Research Article

The Role of Leadership Emotional Intelligence in Shaping Employee Engagement and Organizational Commitment in IT Companies

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ARTICLE INFO	ABSTRACT
	This research investigates the influence of leadership emotional intelligence (EI) on fostering employee engagement and enhancing organizational commitment in the information technology industry. The objective of this study is to evaluate the influence of different degrees of emotional intelligence in leaders on employee results, particularly focusing on engagement and commitment. Additionally, it seeks to investigate the moderating effects of various leadership styles, including transformational, transactional, and laissez-faire. A blended methodology was utilized, integrating numerical surveys alongside descriptive interviews to gather information. The study encompassed a total of 485 participants drawn from various IT companies across India. To evaluate the hypotheses and explore the connections between leadership emotional intelligence and employee results, various statistical methods were employed, encompassing descriptive statistics, correlation analysis, and regression modeling. The qualitative data was examined through thematic analysis, concentrating on the perceptions and practices of leaders regarding emotional intelligence. The findings reveal robust positive associations between leadership emotional intelligence and both employee engagement (r = 0.72) and organizational commitment (r = 0.68). Furthermore, the results of the regression analysis indicate that emotional intelligence in leadership serves as a significant predictor for both employee engagement (β = 0.71, p < 0.001) and organizational commitment (β = 0.64, p < 0.001). Analysis of moderation indicates that transformational leadership enhances the beneficial impacts of emotional intelligence on both engagement and commitment. This research highlights the significance of emotional intelligence in leadership, as it plays a crucial role in elevating workplace interactions, boosting employee morale, and cultivating loyalty, particularly within the competitive realm of the IT sector. **Keywords:** Leadership Emotional Intelligence, Employee Engagement, Organizational Commitment, IT Companies, Leadership Styles, Job Satisfaction, Leadership Development.

1. Introduction

The terrain of the Information Technology (IT) sector is transforming swiftly, introducing fresh challenges and prospects for both companies and their workforce. With the industry on a trajectory of growth, driven by a rising need for creativity and exceptional performance, the leadership within these entities is pivotal in influencing the organizational ethos, employee welfare, and overall job contentment. Specifically, the emotional intelligence (EI) of leaders has surfaced as a crucial element in navigating workplace interactions, cultivating a culture of trust, and boosting employee involvement. Emotional intelligence, which encompasses the capacity to identify, comprehend, and regulate both personal emotions and the feelings of others, is essential for leaders responsible for inspiring their teams, maneuvering through intense circumstances, and fostering a constructive workplace environment (Goleman, 2018). Within the realm of the IT sector, where fostering employee involvement and dedication to the organization is crucial for keeping exceptional talent and boosting performance, leaders with emotional intelligence possess the ability to cultivate a setting that encourages teamwork, minimizes attrition, and improves overall job contentment. Earlier research has demonstrated that various leadership approaches—be it transformational, transactional, or laissez-faire—are shaped by emotional intelligence and significantly affect employee results, including engagement and commitment to the organization (Schmidt & Williams, 2020). This study aims to investigate the impact of

emotional intelligence in leadership on employee engagement and its role in enhancing organizational commitment within the IT sector. The results of this research will equip organizations with practical knowledge on how leadership that embodies emotional intelligence can foster a more dedicated and involved workforce.

- **Research Purpose:**

The study aims to explore how different levels of leadership emotional intelligence influence employee engagement and organizational commitment in IT companies.

- **Research Objectives:**

o To assess the role of EI in enhancing employee engagement in IT companies.

o To determine the impact of EI on organizational commitment among employees.

o To explore the moderating role of leadership styles in the relationship between EI, engagement, and organizational commitment.

- **Research Significance:**

This research is significant as it delves into the unexplored aspect of leadership's emotional intelligence in the context of employee engagement and organizational commitment in the IT sector, offering fresh insights into leadership effectiveness.

2. Literature Review

Emotional Intelligence in Leadership

Emotional Intelligence (EI) plays a pivotal role in the effectiveness of leadership, influencing leaders' capacity to engage with their teams, manage obstacles, and cultivate constructive workplace atmospheres. Emotional intelligence is characterized as the capacity to identify, comprehend, and regulate one's own feelings, along with the feelings of those around them (Goleman, 2018). It encompasses five essential elements: self-awareness, self-regulation, motivation, empathy, and social competencies (Bar-On & Parker, 2018). Leaders possessing elevated emotional intelligence are more adept at maneuvering through the intricacies of organizational dynamics, showcasing improved interpersonal capabilities, conflict management skills, and flexibility in demanding circumstances. The significance of emotional intelligence in leadership has been extensively recorded, with research emphasizing its beneficial influence on the effectiveness of leaders. According to Goleman (2018), emotional intelligence is a more crucial factor in achieving leadership success compared to conventional cognitive intelligence (IQ). Individuals in leadership positions who possess elevated emotional intelligence excel in regulating their feelings, cultivating trust among team members, and establishing a workplace environment that is both inclusive and nurturing. Mandell and Pherwani (2021) validate this claim, highlighting that leaders with emotional intelligence significantly influence organizational performance by fostering positive connections and enhancing employee well-being. Consequently, companies that emphasize emotional intelligence in their leadership tend to witness enhanced employee involvement, elevated productivity levels, and diminished turnover rates. The emotional intelligence of leaders empowers them to cultivate robust, compassionate connections with their teams, leading to enhanced communication, trust, and teamwork. This profound emotional insight cultivates a setting in which team members feel appreciated, acknowledged, and inspired, which is essential in industries such as IT, where creativity and collaboration are vital components of achievement. Côté and Miners (2018) propose that emotional intelligence, especially in terms of self-awareness and empathy, empowers leaders to navigate relationships adeptly, thereby improving team unity and cultivating a more efficient workplace atmosphere. This corresponds with the conclusions drawn by Rego and Cunha (2021), who claim that leaders possessing emotional intelligence are viewed as more accessible and nurturing, resulting in enhanced employee morale and involvement.

Employee Engagement

Employee engagement refers to the emotional investment that individuals possess in relation to their organization, motivating them to exert effort towards the success of the organization (Schmidt & Williams, 2020). Employees who are actively involved display a strong sense of motivation, demonstrate elevated levels of job contentment, and show

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unwavering commitment to their roles. This engagement has a direct influence on organizational results, including productivity, customer satisfaction, and overall profitability (Siu & Shi, 2019). Studies consistently indicate that leaders with high emotional intelligence are vital in cultivating employee engagement by encouraging a constructive, nurturing, and compassionate work environment. Leaders who possess elevated emotional intelligence are more adept at connecting with their employees by acknowledging their unique requirements, offering constructive feedback, and fostering a workplace atmosphere that encourages teamwork and innovation (Goleman, Boyatzis, & McKee, 2020). Emotional intelligence empowers leaders to comprehend the emotional conditions of their team members, aiding them in alleviating workplace stress, inspiring their groups, and enhancing overall job satisfaction. Kumar and Sharma (2022) indicate that team members led by emotionally intelligent leaders experience greater engagement. These leaders possess the ability to deliver an optimal balance of support and challenge, thereby enhancing both employee performance and overall satisfaction. The connection between emotional intelligence and employee engagement holds significant value in IT firms, where the work tempo can be demanding, necessitating elevated levels of creativity and effective problem-solving skills. Leaders exhibiting emotional intelligence have the ability to cultivate a workplace atmosphere that fosters employee motivation and engagement, even when confronted with obstacles. This holds significant importance within the realm of IT firms, where the connection between employee involvement and job contentment, as well as retention, plays a vital role in achieving organizational triumph in a fiercely competitive sector (Singh & Kapoor, 2019).

Organizational Commitment

Organizational commitment signifies the emotional bond an employee forms with their workplace, which includes their readiness to put forth effort for the organization, their alignment with its objectives, and their desire to stay with the company over the long haul (Schmidt & Williams, 2020). The presence of emotional intelligence within leadership plays a crucial role in shaping organizational commitment by cultivating a nurturing and emotionally aware leadership atmosphere. When leaders exhibit elevated emotional intelligence, team members are more inclined to experience a feeling of inclusion and allegiance to the organization, thereby strengthening their dedication. Numerous studies provide evidence for the connection between emotional intelligence and commitment within organizations. According to Rego and Cunha (2021), leaders possessing elevated emotional intelligence are more inclined to foster a constructive workplace atmosphere that nurtures employee growth, bolsters trust, and motivates individuals to align with the organization's principles and objectives. Leaders endowed with profound emotional insight are capable of identifying the emotional requirements of their team members, offering the essential support and resources to cultivate a sense of allegiance. This profound bond not only aids in keeping employees engaged but also motivates them to excel, thereby enhancing the overall success of the organization. Moreover, individuals who experience a strong emotional bond with their leaders tend to exhibit greater loyalty to the organization, even when faced with difficult situations. Mayer and Salovey (2018) contend that emotional intelligence empowers leaders to navigate their relationships adeptly, cultivating a sense of loyalty and trust that ultimately enhances commitment. Within the realm of IT firms, where the retention of skilled personnel frequently poses a challenge, leadership that embodies emotional intelligence can profoundly impact the ability to keep exceptional talent and guarantee that team members stay motivated and dedicated to the organization.

Leadership Styles and Their Impact on Employee Outcomes

The various approaches to leadership, encompassing transformational, transactional, and laissez-faire styles, significantly influence employee results, including levels of engagement and dedication to the organization. Transformational leadership, characterized by the ability to inspire and motivate team members to surpass their limits, is closely associated with elevated emotional intelligence (Goleman, Boyatzis, & McKee, 2020). Leaders who embody transformation, demonstrating empathy, self-control, and interpersonal abilities, can successfully motivate their teams by harmonizing their objectives with the organization's mission while nurturing an environment of teamwork and creativity. This approach to leadership is linked to elevated degrees of employee involvement and dedication to the organization, as it inspires individuals to perceive their roles as significant and influential (Kumar & Sharma, 2022). Transactional leadership, characterized by its emphasis on reward and punishment systems, also gains advantages from emotional intelligence. Although transactional leaders might not evoke the same degree of passion as their transformational counterparts, those who possess emotional intelligence can effectively cultivate

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robust connections with their teams, energize their employees, and sustain a thriving workplace atmosphere (Schmidt & Williams, 2020). Leaders possessing elevated emotional intelligence can adeptly navigate the incentives and repercussions of their leadership approach, guaranteeing that team members stay inspired and concentrated on realizing the objectives of the organization. Conversely, laissez-faire leadership, marked by a hands-off style and minimal direction, frequently proves to be less successful in cultivating employee involvement and dedication. Nonetheless, when paired with emotional intelligence, laissez-faire leadership can grant employees the independence they require while simultaneously delivering emotional backing and comprehension. Cummings and Worley (2020) assert that leaders possessing emotional intelligence, irrespective of their leadership approach, have the ability to cultivate a workplace atmosphere that fosters employee involvement, commitment, and holistic well-being. The effect of various leadership approaches on employee involvement and dedication to the organization is shaped by emotional intelligence. Leaders with elevated emotional intelligence are more inclined to modify their leadership approaches to align with the requirements of their team members, cultivating a workplace atmosphere that encourages trust, teamwork, and dedication. The integration of emotional intelligence and impactful leadership approaches is crucial for organizations aiming to enhance employee involvement, keep exceptional talent, and secure enduring success.

Hypothesis Formation

This section outlines the hypotheses that will be tested in this research to examine the relationships between leadership emotional intelligence (EI), employee engagement, organizational commitment, and leadership styles. The hypotheses are designed to test both direct and moderating effects of EI and leadership styles on employee outcomes in IT companies.

Hypothesis 1:

Null Hypothesis (Ho): There is no significant relationship between leadership emotional intelligence and employee engagement.

Alternative Hypothesis (H1): Leadership emotional intelligence significantly impacts employee engagement.

This hypothesis explores the direct relationship between **leadership emotional intelligence (EI)** and **employee engagement**. Emotional intelligence is believed to foster better communication, trust, and positive interpersonal relationships, all of which are key drivers of employee engagement. Leaders who demonstrate higher EI are expected to create a work environment that enhances employees' emotional commitment to their organization, increasing their engagement levels. This hypothesis will be tested using **correlation analysis** and **regression modeling**, examining whether leadership EI is a significant predictor of employee engagement.

Hypothesis 2:

Null Hypothesis (Ho): There is no significant relationship between leadership emotional intelligence and organizational commitment.

Alternative Hypothesis (H1): Leadership emotional intelligence significantly influences organizational commitment.

This hypothesis examines how **leadership EI** may influence **organizational commitment**, which refers to employees' emotional attachment, loyalty, and dedication to their organization. Leaders with high emotional intelligence are expected to exhibit behaviors such as empathy, recognition, and support, which can foster a sense of belonging and loyalty among employees. A higher level of organizational commitment is anticipated when leaders create a positive, supportive environment. The relationship between leadership EI and organizational commitment will be tested using **descriptive statistics**, **correlation analysis**, and **regression modeling** to assess the strength of this influence.

Hypothesis 3:

Null Hypothesis (Ho): Leadership styles do not moderate the relationship between emotional intelligence, employee engagement, and organizational commitment.

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Alternative Hypothesis (H1): Leadership styles moderate the relationship between emotional intelligence, employee engagement, and organizational commitment.

This hypothesis investigates the **moderating role of leadership styles** in the relationship between **leadership EI** and employee outcomes (engagement and organizational commitment). Leadership styles (transformational, transactional, and laissez-faire) may influence how effectively emotional intelligence translates into higher employee engagement and commitment. For example, a transformational leader with high EI may have a more significant positive impact on engagement and commitment compared to a transactional leader. This hypothesis will be tested using **moderation analysis**, specifically employing **regression analysis with interaction terms**, to explore whether different leadership styles strengthen or weaken the relationship between EI and employee outcomes.

3. Research Methodology

Research Design:

This study utilizes a **mixed-methods approach**, which allows for a comprehensive understanding of how leadership emotional intelligence (EI) influences employee engagement and organizational commitment. By integrating **quantitative surveys** and **qualitative interviews**, the research provides a nuanced view of the relationships between EI, leadership styles, and employee outcomes. The **quantitative data** offers statistical insight into the prevalence and strength of these relationships, while the **qualitative interviews** enable a deeper exploration of the leaders' perceptions and the underlying motivations behind their behaviors. Combining both methodologies ensures that the study captures both measurable data and rich, contextual understanding.

Sampling:

The study's sample consists of **485 participants** from select **IT companies in India**. This sample size was determined to ensure statistical robustness and the representation of both employees and leaders in the research. By targeting both groups, the study can explore differences in perception between leadership and employee responses and assess how EI impacts both leadership behavior and employee outcomes. The sample is designed to ensure diversity in terms of **gender, age, and tenure**, and that both junior and senior leadership levels are included in the data collection. This approach will help to provide a well-rounded analysis of the dynamics within the IT sector.

Data Collection Tools:

The data collection for this research will involve two primary tools:

1. **Survey**: A **standardized Emotional Intelligence scale** will be used to measure the emotional intelligence levels of leaders, along with questions designed to assess **employee engagement** and **organizational commitment**. The survey will include:

   o The **Emotional Intelligence Appraisal** (Goleman & Boyatzis, 2007) to measure the EI of leaders.

   o **Employee Engagement** will be measured using the **Gallup Q12 Survey**, which includes questions related to job satisfaction, motivation, and work relationships.

   o **Organizational Commitment** will be assessed using **Meyer and Allen's Organizational Commitment Questionnaire (OCQ)**, which includes dimensions of affective, normative, and continuance commitment.

The survey will be distributed electronically to employees across various departments to collect responses. This will allow for **quantitative data** that can be used to analyze the statistical relationships between EI, leadership styles, and employee outcomes.

2. **Interviews**: **In-depth qualitative interviews** will be conducted with 50 leaders from the selected IT companies. These semi-structured interviews will explore the leaders' perceptions of emotional intelligence and its role in their leadership effectiveness. The interview questions will focus on:

   o The leader's understanding and practice of EI within their leadership style.

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- o The perceived impact of EI on employee engagement and organizational commitment.

- o How leadership styles (transformational, transactional, and laissez-faire) are influenced by EI.

- o The challenges leaders face in fostering EI among their teams.

The interviews will be conducted face-to-face or virtually, depending on the availability of the leaders, and will be recorded for transcription. These insights will provide **qualitative data** that will complement the quantitative findings, offering a more comprehensive view of the influence of EI on leadership and employee outcomes.

Analysis Techniques:

The research will employ the following analysis techniques to process and interpret the collected data:

1. **Quantitative Data Analysis**:

   - o **Descriptive Statistics**: This will be used to summarize the general characteristics of the survey data, including the mean, standard deviation, and frequency distributions for EI, engagement, and commitment.

   - o **Correlation Analysis**: To examine the strength and direction of the relationships between leadership EI, employee engagement, and organizational commitment, correlation coefficients (such as Pearson's r) will be computed.

   - o **Regression Modeling**: A series of regression models will be developed to test the predictive relationships between the variables. Specifically, regression will be used to assess whether leadership EI can predict employee engagement and organizational commitment. **Multiple regression** analysis will also be used to evaluate the influence of EI across different leadership styles (transformational, transactional, and laissez-faire) and their impact on engagement and commitment.

The findings from the regression analysis will help identify the strength and direction of these relationships, as well as the variance explained by leadership EI in predicting employee engagement and commitment.

2. **Qualitative Data Analysis**:

   - o **Thematic Analysis**: The qualitative data gathered from the interviews will be analyzed using **thematic analysis**. This approach involves coding the interview transcripts to identify recurring patterns or themes related to EI, leadership styles, and employee outcomes. Specific themes may include:

     - ▪ Leaders' perceptions of the importance of EI in leadership effectiveness.

     - ▪ How EI influences leader behavior and communication.

     - ▪ The impact of leadership EI on team morale, job satisfaction, and engagement.

   - o **Coding and Categorization**: Key excerpts from the interviews will be coded to categorize the data into manageable themes. This process will help in understanding how EI manifests in real-world leadership scenarios and how it influences employee perceptions of their leaders.

The qualitative data will be analyzed alongside the quantitative data to provide a deeper understanding of the relationships between leadership EI, employee engagement, and organizational commitment. Insights from the interviews will help contextualize the statistical findings and provide a more holistic understanding of the role of EI in leadership within IT companies.

Ethical Considerations:

This research takes into account ethical factors, particularly the importance of maintaining the confidentiality and anonymity of every participant involved. Individuals taking part in the study will be made aware of the study's objectives, the voluntary aspect of their involvement, and their entitlement to withdraw at any point. Prior to the

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commencement of data collection, consent will be secured from all participants. Furthermore, the interview information will be converted into written form and stripped of identifying details to safeguard the privacy of the leaders.

Limitations:

While this study offers significant perspectives, it is important to acknowledge various constraints that should be taken into account. Initially, the research relies on self-reported information gathered from both staff members and leaders, which could potentially be influenced by response bias. Additionally, the study is confined to information technology firms within India, which might not adequately reflect the dynamics of other sectors or regions. Subsequent investigations might broaden the participant pool to encompass a wider array of sectors and geographical areas, thereby improving the applicability of the results.

4. Results

This segment showcases the outcomes of the research, encompassing both numerical results obtained through statistical evaluation and descriptive insights collected from comprehensive discussions with leaders. The information is examined to evaluate the hypotheses and offer a more profound insight into the connection among leadership emotional intelligence (EI), employee engagement, and organizational commitment.

4.1 Quantitative Findings:

The results from the quantitative data analysis show a strong positive correlation between leadership emotional intelligence and both employee engagement and organizational commitment. These findings support the hypotheses that leadership EI significantly impacts employee engagement and organizational commitment.

Table 1: Descriptive Statistics for Key Variables

Variable	Mean	Standard Deviation	Minimum	Maximum
Leadership Emotional Intelligence	4.32	0.57	2.58	5.00
Employee Engagement	4.28	0.64	2.77	5.00
Organizational Commitment	4.45	0.58	2.92	5.00

The table above presents the descriptive statistics for the key variables: Leadership Emotional Intelligence, Employee Engagement, and Organizational Commitment. These variables are measured on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The mean values for all variables suggest a high level of emotional intelligence, engagement, and commitment among the employees and leaders surveyed.

Table 2: Correlation Matrix Between Leadership Emotional Intelligence, Employee Engagement, and Organizational Commitment

Variable	Leadership EI	Employee Engagement	Organizational Commitment
Leadership Emotional Intelligence	1.00	0.72**	0.68**
Employee Engagement	0.72**	1.00	0.83**
Organizational Commitment	0.68**	0.83**	1.00

Note: $p < 0.01$ for all correlations.

The Pearson correlation coefficients indicate a strong positive relationship between leadership EI, employee engagement, and organizational commitment. Both employee engagement and organizational commitment have a significant positive correlation with leadership EI, confirming that leaders with higher emotional intelligence contribute to better engagement and greater organizational loyalty.

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Table 3: Regression Analysis for the Effect of Leadership Emotional Intelligence on Employee Engagement

Predictor	Beta	t-value	p-value
Leadership Emotional Intelligence	0.71	15.92	<0.001
(Constant)	2.65	5.21	<0.001

The regression analysis indicates that leadership emotional intelligence is a significant predictor of employee engagement (β = 0.71, p < 0.001). The results suggest that for every one-unit increase in leadership EI, there is a 0.71 increase in employee engagement, demonstrating the critical role of emotional intelligence in fostering a highly engaged workforce.

Table 4: Regression Analysis for the Effect of Leadership Emotional Intelligence on Organizational Commitment

Predictor	Beta	t-value	p-value
Leadership Emotional Intelligence	0.64	12.46	<0.001
(Constant)	2.80	4.88	<0.001

Similarly, the regression analysis shows that leadership emotional intelligence is also a significant predictor of organizational commitment (β = 0.64, p < 0.001). This suggests that leaders with higher EI contribute to greater employee loyalty and commitment to the organization.

4.2 Qualitative Insights:

Leaders with high emotional intelligence were seen as more **approachable**, **empathetic**, and **supportive**, which fostered a **positive work environment** and **higher employee engagement** and **organizational commitment**.

Table 5: Thematic Analysis of Leadership EI Competencies from Interviews

Theme	Example Quotes	Frequency
Approachable Leadership	"Our leader listens to us without judgment, which makes me feel heard."	45
Empathy in Leadership	"They understand what we're going through personally and professionally."	37
Supportive Leadership	"I feel that my leader always has my back in difficult situations."	42
Recognition and Appreciation	"My leader always takes the time to appreciate our hard work."	30

The thematic analysis of the interviews highlights the key emotional intelligence competencies of leaders, such as being approachable, empathetic, and supportive, all of which were cited by employees as crucial in enhancing their engagement and commitment. The frequency of these themes underscores their importance in leadership effectiveness.

Table 6: Moderating Role of Leadership Styles on the Relationship Between EI, Engagement, and Commitment

Predictor	Beta	t-value	p-value
Leadership Emotional Intelligence	0.65	8.74	<0.001
Transformational Leadership Style	0.50	7.12	<0.001
Transactional Leadership Style	0.29	4.01	<0.001
Interaction (EI * Leadership Style)	0.38	5.22	<0.001

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The moderation analysis suggests that leadership styles moderate the relationship between EI, employee engagement, and organizational commitment. Transformational leadership, in particular, has the most substantial impact, amplifying the positive effects of leadership EI on engagement and commitment.

5. Discussion

The results of this research highlight the crucial influence of leadership emotional intelligence (EI) on vital employee outcomes, including engagement and commitment to the organization, particularly in the IT sector. Numerous researchers have highlighted that emotional intelligence plays a crucial role in assessing the effectiveness of leadership (Goleman, 2018). Individuals in leadership roles who possess elevated emotional intelligence are more adept at comprehending and regulating their own feelings as well as those of their team members. This skill cultivates a culture of trust, cooperation, and shared respect, which is essential in the IT industry, where creativity and collaboration are key to achieving success (Mandell & Pherwani, 2021). The outcomes of this research support these conclusions, illustrating that emotional intelligence in leadership significantly influences employee engagement and organizational commitment, which are essential elements contributing to success in competitive and rapidly evolving sectors such as IT.

The involvement of employees is a vital element that has a direct impact on both productivity and employee retention. The findings derived from the quantitative assessment reveal a robust positive relationship between leadership emotional intelligence and employee engagement ($r = 0.72$, $p < 0.01$). This supports the idea that leaders possessing elevated emotional intelligence foster an atmosphere conducive to heightened employee engagement. According to Goleman (2018), leaders equipped with emotional intelligence are more skilled at offering emotional backing, acknowledgment, and motivation, resulting in increased job satisfaction and a heightened sense of purpose for their employees. The results are consistent with the research conducted by Kumar and Sharma (2022), which similarly indicated that employees led by emotionally intelligent leaders experienced elevated levels of engagement. Leaders who demonstrate compassion, attentive listening, and emotional insight are viewed as more accessible and nurturing, thereby fostering a committed workforce that is eager to play a role in the organization's achievements.

In a similar vein, the dedication of employees to their organization—characterized by the emotional bond they share—has been demonstrated to be notably affected by the emotional intelligence of leadership (Schmidt & Williams, 2020). The findings from this analysis ($\beta = 0.64$, $p < 0.001$) underscore the significance of emotional intelligence in bolstering organizational commitment. According to Rego and Cunha (2021), leaders who possess emotional intelligence and exhibit empathy and comprehension cultivate an atmosphere of loyalty and trust among their team members. Team members who perceive appreciation and backing from their supervisors are more inclined to stay with the company and achieve elevated performance standards. Mayer and Salovey (2018) further endorse this perspective, asserting that leaders who demonstrate emotional insight and show authentic care for their employees' welfare can cultivate a stronger sense of dedication. The link between emotional intelligence and organizational commitment holds particular importance in the IT sector, where employee turnover frequently occurs, making the retention of top talent a considerable challenge.

This research reveals the moderating impact of various leadership styles, offering deeper understanding of the ways in which emotional intelligence affects employee results. Transformational leadership, characterized by its focus on motivation, inspiration, and personalized attention, demonstrated a notably significant effect when paired with elevated emotional intelligence (Kumar & Sharma, 2022). This discovery aligns with the research conducted by Goleman, Boyatzis, and McKee (2020), who contend that transformational leaders possessing elevated emotional intelligence have the ability to motivate their teams to surpass expectations while cultivating a profound sense of purpose and dedication. Conversely, transactional leadership demonstrated a somewhat restricted impact; however, it still played a role in fostering engagement and commitment when integrated with emotional intelligence. The findings resonate with the observations made by Schmidt and Williams (2020), who highlighted that transactional leaders possessing elevated emotional intelligence can still inspire their workforce via incentives and assistance, albeit the effect might not be as significant as that of transformational leaders. Ultimately, laissez-faire leadership, characterized by a notable absence of guidance and participation, proved to be less successful in cultivating employee engagement and dedication, even when paired with emotional intelligence. This indicates that possessing emotional

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intelligence by itself is insufficient; the approach to leadership must also promote an environment that encourages engagement and dedication.

The qualitative findings obtained from discussions with leaders highlight the essential function that emotional intelligence serves in improving interpersonal connections and fostering a constructive organizational atmosphere. Individuals in leadership positions who excelled in emotional intelligence were characterized as accessible, compassionate, and encouraging, qualities that played a crucial role in enhancing employee morale and fostering engagement. This is consistent with the research conducted by Rego and Cunha (2021), which revealed that leaders possessing emotional intelligence are more inclined to foster a nurturing workplace atmosphere that results in improved employee performance. The thematic examination uncovered that individuals employed under such leaders experience a sense of being acknowledged, appreciated, and inspired, which ultimately boosts their involvement and dedication to the organization. This viewpoint aligns with the research conducted by Côté and Miners (2018), who contended that the self-awareness and empathy of leaders are crucial for cultivating constructive workplace relationships that enhance engagement and foster organizational loyalty.

In spite of these noteworthy discoveries, the research does possess certain constraints. The dependence on self-disclosed information from employees and leaders could lead to bias, as individuals might portray their views in a manner that aligns more closely with social expectations. Additionally, the research is restricted to the information technology sector in India, which constrains the applicability of the findings to different industries or geographical areas. Subsequent investigations might tackle these constraints by broadening the participant pool to encompass various industries and diverse geographical areas. Moreover, additional research could explore the enduring effects of leadership emotional intelligence on organizational results by implementing longitudinal studies that monitor variations over time. This study highlights the vital importance of emotional intelligence in leadership for boosting employee engagement and fostering organizational commitment in the realm of IT firms. Leaders with emotional intelligence possess the capacity to cultivate trust, promote collaboration, and create a nurturing workplace atmosphere, all of which enhance organizational results. The results indicate that technology firms ought to allocate resources towards leadership enhancement initiatives that emphasize the nurturing of emotional intelligence, given its direct impact on employee contentment, retention rates, and overall productivity. Furthermore, it is essential for organizations to guarantee that their leadership approaches resonate with the emotional requirements of their workforce. Transformational leadership, especially, greatly enhances the beneficial impacts of emotional intelligence on employee results.

6. Conclusion

This study emphasizes the crucial importance of emotional intelligence in leadership for fostering employee engagement and enhancing organizational commitment in the realm of IT firms. The results indicate that leaders possessing elevated emotional intelligence have the ability to cultivate a nurturing, compassionate, and inspiring atmosphere, which in turn fosters enhanced job satisfaction and commitment among team members. The research further indicates that transformational leadership enhances the beneficial impacts of emotional intelligence on employee results, whereas transactional leadership offers more constrained yet still significant effects. The examination validates that emotional intelligence in leadership serves as a robust indicator of both engagement and dedication, with regression findings revealing notable positive correlations among these factors. Although the findings are robust, the research recognizes its constraints, such as concentrating solely on one industry (IT) and relying on self-reported information, which could lead to potential response bias. Subsequent investigations might broaden their scope to encompass additional sectors and utilize longitudinal approaches to evaluate enduring effects. In summary, the results indicate that IT firms ought to emphasize the enhancement of emotional intelligence within their leadership training initiatives to cultivate a more dedicated and involved workforce. Entities that prioritize the cultivation of emotionally astute leadership tend to experience elevated degrees of employee contentment, loyalty, and efficiency, all of which are crucial for successfully maneuvering through the complexities of the rapidly evolving IT landscape.

- **Recommendations:**

o   Leadership Development: IT companies should prioritize emotional intelligence training for their leaders to improve engagement and commitment levels among employees.

o   Organizational Culture: Companies should build an organizational culture that values EI, which can lead to better job satisfaction, employee retention, and overall productivity.

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