI) as the ability to perceive, access, and regulate emotions. This ability is linked to improved stress management, increased motivation, and improved leadership performance—all of which allow employees to operate in our hectic workplaces. Even though earlier studies have looked into how emotional intelligence (EI) affects leadership and organizational performance, little is known about how EI affects employee engagement, especially in hybrid work settings.

The purpose of this study is to look into how employee engagement and emotional intelligence relate to each other in our diverse workplace. It looks into how workplace flexibility, stress management techniques, and leadership driven by emotional intelligence affect employee engagement levels. Determine whether people with high emotional intelligence can maintain greater engagement even as workplace expectations change in light of the growing use of remote collaboration technologies, flexible work schedules, and autonomous task management. It will provide details on how emotional intelligence can enhance performance and engagement in hybrid environments. The results will help businesses adopt emotional intelligence-based strategies to keep employees, encourage collaboration, and reduce the risk of disengagement in today's workplace.

### 4.Objective of the study

- To study the impact of Emotional Intelligence on Employee Engagement in Hybrid work industry in IT Industry.

## 5.Scope of the Study

The introduction of hybrid work models has changed how we view our workplaces and created new challenges for maintaining employee motivation. Maximizing motivation, adaptability, and resilience at work has been linked to emotional intelligence (EI), which is the ability to identify, evaluate, and control emotions. High EI workers excel at problem-solving, teamwork, and self-management, which keeps them motivated even when there is little direct supervision and work conditions shift. Studies have shown that the implementation of emotional intelligence (EI)-centered strategies like emotional regulation training and enhancing virtual communications competencies can go a long way in promoting employee engagement and job satisfaction in hybrid work models.

Getting the correct balance between freedom and good working relationships is the ultimate goal of hybrid work, and that is why flexibility is essential to keeping everyone on board. Even if the employees are not physically at the workplace, research shows that high emotional intelligence employees are more likely to develop good relationships, which leads to excellent teamwork. Reducing workplace stress depends on emotional intelligence because it enables employees to cope with issues like digital exhaustion, communication disconnection, and loneliness—serious issues in hybrid workplaces. Employers who prioritize emotional intelligence through wellness programs like emotional resilience training and mindfulness workshops have healthy employees and lower levels of employee disengagement.

This study is most relevant to organizations like technology, business services, and education that have embraced hybrid work. The levels of engagement can be shaped by shifts in paradigms of leadership, work cultures, and backgrounds of employees. The study also talks to those in hybrid roles and not those who work in the classical office or remotely. Despite these constraints, the study significantly adds to the practices of workforce development and organizational psychology by offering us an insight into how emotional quotient can increase our ability to remain engaged in our changing work settings.

## 6.Research Methodology

### Data Collection

This study examined the relationship between employee engagement and emotional intelligence in hybrid organizations on the basis of mixed-methods design consisting of qualitative as well as quantitative techniques. Primary data were collected from the employees of various IT companies through structured questionnaires. The respondents self-reported their experience of engagement and emotional intelligence. The questionnaire employed standardized scales like the Utrecht Work Engagement Scale and the Emotional Intelligence Scale (EIS) to ensure reliability. We also examined secondary data in the form of industry reports and recent literature to achieve emerging trends in hybrid work models.

## Sampling Method

We used Purposive sampling when we selected participants who are working in hybrid IT environments for this research. We employed a sample of 311 IT professionals. We stratified the sample along demographic variables like age, gender, and experience level to research in-depth. This enables us to research intensively how workers' involvement in hybrid IT working environments is affected by emotional intelligence.

## Framework of Analysis

This research provides an organized framework for investigating the connection between emotional intelligence (EI) and worker engagement in hybrid IT working environments. Emotional intelligence is the independent variable and worker engagement the dependent variable. Experience at work can be understood through thematic analysis of the interview answers. Finally, the findings are meant to guide the formulation of strategies to the cultivation of emotional intelligence in hybrid IT environments to facilitate increased participation.

## 7.Significance of the Study

Given that it tackles some of the most important problems we face in the modern workplace, this study has significant ramifications for both academia and business. Understanding how emotional intelligence affects employee engagement is crucial given the rise in hybrid work models. Maintaining productivity, promoting teamwork, and ensuring overall wellbeing all depend on this knowledge. This study identifies the psychological and emotional factors that influence engagement, which is helpful information for policymakers, human resource specialists, and organizational leaders. They could use these insights to create targeted strategies to improve the resilience and job satisfaction of IT professionals. Additionally, by applying emotional intelligence theory to practical applications in hybrid work environments, the findings add to the body of literature currently in publication and create a workforce that is more emotionally intelligent and adaptive.

## 8.Analysis and Interpretation

Table No.:1 Simple Percentage Analysis

Gender	Number of respondents	Percentage %
Male	208	67
Female	103	33
TOTAL	311	100
Age	Number of respondents	Percentage %
Up to 21 Years	68	22
21 to 30 Years	167	54
31 to 40 Years	39	12
Above 40 Years	37	12
TOTAL	311	100
Education	Number of respondents	Percentage %

Under Graduation	100	32
Post Graduation	203	65
Others	8	3
TOTAL	311	100
Office Location in Home City	Number of respondents	Percentage %
Yes	173	56
No	138	44
TOTAL	311	100
First Organisation to work with	Number of respondents	Percentage %
Yes	202	65
No	109	35
TOTAL	311	100
Designation	Number of respondents	Percentage %
Team Member	174	56
Team Leader	122	39
Project Manager	11	4
Senior Manager	4	1
TOTAL	311	100
Experience	Number of respondents	Percentage %
Up to 2 Years	153	49
2 to 5 Years	136	44
5 to 7 Years	14	4
Above 7 Years	8	3
TOTAL	311	100
Annual Income	Number of respondents	Percentage %
Up to 3 Lakh	113	36
3 to 6 Lakh	151	49
6 to 10 Lakh	37	12
Above 10 Lakh	10	3
TOTAL	311	100
Job Classification	Number of respondents	Percentage %
BPO	79	25
IT	183	59
Administration	49	16
TOTAL	311	100

According to the demographic study, most respondents are young (54 percent between 21 and 30 years old), male (67 percent), and just starting out in their careers (93 percent have five or less years of experience). A largely youthful and highly educated workforce is indicated by the fact that the majority have postgraduate degrees (65%) and are employed by their first company (65%). A significant percentage (56%) are employed in their hometown, indicating a preference for or potential for locally oriented hybrid jobs. The workforce is centered on operational tasks, as evidenced by the fact that 39% of employees are team leaders and 56% of employees are team members. According to the income distribution, about half make between ₹3-6 lakhs per year, which is consistent with early career roles. The study's focus is reinforced by the fact that the majority (59%) come from the IT industry. All things considered, the data points to a young, bright, and expanding IT workforce handling hybrid work environments, which makes emotional intelligence and engagement especially crucial topics for this group.

## Factor Analysis

**Table No.: 2 Emotional Intelligence**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.862
Bartlett's Test of Sphericity	Approx. Chi-Square	1222.047
	df	45
	Sig.	.000

At 0.862, the Kaiser-Meyer-Olkin (KMO) sample adequacy score is considered excellent. This suggests that factor analysis is a good fit for the data because there is enough common variance for this method to work. However, a Chi-Square value of 1222.047 (df = 45, Sig. = .000) is obtained from Bartlett's Test of Sphericity. This significant finding (p < .05) supports the use of component analysis and demonstrates that the correlation matrix is more than just an identity matrix by revealing significant correlations between variables.

**Table No.: 3**

Rotated Component Matrix <sup>a</sup>		
	Component	
	1	2
I seek out activities that make me happy	0.809	
I have control over my emotions	0.762	
By looking at their facial expressions, I recognize the emotions people are experiencing	0.738	
I arrange events others enjoy	0.723	
I help other people feel better when they are down	0.569	
I can tell how people are feeling by listening to the tone of their voice	0.558	
I know why my emotions change		0.829
I easily recognize my emotions as I experience them		0.768
I use good moods to help myself keep trying in the face of obstacles		0.745
When I am in a positive mood, I am able to come up with new ideas		0.640
Eigenvalues	4.589	1.305
% of Variance	45.895	13.053
Cumulative %	45.895	58.948



A definite two-factor solution that accounts for 58.948% of the dataset's variation is revealed by the rotated component matrix. Component 1 highlights prosocial behavior and interpersonal emotional involvement traits. Finding enjoyable activities (0.809), controlling emotional reactions (0.762), identifying emotions from facial expressions (0.738), planning enjoyable events for others (0.723), offering emotional support (0.569), and interpreting emotions from vocal tones (0.558) are all examples of this. A proactive and socially conscious approach to emotional situations is implied by this component, which is closely linked to social-emotional intelligence. The second component focuses on intrapersonal emotional self-awareness and self-control. Understanding the reasons behind one's emotional fluctuations (0.829), identifying emotions in real time (0.768), using positive emotions to solve problems (0.745), and generating new ideas when feeling good (0.640) are all part of it. These two elements, which together account for about 59% of the total variation in the data, provide a robust and theoretically sound framework for comprehending the complex nature of emotional involvement.

## Regression

### Impact of Emotional Intelligence on Employee Engagement

**Table No.: 4 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.656 <sup>a</sup>	.430	.426	.68354

a. Predictors: (Constant), Emotional Intelligence Component 2, Emotional Intelligence Component 1

**Table No.: 5 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	108.438	2	54.219	116.045	.000 <sup>b</sup>
	Residual	143.906	308	.467		
	Total	252.344	310			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Emotional Intelligence Component 2, Emotional Intelligence Component 1

**Table No.:6 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
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		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.155	.213		5.433	.000
	Emotional Intelligence Component 1	.502	.063	.416	7.963	.000
	Emotional Intelligence Component 2	.367	.059	.323	6.185	.000

a. Dependent Variable: Employee Engagement

The regression analysis conducted to examine the predictive power of two emotional intelligence components (Emotional Intelligence Component 1 and Emotional Intelligence Component 2 based on the Factor Analysis performed, shown in Table No. 3) on employee engagement demonstrates a robust and statistically significant model. The model summary's R value of 0.656 indicates a strong positive relationship between the predictors and the dependent variable (employee engagement). The R Square value of 0.430 indicates that these two emotional intelligence components explain about 43% of the variation in employee engagement. Even after accounting for the number of predictors, this percentage remains constant, as indicated by the adjusted R Square of 0.426. The standard error of the estimate (0.68354) shows the average distance between the regression line and the observed values.

The results of the ANOVA demonstrate that the regression model is statistically significant ( $F(2, 308) = 116.045$ ,  $p < .001$ ), rejecting the null hypothesis that the regression model does not yield a better fit than the mean alone. This finding suggests that when the two components of emotional intelligence are combined, they may provide a meaningful explanation for variations in employee engagement.

The coefficients table provides more details on the unique contributions of each predictor. The unstandardized coefficients show that both Emotional Intelligence Components 1 ( $B = 0.502$ ,  $p < .001$ ) and 2 ( $B = 0.367$ ,  $p < .001$ ) are significant predictors of employee engagement, indicating their unique and noteworthy contributions. The standardised impact of Emotional Intelligence Component 1 ( $\beta = 0.416$ ) on employee engagement is marginally higher than that of Emotional Intelligence Component 2 ( $\beta = 0.323$ ), based on the standardised beta coefficients.

Together, these findings demonstrate the importance of both emotional intelligence traits in fostering worker engagement. These results are in line with contemporary theories of emotional intelligence, which maintain that the ability to understand and regulate one's own emotional state as well as the ability to manage social-emotional relationships have a significant impact on a motivated and engaged workforce.

## 9.Suggestions

- Organizations should implement systematic Emotional Intelligence training programs, such as workshops on emotional control and mindfulness exercises, to help employees overcome the challenges of hybrid work.
- Implement the development of emotional intelligence (EI) skills in managers and leaders through mentoring and coaching initiatives. EI leaders have the ability

to create positive working cultures that drive employee engagement.

- Set continuous feedback systems to give employees a feeling of appreciation and recognition. Emotionally intelligent feedback should focus on strengths and areas for improvement.
- Provide a platform where employees can freely voice feelings and concerns without fear of reprisal, particularly with mixed teams.
- In hybrid workplaces, apply web collaboration technology to maintain camaraderie and morale while ensuring that virtual interactions foster connection and diversity.
- Establish hybrid work policies that grant employees freedom but equip them with emotional support services that cater to their unique emotional needs.
- Recognize emotional intelligence competencies such as communication flexibility, empathy, and active listening. Incorporate them into performance reviews and incentive compensation plans.
- Incorporate Emotional Intelligence (EI) testing and training within the induction program to equip the new recruits with the necessary skills to thrive in mixed workplaces.
- Leverage activities to counteract digital fatigue, for instance, encouraging screen breaks, alternative meeting timetables, and web-delivered wellness activities, to sustain interest levels.
- Involve team leaders, IT, and HR to work together in creating holistic engagement plans that meet hybrid work challenges and incorporate emotional intelligence.

## 10.CONCLUSION

Emotional intelligence (EI) is the key to practices that optimize employee involvement in hybrid work arrangements, especially in IT, as this study shows. As companies shift toward more adaptable work arrangements, employees face new challenges like digital exhaustion, communication failure, and lack of interpersonal connection. People with high EI are characterized by strong interpersonal skills, resilience, and flexibility, which maintain their motivation, teamwork, and general engagement. By integrating emotional intelligence into leadership habits, training initiatives, and talent development programs, companies can guarantee a culture of psychological safety, collaboration, and sustained engagement. Emotionally intelligent (EI)-based initiatives like virtual team-building practices, mentoring schemes, and emotional regulation training practices can help considerably enhance worker productivity and job satisfaction. As hybrid work becomes a reality, companies valuing emotional intelligence will be well on their way to creating an emotionally resilient and engaging workforce, leading to long-term organizational success in a world of change.

## 11.Scope for Further Research

Future research could investigate other dimensions of emotional intelligence (EI) and employee engagement in hybrid workspaces to more firmly establish these relationships. Longitudinal research that examines the shifting effectiveness of EI-based employee engagement programs and their long-term sustainability could provide insights into workforce resilience. AI-facilitated emotional intelligence

testing may provide new methods for measuring and enhancing employees' emotional intelligence. It might be possible to develop insights into differences across industries in how EI impacts engagement by conducting this study in other industries, further contributing to organizational development programs. Cultural influences are also relevant, and it would be valuable to learn more about the impact of regional and corporate cultures on emotional intelligence and employee engagement in hybrid workspaces. Further, comparing employee engagement in fully remote versus blended work arrangements may provide insights into differences in workers' adaptability, productivity, and emotional resilience. Future research on these issues will contribute to a comprehensive framework for maximizing emotional intelligence and employee engagement in the evolving workplace.

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