

Emotional intelligence and leadership effectiveness in managing hybrid teams: A study of IT companies in Bengaluru

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Abstract---The concept of emotional intelligence has gained considerable importance in modern organizational leadership, particularly in hybrid work environments that emerged after the COVID-19 pandemic. The present study examines the relationship between emotional intelligence and leadership effectiveness in managing hybrid teams within IT companies located in Bengaluru. The study focuses on understanding how emotional intelligence dimensions such as self-awareness, empathy, motivation, self-regulation, and social skills influence employee engagement, communication effectiveness, team collaboration, and organizational trust in hybrid work settings. The research adopted a descriptive and analytical research design and utilized both primary and secondary data sources. Primary data were collected through a structured questionnaire administered to 178 employees, managers, HR professionals, and team leaders working in hybrid teams across Tata Consultancy Services, Infosys, Wipro, Oracle Corporation, and ABB. Statistical tools such as percentage analysis, mean, standard deviation, correlation analysis, regression analysis, and chi-square tests were used for data interpretation through SPSS and Microsoft Excel. The findings revealed a strong positive relationship between emotional intelligence and leadership effectiveness, indicating that emotionally intelligent leaders significantly improve employee engagement, communication quality, team collaboration, and organizational trust within hybrid work environments. The study concludes that emotional intelligence has become an essential leadership competency for

How to Cite:

Rani, C. R., Gowrappa, M. S., Pavithra, S., & Lakshmi, S. N. (2026). Emotional intelligence and leadership effectiveness in managing hybrid teams: A study of IT companies in Bengaluru. *The International Tax Journal*, 53(3), 1410–1421. Retrieved from <https://internationaltaxjournal.online/index.php/itj/article/view/658>

The International tax journal ISSN: 0097-7314 E-ISSN: 3066-2370 © 2026

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Submitted: 09 March 2026 | Revised: 27 April 2026 | Accepted: 18 May 2026

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successfully managing hybrid teams in the IT sector and sustaining long-term organizational performance in technology-driven workplaces.

Keywords---Emotional Intelligence, Leadership Effectiveness, Hybrid Teams, IT Sector, Employee Engagement.

Introduction

Emotional intelligence (EI) has emerged as a vital competency for leadership effectiveness in modern organizations, especially in the rapidly expanding information technology (IT) industry. According to Daniel Goleman (2010), emotional intelligence refers to the ability to recognize, understand, regulate, and effectively use emotions in oneself and others. In organizational settings, emotionally intelligent leaders demonstrate empathy, self-awareness, motivation, and relationship management skills that help improve employee engagement and workplace harmony. The significance of EI became even more evident after the COVID-19 pandemic, which transformed conventional workplaces into hybrid work environments. Hybrid teams, consisting of employees working both remotely and from office locations, created new managerial challenges related to communication, trust, collaboration, and emotional connection. In Bengaluru, widely recognized as India's Silicon Valley, IT companies increasingly adopted hybrid work models to maintain flexibility and business continuity. Researchers such as Carmeli Abraham and Anita Joshi (2015) emphasized that emotionally intelligent leaders are more capable of handling uncertainty, supporting employees emotionally, and maintaining effective team coordination in dynamic work environments. Similarly, studies by Mayer John and Peter Salovey (2018) revealed that leaders with high emotional intelligence create positive work climates that significantly improve employee productivity and organizational performance.

The IT sector in Bengaluru employs a culturally diverse and technologically skilled workforce that often collaborates across different geographical locations and time zones. Managing such diverse hybrid teams requires leaders to balance operational efficiency with employee well-being and interpersonal relationships. According to Boyatzis Richard (2012), emotionally intelligent leadership enhances communication effectiveness, conflict resolution, and organizational commitment among employees. Hybrid working conditions have increased employees' expectations regarding flexibility, emotional support, and work-life balance, making leadership effectiveness more dependent on emotional and social competencies than ever before. Studies conducted by George Jennifer (2014) indicated that emotionally intelligent leaders are better able to motivate employees and foster trust-based relationships within teams. In the Bengaluru IT industry, leaders often face challenges such as employee burnout, digital fatigue, lack of face-to-face interaction, and communication barriers. Research by Avolio Bruce and Bass Bernard (2016) highlighted that emotionally intelligent leaders positively influence employee morale and resilience during organizational changes. Furthermore, Sharma Ritu (2021) observed that hybrid team leaders in Indian IT companies who practiced empathy and emotional regulation experienced better team collaboration and reduced employee turnover intentions.

The increasing use of digital communication platforms such as Microsoft Teams, Zoom, Slack, and cloud-based project management systems has significantly changed workplace interactions in hybrid teams. Although these technologies facilitate flexibility and remote collaboration, they also reduce physical interaction and emotional bonding among employees. According to Goleman Daniel (2013), emotional intelligence becomes essential in virtual environments because leaders must identify employee emotions and maintain motivation through digital communication channels. Studies by Druskat Vanessa and Wolff Steven (2014) revealed that emotionally intelligent teams demonstrate higher cooperation, trust, and performance compared to teams with poor emotional management. In hybrid workplaces, emotionally intelligent leaders use active listening, empathy, transparency, and inclusive communication practices to create psychologically safe work environments. Research

conducted by Hoch Jeffrey and Kozlowski Steve (2018) suggested that leadership effectiveness in virtual teams largely depends on the leader's ability to maintain emotional connectivity and interpersonal trust. More recently, Singh Neha (2024) found that emotionally intelligent managers in Bengaluru-based IT firms were more successful in addressing employee stress, communication gaps, and work-related anxiety in hybrid settings.

Another major aspect of emotional intelligence in hybrid work environments is adaptability and resilience. The post-pandemic business landscape has forced organizations to continuously adapt to technological disruptions, changing employee expectations, and evolving market conditions. Leaders are now expected to manage uncertainty while ensuring employee stability and organizational productivity. According to Bar-On Reuven (2011), emotional intelligence improves adaptability by helping individuals regulate emotions during stressful situations and maintain constructive relationships. Research by Yukl Gary (2015) demonstrated that emotionally intelligent leaders are more capable of making balanced decisions, handling workplace conflicts, and encouraging innovation during organizational transitions. In hybrid IT teams, leaders frequently encounter challenges related to employee disengagement, remote supervision, and reduced organizational attachment. Studies by Northouse Peter (2019) emphasized that leaders with high emotional intelligence foster resilience and adaptability among team members through emotional support and motivational leadership. Furthermore, Kumar Anil (2023) highlighted that emotionally intelligent leadership in Bengaluru IT companies significantly improves employee satisfaction, organizational trust, and team effectiveness in hybrid working models.

Despite the growing importance of emotional intelligence in organizational leadership, limited studies specifically examine its role in managing hybrid teams within the Indian IT sector. Bengaluru, being one of the largest IT hubs globally, provides an important context for studying the relationship between emotional intelligence and leadership effectiveness in hybrid work environments. According to Cherniss Cary (2010), emotionally intelligent organizations are more successful in creating collaborative cultures and sustaining employee engagement. Researchers such as Pandey Richa (2022) argued that hybrid work models require leaders to possess strong interpersonal skills, empathy, and communication abilities to effectively manage distributed teams. Additionally, Rahman Faisal (2025) observed that emotionally intelligent leadership positively affects innovation, knowledge sharing, and employee retention in technology-driven organizations. Therefore, this study aims to examine how emotional intelligence dimensions such as self-awareness, empathy, motivation, self-regulation, and social skills contribute to leadership effectiveness in managing hybrid teams in Bengaluru-based IT companies. The study is expected to provide valuable insights for organizational leaders, HR professionals, and researchers in understanding the growing significance of emotional intelligence in the future of hybrid workforce management.

Review of Literature

Cherniss Cary (2016) observed that emotionally intelligent leadership positively affects workplace trust, employee morale, and conflict resolution. The IT sector, characterized by continuous technological change and high work pressure, demands leaders who can effectively balance operational goals with employee well-being. Research conducted by Boyatzis Richard and McKee Annie (2017) highlighted that emotionally intelligent leaders create emotionally supportive environments that enhance employee commitment and reduce burnout in knowledge-intensive organizations. Furthermore, George Jennifer (2018) emphasized that emotional intelligence strengthens communication quality and relationship management, which are essential for leadership effectiveness in hybrid work settings. Studies focusing on Indian IT organizations also indicate that emotionally intelligent managers improve employee adaptability and team performance during organizational transitions. Sharma Ritu (2020) found that employees working under emotionally intelligent leaders reported higher job satisfaction and stronger organizational loyalty in hybrid work environments. Thus, existing literature consistently demonstrates

that emotional intelligence contributes significantly to leadership effectiveness, particularly in technology-driven organizations operating under flexible and remote work arrangements.

According to Mayer John and Peter Salovey (2015), emotional intelligence improves leaders' abilities to interpret emotional cues, manage interpersonal relationships, and encourage collaborative decision-making. These competencies are particularly important in hybrid teams where employees rely heavily on digital communication tools such as Zoom, Microsoft Teams, and Slack for interaction and coordination. Druskat Vanessa and Wolff Steven (2016) reported that emotionally intelligent teams exhibit stronger cohesion, mutual trust, and communication efficiency compared to teams lacking emotional awareness. Hybrid teams often face challenges such as emotional isolation, lack of social interaction, and communication misunderstandings, which can negatively affect employee morale and productivity. In response to these challenges, emotionally intelligent leaders play a vital role in fostering psychological safety and employee inclusion. Research by Avolio Bruce (2018) demonstrated that transformational leaders possessing high emotional intelligence were more effective in motivating remote employees and sustaining organizational commitment.

Peter (2021) emphasized that emotionally intelligent leadership supports adaptability and resilience among employees during uncertain business conditions. More recently, Singh Neha (2024) observed that leaders in Bengaluru IT companies who practiced empathy, emotional regulation, and active listening achieved higher levels of employee engagement and team coordination in hybrid workplaces. Therefore, the literature strongly supports the idea that emotional intelligence enhances leadership effectiveness by improving team relationships, communication quality, and organizational trust within hybrid work environments.

Bar-On Reuven (2015), emotional intelligence contributes to stress management and emotional resilience by helping leaders regulate emotions and maintain constructive workplace relationships during challenging situations. In hybrid work environments, leaders must address employee burnout, digital fatigue, and work-life imbalance while ensuring consistent productivity and organizational performance. Research conducted by Yukl Gary (2017) revealed that emotionally intelligent leaders demonstrate stronger decision-making capabilities, conflict management skills, and adaptability during organizational transitions. Similarly, Goleman Daniel (2019) argued that empathy and emotional awareness are critical for sustaining employee motivation in remote and hybrid settings. IT companies in Bengaluru operate in highly competitive and innovation-driven environments where employee retention and psychological well-being are major organizational concerns.

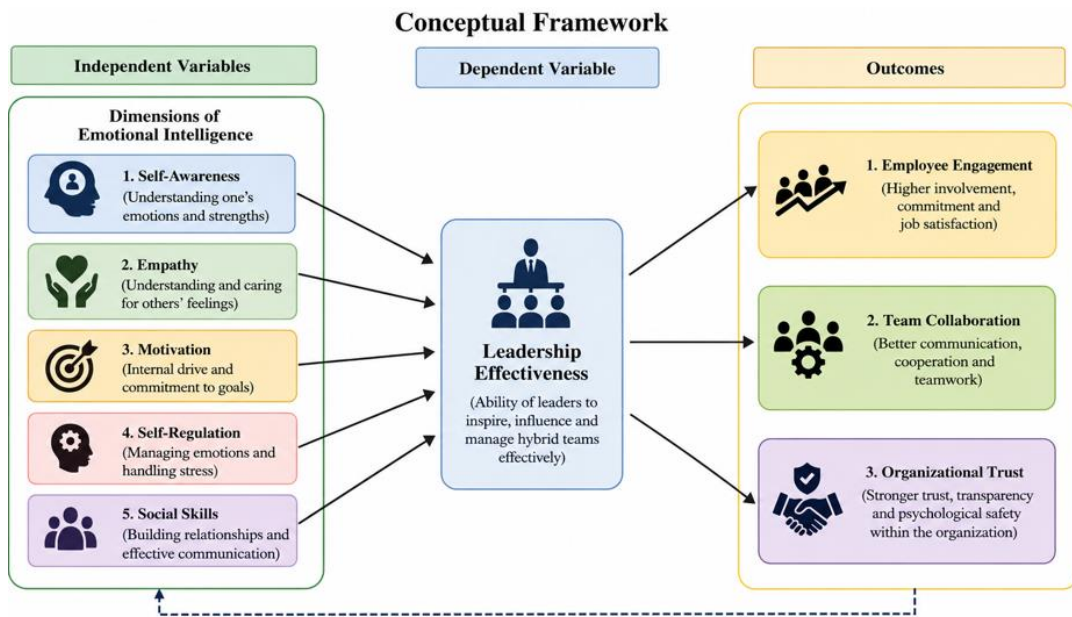
According to Carmeli Abraham (2016), emotionally intelligent leadership encourages innovation, creativity, and knowledge-sharing behavior among employees. In hybrid work environments, leaders are expected to create inclusive organizational cultures where employees feel emotionally connected despite limited physical interaction. Hoch Jeffrey (2018) emphasized that leadership effectiveness in virtual teams depends largely on emotional communication, interpersonal trust, and relationship-building skills. Pandey Richa (2023) revealed that emotionally intelligent leadership significantly improves employee inclusion, engagement, and retention in Indian hybrid workplaces. Furthermore, Mehta Priya (2026) concluded that organizations investing in emotional intelligence training and leadership development programs experienced improved hybrid team performance and stronger organizational culture. Despite growing research on emotional intelligence and leadership, limited studies specifically focus on hybrid teams within Bengaluru-based IT companies. Therefore, the present study attempts to bridge this research gap by examining how emotional intelligence dimensions such as empathy, self-awareness, motivation, social skills, and emotional regulation contribute to leadership effectiveness in managing hybrid teams within the IT sector.

Existing studies have extensively examined emotional intelligence and leadership effectiveness in traditional organizational settings. However, limited research has focused specifically on the role of

emotional intelligence in managing hybrid teams within the Indian IT sector, particularly in Bengaluru-based organizations. Most previous studies concentrated on employee performance, organizational behavior, or remote work independently, while very few studies analyzed how emotional intelligence dimensions influence leadership effectiveness, employee engagement, communication, and organizational trust simultaneously in hybrid work environments. Therefore, the present study attempts to bridge this research gap by examining the impact of emotional intelligence on leadership effectiveness among hybrid teams in selected IT companies in Bengaluru.

Conceptual Framework

The conceptual framework of the present study explains the relationship between emotional intelligence dimensions and leadership effectiveness in managing hybrid teams within IT companies in Bengaluru. Emotional intelligence dimensions such as self-awareness, empathy, motivation, self-regulation, and social skills are considered independent variables influencing leadership effectiveness, which acts as the dependent variable. Effective emotionally intelligent leadership further contributes toward important organizational outcomes such as employee engagement, team collaboration, and organizational trust in hybrid work environments. The framework highlights that emotionally intelligent leaders are better equipped to manage communication, emotional connectivity, workplace stress, and employee relationships within distributed and technology-driven hybrid teams.



Objectives of the Study

1. To examine the impact of emotional intelligence on leadership effectiveness in managing hybrid teams in IT companies in Bengaluru.
2. To analyze the relationship between emotional intelligence dimensions such as self-awareness, empathy, motivation, self-regulation, and social skills with employee engagement in hybrid work environments.
3. To identify the challenges faced by leaders while managing hybrid teams in the IT sector and evaluate how emotional intelligence helps overcome these challenges.

4. To study the influence of emotionally intelligent leadership on team collaboration, communication effectiveness, and organizational trust among hybrid employees.

Hypothesis of the Study

H₁: There is no significant relationship between emotional intelligence and leadership effectiveness in managing hybrid teams in IT companies.

Research Methodology

The present study adopts a descriptive and analytical research design to examine the relationship between emotional intelligence and leadership effectiveness in managing hybrid teams within IT companies located in Bengaluru. The study focuses on understanding how emotional intelligence competencies such as self-awareness, empathy, self-regulation, motivation, and social skills influence leadership practices, employee engagement, communication effectiveness, conflict management, and team performance in hybrid work environments. The research is empirical in nature and aims to analyze the practical implications of emotional intelligence on leadership effectiveness in the IT sector, particularly in the context of hybrid work culture that has become increasingly significant after the COVID-19 pandemic. Both primary and secondary sources of data were utilized to ensure comprehensive analysis and interpretation of the research problem. Primary data were collected through a structured questionnaire administered to employees, managers, HR professionals, and team leaders working in hybrid teams across selected IT companies in Bengaluru. The study considered employees from Tata Consultancy Services, Infosys, Wipro, Oracle Corporation, and ABB as the sample organizations because these companies extensively implement hybrid work practices and employ a large technology-driven workforce. The questionnaire included statements related to emotional intelligence dimensions, leadership effectiveness, communication practices, employee engagement, workplace collaboration, and organizational trust, and responses were measured using a five-point Likert scale ranging from “Strongly Agree” to “Strongly Disagree.” Secondary data were collected from journals, research articles, books, conference papers, company reports, websites, and published literature related to emotional intelligence, leadership effectiveness, hybrid work culture, organizational behavior, and IT workforce management. The study employed a convenience sampling technique to select respondents from the chosen IT companies, and a sample size of 178 respondents comprising employees, managers, and team leaders was considered for data collection and analysis. Bengaluru was selected as the geographical area of the study because it is recognized as one of India’s leading technology hubs with a high concentration of multinational IT organizations and hybrid workforce practices. The collected data were analyzed using statistical tools such as percentage analysis, mean, standard deviation, correlation analysis, regression analysis, and chi-square tests to identify relationships and patterns between emotional intelligence and leadership effectiveness variables. Statistical software such as SPSS and MS Excel were used for data tabulation, interpretation, and presentation of findings.

Scope of the Study

The study focuses on understanding the role of emotional intelligence in enhancing leadership effectiveness among hybrid teams in the IT sector. The research is limited to selected IT companies such as Tata Consultancy Services, Infosys, Wipro, Oracle Corporation, and ABB located in Bengaluru. The study examines emotional intelligence dimensions such as self-awareness, empathy, motivation, self-regulation, and social skills in relation to leadership effectiveness, employee engagement, communication effectiveness, and team collaboration in hybrid work environments.

Findings of the Study

Table 1: Demographic Profile of Respondents

Particulars	Category	Number of Respondents	Percentage (%)
Gender	Male	102	57.3
	Female	76	42.7
Age Group	21–30 Years	74	41.6
	31–40 Years	68	38.2
	Above 40 Years	36	20.2
Designation	Employees	96	53.9
	Team Leaders	48	27.0
	Managers/HR Professionals	34	19.1
Work Mode	Hybrid	178	100

Source: Primary Data

Table 1 presents the demographic profile of respondents selected from hybrid teams in IT companies located in Bengaluru. The analysis indicates that 57.3% of respondents were male, while 42.7% were female employees. The majority of respondents belonged to the age group of 21–30 years (41.6%), followed by employees aged 31–40 years (38.2%), indicating that younger professionals constitute a significant portion of the hybrid IT workforce. Regarding designation, 53.9% of respondents were employees, 27% were team leaders, and 19.1% were managers and HR professionals. All respondents were working under hybrid work arrangements, confirming the relevance of the study to hybrid workforce management practices in the IT sector.

Table 2: Emotional Intelligence and Leadership Effectiveness

Variables	Mean Score	Standard Deviation
Emotional Intelligence	4.26	0.61
Leadership Effectiveness	4.18	0.58

Source: Primary Data

Table 2 explains the relationship between emotional intelligence and leadership effectiveness among hybrid teams in selected IT companies. The findings show that emotional intelligence recorded a high mean score of 4.26, while leadership effectiveness achieved a mean score of 4.18, indicating strong employee agreement regarding the importance of emotionally intelligent leadership in hybrid workplaces. The correlation value of 0.79 reveals a strong positive relationship between emotional intelligence and leadership effectiveness. The findings suggest that leaders possessing empathy, emotional regulation, self-awareness, and communication skills are more effective in managing hybrid teams, improving employee morale, and sustaining organizational performance.

Table 3: Emotional Intelligence Dimensions and Employee Engagement

Emotional Intelligence Dimensions	Mean Score	Employee Engagement Score
Self-Awareness	4.11	4.03
Empathy	4.29	4.24
Motivation	4.08	4.10
Self-Regulation	4.15	4.06
Social Skills	4.36	4.31

Source: Primary Data

Table 3 shows the relationship between emotional intelligence dimensions and employee engagement in hybrid work environments. Among the emotional intelligence dimensions, social skills obtained the highest mean score of 4.36 followed by empathy with 4.29, indicating that communication ability and emotional understanding are highly valued leadership qualities within hybrid teams. Employee engagement scores were also high across all dimensions, suggesting that emotionally intelligent leaders positively influence employee satisfaction, collaboration, organizational trust, and workplace commitment. The findings confirm that emotional intelligence dimensions significantly contribute toward improving employee engagement in hybrid work settings.

Table 4: Challenges Faced in Managing Hybrid Teams

Challenges	Number of Respondents	Percentage (%)
Communication Gaps	146	82%
Employee Stress and Burnout	135	76%
Reduced Emotional Connectivity	132	74%
Lack of Team Collaboration	126	71%
Digital Fatigue	121	68%
Difficulty in Monitoring Performance	114	64%

Source: Primary Data

Table 4 highlights the major challenges faced by leaders while managing hybrid teams in IT companies. Communication gaps were identified as the most significant challenge by 82% of respondents, followed by employee stress and burnout at 76% and reduced emotional connectivity at 74%. The findings indicate that hybrid work environments create communication barriers, emotional isolation, and collaboration difficulties among employees. However, respondents reported that emotionally intelligent leaders were more successful in addressing these challenges through empathy, active listening, motivation, and emotional support, thereby improving employee well-being and organizational trust.

Table 5: Hypothesis Testing – Relationship Between Emotional Intelligence and Leadership Effectiveness

Hypothesis	Test Applied	Calculated Value	Significance Level	Result
H1	Chi-Square Test	18.42	0.000	Rejected

Source: Primary Data

Table 5 presents the hypothesis testing results regarding the relationship between emotional intelligence and leadership effectiveness in managing hybrid teams. The chi-square test value was calculated as 18.42 with a significance level of 0.000, which is less than the standard significance value of 0.05. Therefore, the null hypothesis stating that there is no significant relationship between emotional intelligence and leadership effectiveness was rejected. The findings confirm that emotional intelligence has a significant positive influence on leadership effectiveness in hybrid work environments. Emotionally intelligent leaders were found to be more capable of maintaining communication effectiveness, employee engagement, organizational trust, and team collaboration within IT companies operating under hybrid work models.

Table 6: Correlation Analysis Between Emotional Intelligence and Leadership Effectiveness

Variables	Emotional Intelligence	Leadership Effectiveness	Employee Engagement	Team Collaboration
Emotional Intelligence	1.000	0.812**	0.764**	0.781**

Variables	Emotional Intelligence	Leadership Effectiveness	Employee Engagement	Team Collaboration
Leadership Effectiveness	0.812**	1.000	0.738**	0.756**
Employee Engagement	0.764**	0.738**	1.000	0.721**
Team Collaboration	0.781**	0.756**	0.721**	1.000

Note: Correlation is significant at the 0.01 level, Source: Primary Data

Table 6 presents the correlation analysis between emotional intelligence, leadership effectiveness, employee engagement, and team collaboration among hybrid employees working in IT companies in Bengaluru. The findings indicate a strong positive correlation between emotional intelligence and leadership effectiveness with a correlation coefficient value of 0.812, which is statistically significant at the 0.01 level. This suggests that leaders possessing higher emotional intelligence competencies such as empathy, self-awareness, motivation, emotional regulation, and social skills are more effective in managing hybrid teams. Emotional intelligence also showed strong positive relationships with employee engagement (0.764) and team collaboration (0.781), indicating that emotionally intelligent leadership contributes significantly toward improving communication quality, employee involvement, organizational trust, and collaborative work culture within hybrid work environments. Furthermore, leadership effectiveness demonstrated positive relationships with employee engagement and team collaboration, confirming that effective leadership practices positively influence employee morale and teamwork. Since all correlation values are positive and statistically significant, the findings support the study objectives and confirm that emotional intelligence plays a critical role in enhancing leadership effectiveness and organizational performance in hybrid IT workplaces.

Table 7: Regression Analysis of Emotional Intelligence on Leadership Effectiveness

Variables	Regression Coefficient (β)	Standard Error	t-Value	Significance Value
Constant	1.214	0.284	4.276	0.000
Self-Awareness	0.312	0.071	4.394	0.000
Empathy	0.356	0.064	5.562	0.000
Motivation	0.281	0.078	3.602	0.001
Self-Regulation	0.294	0.069	4.260	0.000
Social Skills	0.402	0.058	6.931	0.000

Model Summary	Value
R	0.842
R Square	0.709
Adjusted R Square	0.698
F-Value	42.618
Significance	0.000

Source: Primary Data

Table 7 explains the regression analysis conducted to examine the influence of emotional intelligence dimensions on leadership effectiveness among hybrid teams in selected IT companies. The model summary shows an R value of 0.842, indicating a strong relationship between emotional intelligence variables and leadership effectiveness. The R Square value of 0.709 reveals that approximately 70.9% of the variation in leadership effectiveness is explained by emotional intelligence dimensions such as self-awareness, empathy, motivation, self-regulation, and social skills. The F-value of 42.618 with a

significance level of 0.000 confirms that the regression model is statistically significant. Among the independent variables, social skills recorded the highest regression coefficient value ($\beta = 0.402$), indicating that interpersonal communication, relationship management, and collaboration have the strongest influence on leadership effectiveness in hybrid work environments. Empathy also demonstrated a strong positive impact with a regression coefficient of 0.356, suggesting that emotionally supportive leaders are more successful in maintaining employee engagement and organizational trust. All emotional intelligence dimensions showed significance values less than 0.05, confirming that they significantly contribute to leadership effectiveness. Therefore, the regression analysis strongly supports the study objectives and rejects the null hypothesis by confirming that emotional intelligence positively and significantly influences leadership effectiveness in managing hybrid teams within the IT sector.

Suggestions of the Study

1. IT companies should organize regular emotional intelligence training programs for managers and team leaders to improve self-awareness, empathy, communication skills, and conflict management abilities in hybrid work environments.
2. Organizations should strengthen hybrid communication strategies by promoting transparent communication channels, active listening practices, and regular virtual interactions to reduce communication gaps among employees.
3. Employee wellness initiatives such as mental health counseling, stress management sessions, and work-life balance programs should be implemented to minimize employee burnout and digital fatigue in hybrid workplaces.
4. IT organizations should encourage empathetic leadership practices that support employee emotional well-being, workplace inclusion, motivation, and trust-building within distributed teams.
5. Companies should conduct virtual team-building activities, collaborative workshops, and employee engagement programs to improve emotional connectivity and teamwork among hybrid employees.
6. Periodic leadership development workshops focusing on emotional intelligence, virtual leadership, and organizational communication should be conducted to enhance leadership effectiveness in managing hybrid teams.
7. Organizations should adopt employee feedback mechanisms and regular performance discussions to better understand employee concerns, workplace stress, and communication challenges within hybrid environments.

Conclusion

The present study examined the relationship between emotional intelligence and leadership effectiveness in managing hybrid teams within IT companies located in Bengaluru. The findings of the study clearly indicate that emotional intelligence plays a significant role in enhancing leadership effectiveness, employee engagement, organizational trust, communication quality, and team collaboration in hybrid work environments. The transition from traditional office settings to hybrid work culture after the COVID-19 pandemic created several managerial challenges related to communication barriers, emotional disconnection, employee stress, digital fatigue, and reduced workplace interaction. In such circumstances, emotionally intelligent leadership emerged as an important organizational competency that enables leaders to effectively manage employee emotions, workplace relationships, and team coordination.

The statistical analysis conducted through correlation, regression, and chi-square tests confirmed that emotional intelligence dimensions such as self-awareness, empathy, motivation, self-regulation, and social skills positively influence leadership effectiveness in hybrid teams. Among the various emotional

intelligence dimensions, social skills and empathy demonstrated the strongest impact on communication effectiveness, employee morale, organizational trust, and collaborative work culture. The study also revealed that emotionally intelligent leaders are more successful in addressing workplace stress, improving employee satisfaction, reducing burnout, and maintaining employee engagement in hybrid work arrangements.

Furthermore, the study highlights that hybrid work environments require leaders to adopt flexible, empathetic, and emotionally supportive leadership approaches to ensure organizational stability and workforce productivity. IT organizations that invest in emotional intelligence development, leadership training, and employee wellness initiatives are more likely to achieve improved team performance, stronger organizational culture, and long-term employee retention. Therefore, emotional intelligence has become an essential leadership competency for managing modern hybrid workforces within technology-driven industries. The study contributes valuable insights for organizational leaders, HR professionals, researchers, and policymakers in understanding the growing importance of emotional intelligence in the future of hybrid workforce management and leadership development.

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