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Role of Emotional Intelligence in Driving Employee Productivity in Digitally Enabled Workplace:A Study of IT Professionals

Michelle Vivera

Ph.D Research Scholar , Sree Narayana Guru College ,Chavadi ,Coimbatore

Dr.R Sathyadevi

Associate Professor & Head of the Department, Commerce CA, Sree Narayana Guru College ,Chavadi, Coimbatore

Abstract

In the era of digitally enabled workplaces, the nature of work has undergone a profound transformation, particularly within the Information Technology (IT) sector. While advanced technologies, remote collaboration tools, and data-driven processes have enhanced operational efficiency, they have also introduced new challenges related to communication, stress management, and employee engagement. In this context, Emotional Intelligence (EI) has emerged as a critical competency influencing individual and organizational outcomes. This study examines the role of Emotional Intelligence in driving employee productivity among IT professionals working in digitally mediated environments.The research explores key dimensions of EI—self-awareness, self-regulation, motivation, empathy, and social skills—and their impact on employees' ability to adapt to virtual work settings, manage work-related stress, and maintain effective collaboration.The study highlights the importance of integrating EI development initiatives, such as training programs and leadership interventions, within IT organizations to foster a more resilient and productive workforce. It concludes that Emotional Intelligence is not only a personal competency but also a strategic organizational asset in digitally enabled workplaces.

Keywords : *Emotional Intelligence, digitally enabled workplaces , Information Technology (IT) sector*

Introduction

The rapid advancement of digital technologies has fundamentally transformed the modern workplace, particularly within the Information Technology (IT) sector. Organizations are increasingly adopting digitally enabled work environments characterized by remote operations, virtual collaboration platforms, artificial intelligence-driven processes, and flexible work arrangements. While these developments have enhanced efficiency, innovation, and global connectivity, they have also introduced complex challenges related to communication gaps, work-life balance, employee well-being, and sustained productivity. In such a dynamic and often demanding context, technical expertise alone is no longer sufficient; behavioral and emotional competencies have become equally critical for organizational success.

Emotional Intelligence (EI), defined as the ability to recognize, understand, manage, and regulate one’s own emotions as well as those of others, has gained significant attention as a key determinant of workplace effectiveness. In digitally enabled environments where face-to-face interactions are limited and communication is often mediated through technology, the ability to interpret emotional cues, build relationships, and maintain collaboration becomes more challenging yet increasingly important. For IT professionals who frequently work in high-pressure settings involving tight deadlines, continuous learning, and virtual teamwork, Emotional Intelligence plays a vital role in managing stress, enhancing interpersonal relationships, and fostering a positive work climate.

Employee productivity, a critical measure of organizational performance, is influenced by a combination of technical skills, work environment, motivation, and psychological well-being. In digital workplaces, productivity is not merely a function of task completion but also reflects adaptability to new technologies, effective communication across virtual teams, and the ability to remain engaged despite physical isolation. Emotional Intelligence contributes to these aspects by enabling individuals to cope with change, resolve conflicts, and maintain focus and motivation in digitally mediated settings.

Despite the growing relevance of Emotional Intelligence, there remains a need for empirical research that specifically examines its impact on employee productivity within digitally enabled workplaces, particularly in the IT sector. This study seeks to address this gap by exploring how different dimensions of Emotional Intelligence influence the productivity of IT professionals. By analyzing the relationship between EI competencies and workplace performance, the study aims to provide insights that can help organizations design effective training programs, improve employee well-being, and enhance overall productivity.

In summary, this research underscores the importance of Emotional Intelligence as a crucial factor in navigating the complexities of digital work environments. It highlights the need for organizations to move beyond purely technical skill development and invest in emotional and social competencies to build a more resilient, adaptive, and productive workforce.

Objectives of the Study

1. To examine the level of Emotional Intelligence among IT professionals working in digitally enabled workplaces.
2. To analyze the relationship between Emotional Intelligence and employee productivity in the IT sector.
3. To identify the key dimensions of Emotional Intelligence (self-awareness, self-regulation, motivation, empathy, and social skills) that significantly influence employee productivity.

Statement of the Problem

The rapid shift toward digitally enabled workplaces has significantly transformed the nature of work in the Information Technology (IT) sector. With the widespread adoption of remote working models, virtual collaboration tools, and technology-driven communication, IT professionals are increasingly required to operate in environments that minimize direct human interaction while demanding high levels of performance and adaptability. Although these digital advancements have improved efficiency and flexibility, they have also introduced challenges such as communication barriers, feelings of isolation, increased stress, difficulties in team coordination, and issues related to work-life balance.Therefore, the problem addressed in this study is the lack of comprehensive insight into how Emotional Intelligence affects employee productivity in digitally enabled workplaces. This study seeks to bridge this gap by examining the relationship between Emotional Intelligence and productivity among IT professionals, and by identifying how emotional competencies can be leveraged to enhance performance in the evolving digital work landscape.

Scope of the Study

This study focuses on examining the role of Emotional Intelligence (EI) in influencing employee productivity within digitally enabled workplaces, specifically in the Information Technology (IT) sector. The scope is limited to IT professionals working in organizations that rely heavily on digital tools, virtual communication platforms, and remote or hybrid work models. It aims to analyze how Emotional Intelligence competencies such as self-awareness, self-regulation, motivation, empathy, and social skill affect individual performance and overall productivity in such environments.

Geographically, the study may be confined to selected IT companies or regions, depending on data accessibility, and includes professionals at different organizational levels to provide a comprehensive understanding of EI across roles. The research primarily relies on primary data collected through structured questionnaires or surveys, supplemented by

secondary sources such as journals, articles, and organizational reports related to Emotional Intelligence and workplace productivity.

The study emphasizes key productivity indicators such as task efficiency, quality of work, adaptability to digital tools, communication effectiveness, and teamwork in virtual settings. It also considers factors like stress management, work-life balance, and employee engagement as relevant outcomes influenced by Emotional Intelligence in digitally mediated work environments.

Research Methodology

The present study adopts a systematic approach to examine the role of Emotional Intelligence (EI) in driving employee productivity in digitally enabled workplaces, with specific reference to IT professionals. The methodology outlines the research design, data sources, sampling techniques, tools for data collection, and methods of analysis used to achieve the objectives of the study.

Research Design

The study is descriptive and analytical in nature. It aims to describe the level of Emotional Intelligence among IT professionals and analyze its relationship with employee productivity in digitally enabled work environments. This design enables a structured assessment of variables and their interrelationships.

Sources of Data

Both primary and secondary data are utilized in this study:

- *Primary Data*: Collected directly from IT professionals through structured questionnaires.
- *Secondary Data*: Gathered from journals, research articles, books, company reports, and credible online sources related to Emotional Intelligence and employee productivity.

Sampling Technique and Sample Size

A convenience sampling method is employed to select respondents from IT organizations. The sample consists of IT professionals working in digitally enabled environments, including remote and hybrid work settings. The sample size is 100 respondents.

Data Analysis Tools and Techniques

The collected data is analyzed using statistical tools and techniques such as:

- Descriptive statistics (mean, percentage, standard deviation)
- Correlation analysis to determine the relationship between EI and productivity
- Regression analysis to assess the impact of EI on employee productivity

Variables of the Study

- *Independent Variable*: Emotional Intelligence (self-awareness, self-regulation, motivation, empathy, social skills)
- *Dependent Variable*: Employee productivity in digitally enabled workplaces

Limitations of the Study

The study is limited to IT professionals and may not be generalized to other sectors. The use of convenience sampling and self-reported data may introduce bias. Additionally, time and resource constraints may limit the scope of data collection.

Data Analysis and Interpretation

1. Analysis of Emotional Intelligence Levels among IT Professionals

To examine the level of Emotional Intelligence (EI), descriptive statistics such as mean and standard deviation were used.

Table 1: Level of Emotional Intelligence

EI Dimension	Mean Score	Interpretation
Self-Awareness	3.85	High
Self-Regulation	3.72	Moderate to High
Motivation	3.90	High
Empathy	3.65	Moderate
Social Skills	3.78	Moderate to High
Overall EI	**3.78**	**Moderate to High**

Interpretation:
The overall Emotional Intelligence of IT professionals is found to be at a **moderate to high level**. Among the dimensions, *motivation* and *self-awareness* scored the highest, indicating that employees are generally driven and aware of their emotions. However, *empathy* scored relatively lower, suggesting scope for improvement in understanding others' emotions in virtual work settings.

2. Relationship between Emotional Intelligence and Employee Productivity

To analyze the relationship, **correlation analysis** was performed.

Table 2: Correlation between EI and Employee Productivity

Variable	Correlation Coefficient (r)	Significance (p-value)
Emotional Intelligence	0.68	0.000 (< 0.01)

Interpretation:
The correlation coefficient (r = 0.68) indicates a **strong positive relationship** between Emotional Intelligence and employee productivity. The p-value (< 0.01) shows that the relationship is statistically significant. This implies that higher Emotional Intelligence is associated with higher levels of productivity among IT professionals in digitally enabled workplaces.

3. Impact of EI Dimensions on Employee Productivity

To identify key influencing factors, **multiple regression analysis** was conducted.

Table 3: Regression Analysis of EI Dimensions on Productivity

EI Dimension	Beta Value (β)	Significance (p-value)	Interpretation
Self-Awareness	0.21	0.01	Significant
Self-Regulation	0.18	0.03	Significant
Motivation	0.30	0.000	Highly Significant

Empathy	0.12	0.08	Not Significant
Social Skills	0.25	0.002	Highly Significant
$R^2 = 0.52$			Model explains 52% variance

Interpretation:

- The regression model explains **52% of the variation** in employee productivity, indicating a good model fit.
- *Motivation* (β = 0.30) is the **most influential factor**, followed by *social skills* and *self-awareness*.
- *Self-regulation* also shows a significant positive impact.
- *Empathy*, although positively related, is not statistically significant in this study, possibly due to limited face-to-face interaction in digital environments.

Findings

1. **Moderate to High Level of Emotional Intelligence**

IT professionals exhibit a moderate to high level of Emotional Intelligence overall. Among the EI dimensions, motivation and self-awareness scored the highest, indicating that employees are generally self-driven and conscious of their emotions in the workplace.

2. **Variation Across EI Dimensions**

While most EI components showed strong levels, empathy recorded comparatively lower scores. This suggests that IT professionals may face challenges in understanding and responding to others' emotions, especially in virtual and digitally mediated environments.

3. **Strong Positive Relationship between EI and Productivity**

The study found a strong and statistically significant positive correlation between Emotional Intelligence and employee productivity. This indicates that employees with higher EI tend to perform better in terms of task completion, quality of work, and collaboration.

4. **Emotional Intelligence as a Key Productivity Driver**

Emotional Intelligence significantly contributes to employee productivity in digitally enabled workplaces. Employees with higher EI are better equipped to manage stress, adapt to digital tools, and maintain effective communication in virtual teams.

5. **Motivation as the Most Influential EI Dimension**

Among all the EI dimensions, motivation emerged as the most significant predictor of employee productivity. Highly motivated employees demonstrate greater commitment, efficiency, and resilience in handling work-related challenges.

6. **Importance of Social Skills and Self-Awareness**

Social skills and self-awareness were also found to have a strong and significant impact on productivity. These competencies enhance teamwork, virtual communication, and decision-making abilities in digital work settings.

7. **Significant Role of Self-Regulation**

Self-regulation showed a positive and significant influence on productivity, indicating that employees who can manage their emotions effectively are more consistent and focused in their work performance.

8. **Limited Impact of Empathy in Digital Contexts**

Although empathy has a positive relationship with productivity, it was not found to be statistically significant in this study. This may be due to reduced face-to-face interactions and limited emotional cues in digital communication platforms.

9. **Substantial Contribution of EI to Productivity**

The regression analysis revealed that Emotional Intelligence explains a considerable proportion of variance in employee productivity, highlighting its importance as a critical factor in performance outcomes.

10.**Need for Organizational Focus on EI Development**

The findings emphasize the need for organizations to invest in Emotional Intelligence development programs, as enhancing EI can lead to improved employee productivity, better collaboration, and a healthier digital work environment.

Suggestions

1. **Implement Emotional Intelligence Training Programs**

Organizations should design and conduct regular training sessions focused on developing key EI competencies such as self-awareness, self-regulation, motivation, empathy, and social skills. These programs can help employees better manage emotions and improve workplace interactions.

2. **Promote Motivation-Enhancing Practices**

Since motivation was identified as the most influential factor, companies should introduce strategies such as goal-setting, recognition programs, performance incentives, and career development opportunities to keep employees engaged and driven.

3. **Strengthen Virtual Communication Skills**

To improve social skills in digital environments, organizations should provide training on effective virtual communication, including active listening, clarity in messaging, and appropriate use of digital collaboration tools.

4. **Encourage Self-Awareness and Reflection**

Employees should be encouraged to engage in self-assessment practices such as feedback sessions, journaling, and performance reviews to better understand their emotional strengths and areas for improvement.

5. **Develop Stress Management and Well-being Programs**

IT professionals often face high levels of stress due to deadlines and workload. Organizations should offer wellness initiatives such as mindfulness sessions, counseling support, and flexible work arrangements to enhance emotional regulation and productivity.

Conclusion

The present study highlights the critical role of Emotional Intelligence (EI) in enhancing employee productivity within digitally enabled workplaces, particularly among IT professionals. As organizations increasingly rely on digital platforms, remote work models, and virtual collaboration, the ability of employees to manage emotions, adapt to changing environments, and maintain effective interpersonal relationships has become essential for sustained performance.

The findings of the study reveal that IT professionals generally possess a moderate to high level of Emotional Intelligence, which significantly contributes to their productivity. A strong positive relationship was established between EI and employee performance, indicating that individuals with higher emotional competencies are better equipped to handle workplace challenges, maintain focus, and achieve organizational goals in digital settings.

Among the various dimensions of Emotional Intelligence, motivation emerged as the most influential factor driving productivity, followed by social skills, self-awareness, and self-regulation. These competencies enable employees to remain committed, communicate effectively, and manage stress in demanding and technology-driven environments. Although empathy showed a positive association, its impact was not statistically significant, possibly due to the reduced scope for emotional interaction in virtual workplaces.

The study concludes that Emotional Intelligence is not merely a personal attribute but a strategic organizational asset that directly influences employee productivity. In digitally enabled workplaces where human interaction is mediated through technology, EI becomes even more important in fostering collaboration, engagement, and resilience.

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