

Exploring the Relationship between Emotional Intelligence and Employee Well-Being: A Systematic Review in Technology Workplaces

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Abstract

Purpose:

Well-being of employees has emerged to a core issue in organizational studies owing to its close relationship with job fulfilment, engagement, and viability. The increase in hybrid work, digitalization, and workplace stress has made it more pronounced that the psychological resources required to maintain resilience and productivity are needed. Emotional intelligence (EI) which is the capacity to sense, control, and manage emotions has been extensively researched but the current literature considers EI and well-being as two separate entities. This gap will be addressed by this paper by proposing a conceptual framework that explains the mechanisms and boundary conditions, through which, EI can contribute to employee well-being.

Method:

They used an integrative literature review and studied peer-reviewed journals and scholarly publications that could be found in Scopus, Web of Science, and through Google Scholar. Themes were used to group studies to distinguish mediating and moderating processes between EI and well-being relationship.

Key Findings:

The review mentions work engagement, communication satisfaction as well as person-job fit as some of the key mediators between EI and well-being. It further reveals job demands, digital emotional intelligence (DEI), and digital/transformational leadership as very important moderators that influence strength of these associations. EI was also determined to cushion the deterioration of workplace conflict into counterproductive behavior by sustaining affective well-being.

Contribution:

In constructing a conceptual framework, the paper proposes eight empirically testable propositions that integrate classical view of EI and insights of digital workplaces to capture direct, mediated, and moderated relationships.

Practical Implications:

These insights can be used in organizations through enhancing of EI and DEI training, fostering of digital leadership, as well as the utilization of stress management and engagement-based interventions in order to improve the well-being of employees working in dynamic technology-driven settings.

Keywords – Emotional Intelligence, Employee Well-Being, Work Engagement, Digital Emotional Intelligence, Transformative Leadership, Conceptual Framework

1 Introduction

The topic of employee well-being has currently become an urgent subject in the research and practice of organizations, especially at a time when pressures and complexities in work environments are ever increasing. Increasingly, modern organizations are appreciating the importance of well-being as a moral concern and also a strategic determinant of productivity, engagement and long-term viability (Kalliath and Kalliath, 2012). Psychological resources that promote resilience and healthier workplaces are urgently sought by organizations as the working models of hybridization, digitalization, and rapidly increasing workloads come at a high price (Vukelić and Čizmić, 2019).

One such resource has been emotional intelligence (EI) or the capacity to recognize, process, control emotions in self and others (Mayer, Salovey, and Caruso, 2004). EI includes emotional knowledge (rationalizing about and being concerned with emotions) and emotional regulation (regulation of self emotions and the emotions of other people). In an organizational context, it has been demonstrated to improve individual stress management, conflict resolution and interpersonal relations (Carmeli, Yitzhak-Halevy, and Weisberg, 2009). At the group level, EI plays a role in team building, good organizational culture and flexibility in changing environment brought about by globalization and technology.

Relatively, employee well-being is a multidimensional concept that extends past job satisfaction and engagement to the psychological state, emotional attachment, and life contentment (Diener et al., 2018; Di Fabio and Kenny, 2016). Combining EI and well-being presents a potent model in which any employee can survive in an organization despite the prevailing stressors. Nonetheless, although the available literature confirms the positive relationship between EI and well-being, they fail to provide mechanism through which EI can be transformed into lasting well being. In particular, mediating processes (work engagement, communication satisfaction or person-job fit) and moderating factors (leadership style, job demands, technological disruption) are not widely explored.

This gap is especially critical due to the speed of digitalization of workplaces. Initiated by the development of hybrid work and virtual collaboration, new varieties of digital emotional intelligence (DEI) emerge, the capacity to be able to regulate emotions in online and technology-mediated situations (Audrin and Audrin, 2023). There is also evidence that the digital leadership is instrumental in reducing technostress and safeguarding the health of the staff in these settings (Ertio et al., 2024). However, little research has explored the interaction of EI with the trends of digitalization in an organized manner to define the well-being outcomes in workplaces that are technologically driven.

It is against this background that the current study builds up a conceptual framework that incorporates classical view on EI and emergent digital realities of work. It aims to explain the mechanism by which EI is converted into the well-being of workers in the mediating process, and how context-specific variables, including digital leadership and workplace change, could reinforce or undermine the connection. Taking a specific focus on technology-intensive workplaces, the research has chosen a current and under-researched topic, providing falsifiable propositions to be used in subsequent empirical research.

2 Review Of Literature

EI and Psychological Well-Being

Emotional intelligence (EI) is a well studied concept in organizational psychology that delineates the capability of predicting emotional regulation, psychological adjustment and resiliency (Schutte et al., 2002; Ahmadi et al., 2014). EI helps in adaptive response to stress, as employees can cope with the moods and continue to display positive functioning in challenging working environments (Di Fabio and Kenny, 2016). In the context of EI and psychological well-being, the connection is an established fact supported by recent meta-analyses and helps mitigate burnout and enhance life satisfaction (Miao, Humphrey, and Qian, 2020; Sanchez-Alvarez, Extremera, and Fernandez-Berrocal, 2020). Thus, EI is a significant psychological resource to maintain the emotions stable and healthy at the workplace.

EI and Workplace Performance

Besides psychological health, EI has also been linked to interpersonal performance and performance in the organization. Employees with high EI demonstrate stronger conflict resolution skills, teamwork, and adaptability (Carmeli, Yitzhak-Halevy, & Weisberg, 2009). Besides, EI has been reported to predict work engagement and job satisfaction, which subsequently results in organizational commitment and low turnover rates (Miao, Humphrey, and Qian, 2022). EI is also not merely a contributor to individual performance, as it contributes to the group cohesion and organizational climate in a systematic review (Andrei et al., 2016; Yin et al., 2022).

EI in Technology-Driven Workplaces

Workplace stressors have grown increasingly digitalized and virtualized as hybrid and remote working become more and more popular. It has been stated that EI helps employees to deal with technology change, minimize digital burden, and make sure the effective communication process (Day, Scott, and Kelloway, 2010; Vukelić and Cizmi, 2019). New studies point to how the online work environment only adds to the relevant influence of EI, particularly when it comes to managing the effects of technostress, digital overload, and the blurriness of work-life boundaries (Moroń and Biolik-Moroń, 2021; Ertio et al., 2024).

New Concept of Digital EI.

The growing digitization of the work environment has led to the concept of Digital Emotional Intelligence (DEI), which implies the ability to perceive, control, and manage emotions in the technologically induced environments (Audrin and Audrin, 2023). The DEI has been linked to employee flexibility in AI-mediated communication, hybrid work groups, and online teamwork (Maroju and Bhattacharya, 2025). The significance of the expansion of classical models of EI by including the digital skills is explained by this new model as the workplace becomes more dynamic.

Leadership as a Moderator

Leadership is turning out to be the most significant contextual factor that influences EI well-being relationship. Studies have shown that emotionally intelligent leadership increases the level of commitment in employees, develops trust and reduces burnout (Clarke, 2010; Harms and Crede, 2010). The digital leadership, specifically, plays a pivotal role in the digitalized workplace not only to reduce technostress but also to assist the staff members in keeping their health intact (Ertio et al., 2024). As also new researches show, the potential of EI to translate into work well-being is conditional upon a favorable leadership style, especially under high job demands (Miao, Humphrey, and Qian, 2021; Newman et al., 2022).

2.1 Research Gap

Although the independent significance of EI and employee well-being has been established in the existing literature, key gaps in knowledge of linking mechanisms and moderating context have been identified. There is little research that systematically analyzes the mediating influence of factors like work-engagement, communication-satisfaction, and person-job-fits mediate EI- well-being relationship. Moreover, the influence of contextual moderators—such as job demands, digital emotional intelligence, and leadership styles—remains underexplored. Notably, although workplaces are becoming increasingly digitalized, little evidence on how EI functions in technology-driven and hybrid workplaces has been conducted, and hence organizations have limited information on how to use EI to maintain employee well-being in the digital era.

In this research, it will be attempted to address these gaps by offering a conceptual framework and testable hypotheses, which combine classical theories of EI in emerging views of digitalization and workplace change. Through this, it intends to bring a subtle picture of how organizations can employ EI to promote workforce well-being in the modern working environments.

2.2 Research Objectives

- To determine how EI is related to employee well-being within tech organizational settings.

- To test the contextual underpinning for mediating effect of work engagement, communication satisfaction and person job-fit between EI and employee well-being.
- To examine how job demands, digital emotional intelligence, and leadership are related to the EI and well-being correlation.

3 Research Methods

The current paper is theoretical in nature and it is based on theoretical arguments as opposed to empirical information gathering. The chosen approach of the conceptual literature review was integrative as it synthesized the knowledge in peer-reviewed literature, books, and scholarly resources on the topic of employee well-being, emotional intelligence, workplace psychology, and digital transformation. In contrast to a systematic review, where PRISMA guidelines must be followed (such as elaborate search tactics, inclusion/exclusion criteria, and quality assessment), the present review focuses on scope and conceptual development to produce new conceptual connections and refutable propositions.

The use of Scopus, Web of Science, and Google Scholar was the major source of relevant sources. The works of foundation and the recent studies (ranging between the beginning of the 2000s and after-2020 articles) were enclosed to reflect the development of the emotional intelligence (EI) and employee well-being discussion. Sources were not limited to strict inclusion/exclusion criteria in the review, but the emphasis was placed on the quality of their conceptual or empirical implications on the connection between EI, well-being, and workplace digitalization.

In order to organize the synthesis, the studies were divided into six thematic groups:

- EI and psychological well-being
- EI and workplace performance
- EI in technology-oriented settings
- Digital EI
- Leadership as a moderator
- Workplace transformations

This thematic clustering allowed the combination of different findings and the determination of understudied areas. Eight testable propositions (P1-P8) were formulated on the basis of this synthesis in terms of direct, mediating, and moderating effects. A conceptual model was also developed in order to have a graphic representation of the proposed relationships.

Though no empirical data was gathered, the framework provides the basis of future empirical research, including surveys, cross-cultural comparative studies, and statistical modelling (e.g. Structural Equation Modelling).

4 Results And Discussion

4.1 Thematic matrix for Emotional intelligence and workplace well being

Table 1 – Thematic Matrix for emotional intelligence and workplace well being

Theme	Core Idea & Mechanisms (Mediators)	Boundary Conditions & Representative Studies
EI Psychological Well-Being	→ EI enhances hedonic and eudaimonic well-being through emotion regulation and adaptive coping .	Moderated by culture, occupation, and age. Key studies: Schutte et al. (2002); Carmeli et al. (2009); Ahmadi et al. (2014); Di Fabio & Kenny (2016); Azad & Kumar (2023); Roellyanti (2024); Muppidi & Manoharan (2025).

EI → Work Outcomes via Well-Being	EI improves well-being, which reduces turnover and CWB , while boosting engagement, communication satisfaction, and person–job fit .	Shaped by job demands, surface acting, and perceived organizational support (POS). Key studies: Akhtar et al. (2017); Akanni et al. (2020); Li et al. (2021); Nanda & Randhawa (2019); Nauman et al. (2019); Choi et al. (2024); Thapa et al. (2023); Zheng et al. (2025).
EI in Digital/AI-Enhanced Workplaces	EI buffers technostress , supports ICT adoption , and promotes healthier digital work through tech self-efficacy and decision quality .	Moderated by digital leadership, AI intensity, and industry context. Key studies: Day et al. (2010); Abu-Shanab & Shanab (2022); Hendon et al. (2017); Pokhrel & Goyal (2022); Vukelić & Čizmić (2019); Ertiö et al. (2024); Gill et al. (2024); Harry & Saidi (2025).
Emerging “Digital EI”	Extends EI to online/hybrid contexts through online empathy, emotion signaling, and metacognition .	Shaped by platform norms and remote work intensity. Key studies: Audrin & Audrin (2023); Drigas, Papoutsi & Skianis (2023); Drigas, Papanastasiou & Skianis (2023); Chundru & Whig (2025); Maraju & Bhattacharya (2025).
Leadership × EI × Well-Being	Leader EI fosters psychological safety and mindful climates , protecting employee well-being.	Dependent on leadership style (transformational/digital). Key studies: Drigas, Papoutsi & Skianis (2023); Harry & Saidi (2025); Zheng et al. (2025).
Changing Work Environments	Macro workplace shifts heighten EI’s role in stress appraisal and resource gain .	Moderated by hybrid/remote intensity and industry turbulence. Key studies: Kalliath & Kalliath (2012); Day et al. (2010).

4.1.1.1 Emotions and Mental Health

Pioneer research indicates a strong positive relationship exists between emotional intelligence (EI) and psychological well-being due to improved perception, comprehension and control of emotions. Early demonstration underpins ideas of EI in foretelling affective balance and life satisfaction (Schutte et al, 2002), and managerial populations see rises in psychological well-being (Carmeli et al, 2009). Later organizational literature extrapolates this into the wider work environment (Ahmadi et al., 2014) and even integrating articles claim that EI is a promotive resource of well-being (Di Fabio & Kenny, 2016). New developments include a shared prediction of psychological well-being that finds association with EI (Azad & Kumar, 2023) and a relationship between EI and relational and environmental determinants of workplace well-being (Roellyanti, 2024; Muppidi & Manoharan, 2025).

- Mechanisms - Emotion regulation and adaptive coping emerged across this cluster as consistently mediating regulation, or at least adaptation, of stressors that may contribute to positive affective tone.
- Boundary conditions - EI effect size can be a function of cultural context and work requirements; e.g., the role of emotion work could enhance the positive relationship between EI and well being.

4.1.1.2 EI to work outcomes through well-being

A second stream connects EI and downstream outcomes in terms of the channel of employee well-being. Personal models indicate EI improves well-being and cuts down withdrawal through person-job (Akanni, et al., 2020) and engagement (Akhtar et al., 2017; Thapa et al., 2023). Communication satisfaction mediates the relationship between EI and job well-being in the field of healthcare (Li et al., 2021). The conceptual models also assume EI-well-being-positive behavior (Nanda & Randhawa, 2019). EI nullifies the detrimental impact of surface acting by reducing the stress strain relationship in situations of high job demands (Nauman et al., 2019). EI is also

safeguarded against a progression of relationship conflict into a counterproductive work behaviour by maintaining the affective well-being (Choi et al., 2024). Last, multi-construct models demonstrate that mindfulness and digital leading also might enhance EI to well-being chain (Zheng et al., 2025).

- Mechanisms - The most important mediators belong to engagement, quality of communication, PJ fit, and satisfaction.
- Boundary conditions - Indirect links are moderated by job demands, emotional responses and perceived organizational support (POS) on turnover intentions and CWB.

4.1.1.3 EI in Technology-Based and AI-Empowered Working Environment

Digitization promotes the technological absorption and the quality of decision-making through EI (Abu-Shanab & Shanab, 2022) and enhances the effectiveness of communication in IT workers (Hendon et al., 2017). Technological change was connected to job stress in ICT research, so it announced EI as a protective element of well-being (Day et al., 2010; Vukelic and Cizm 2019). It has been demonstrated that EI mingles with the workplace climate to influence well-being in the case of IT labor (Pokhrel & Goyal, 2022). EI is what can help owners of the digital leadership role when grappling with technostress (Ertiio et al., 2024). In the AI-intensive environments, EI seems to maintain well-being through humans-machine collaborations and sensemaking (Gill et al., 2024; Harry & Saidi, 2025).

- Mechanisms - A stronger tech self-efficacy, improved affective interaction through virtual mediums and an improved analysis of the digital needs.
- Boundary conditions - The quality of digital leadership and organizational readiness co-influence the intensity of AI/ICT along with the quality of digital leadership co-moderates the strength of EI buffering effects.

4.1.1.4 Emergent Construct: Digital EI

An emerging thread that formalises digital EI- competencies to sense, share and control emotion in the digital world (Audrin & Audrin, 2023). The complementary work introduces metacognition and EI into tech-infused systems (Drigas, Papanastasiou & Skianis, 2023), and describes multi-layer EI development of leaders with the help of new technologies (Drigas, Papoutsi & Skianis, 2023). The compound effect of the paramount role of EI in human-centered technologies and future working environments is already predicted in the future chapters (Chundru & Whig, 2025; Maroju & Bhattacharya, 2025).

- Implication - As an idea, your conceptual paper may consider the digital EI as a contextualised continuation of traditional EI, particularly, reflective in hybrid/remote and platform-mediated working.

4.1.1.5 EI × Well-Being × Leadership

Leader EI transforms climate, psychological safety, and the locution of feeling across digital transformation (Drigas, Papoutsi & Skianis, 2023). The digital/transformational leadership styles enhance the protective effects of EI in promoting digital well-being (Harry, & Saidi, 2025), where digital leadership may mediate multi-construct models entailing mindfulness, EI and satisfaction to influence well-being (Zheng et al., 2025).

4.1.1.6 New Work Environments and the Case of EI

The challenges of well-being are recontextualized in macro shifts hybrid work, widespread ICTs and blistering automation (Kalliath & Kalliath, 2012; Day et al., 2010). Within such changing requirements, EI is becoming an important personal asset that is strategic.

4.2 Conceptual Framework Propositions

Central assumption: EI promotes employee well-being by optimizing intra-individual regulation, and social-relational dynamics; the resulting positive influence on key work outcomes. Digitalization multiplies both the demand, and the payoff, to EI (including its digital form). The provision of the benefits of EI is governed by the circumstances of leadership and job design.

4.2.1 Narrative model Conceptual links:

EI (self-emergence, self-management, empathy, interpersonal skills, drive)

- Emotion regulation • Adaptive coping • Communication quality • Person -job fit • Engagement • Satisfaction
- Workforce well-being (mainly affective, psychological, work-related)
- Constituent outcomes (lower turnover intention; CWB; higher performance; engagement)
- Contextual moderators: Job demands, surface acting, organizational support /climate, digital leadership, AI/ICT intensity, hybrid work intensity, culture.

4.2.2 Testable Propositions

P1 (Direct Effect): EI is positively directly related with psychological well-being and even affective well-being of employees. An example here is that employees in IT services who have stronger EI can better manage project deadlines and can stay positive affect in situations of pressure.

P2 (Mediated Pathways): EI mediates the connection between EI and well-being through the following central mechanisms in the workplace:

(a) Work Engagement: The emotionally intelligent employee is more engaged in software development project teams where long hours are a part of the iterative project cycle and continues to remain well despite it.

(b) Communication Satisfaction: EI in BPO contexts can help to achieve more effective communication between interdependent roles that have to work together, lower the level of miscommunication stress, and enhance well-being.

(c) Person-Job Fit: EI helps to make knowledge-intensive IT consulting work ethically well as employees are better matched with the job requirements using their strengths.

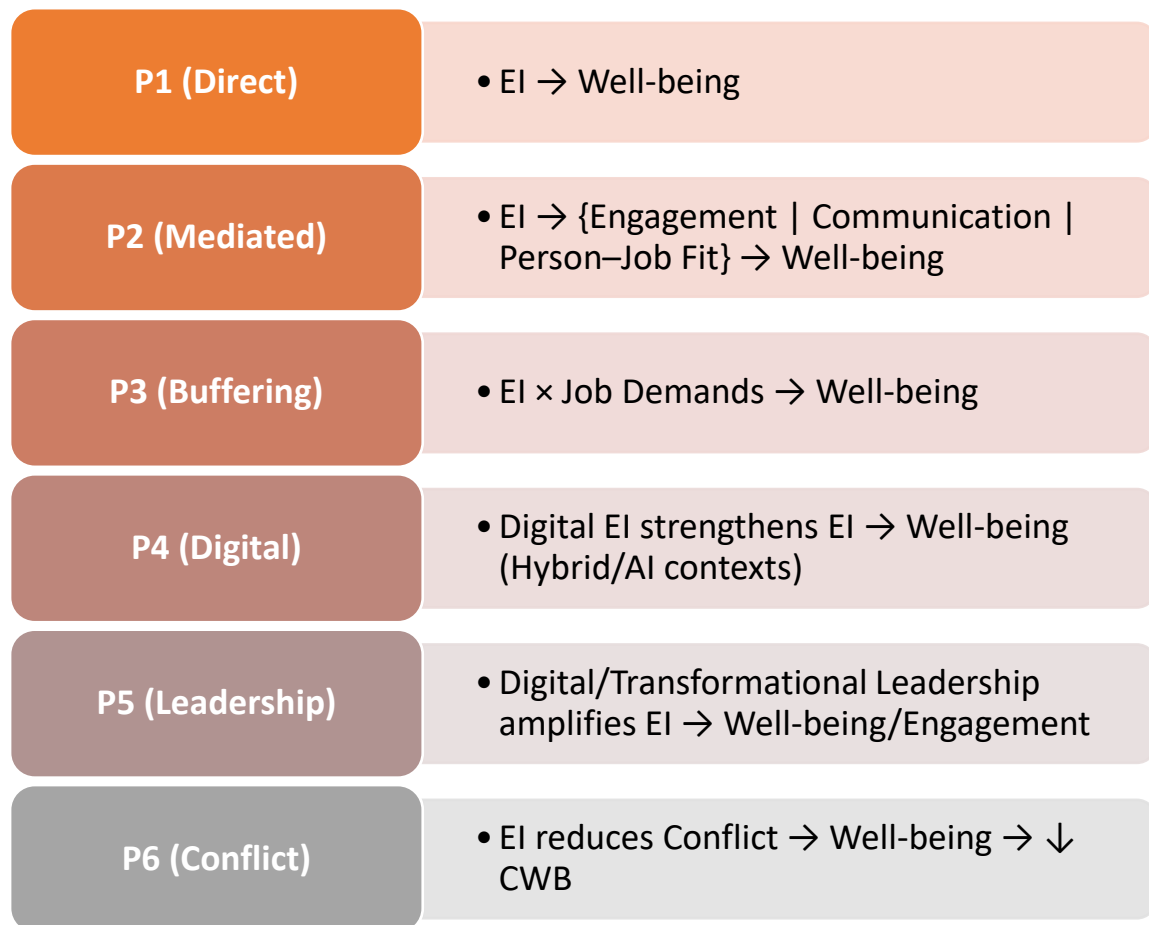
P3 (Stress Buffering): EI also moderates the effects of high demand in customer-facing IT helpdesk jobs, and the effects of emotional labor, by acting as a protective buffer, enabling the customer-facing employees to cope with the stress without burnout.

P4 (Digital Context): Hybrid or AI-intensive workplaces Digital emotional intelligence (DEI) enhances the EI well-being connection. Indicatively, people who can regulate their emotions during virtual collaborative platforms maintain well-being easily as compared to those with low DEI.

P5 (Leadership Moderation): Indirect impacts of EI on well-being and engagement become enhanced when digital/ transformational leadership is in place. Agile leaders that model emotional regulation and empathy in the agile IT project environment build team resilience's.

P6 (Conflict Management Pathway): EI reduces the development of task conflict into relationship conflict and counterproductive behaviours by maintaining affective well-being. As an example, during software development sprints, high-Emotional Intelligence workers can turn conflict into positive problem solving, instead of interpersonal confrontations.

Figure 1 - Testable propositions derived from the study



Altogether, the propositions depict a multi-tiered model where emotional intelligence directly positively influences employee well-being, but also acts through a mediated relationship involving engagement, communication satisfaction, and person-job fit. This model also emphasizes the buffering measure of EI when job demands and emotional labor are high, and the digital emotional intelligence and supportive leadership reinforce these links in the technology-intensive and hybrid work contexts. Lastly, the conflict-management pathway supports the ability of EI to ensure that interpersonal stresses are not allowed to develop counterproductive behaviors. Collectively, these propositions form a system of ideas that make EI the core of employee well-being and organizational performance and adjust the construct to the working environment of the digital world.

5 Conclusion

The contribution of the conceptual paper is a framework and propositions explaining how emotional intelligence (EI) enhances employee well-being by mediating variables such as engagement, communication satisfaction, and person-job fit and by being moderated by contextual factors such as job demands, digital transformation, and leadership styles. The study points to the utility of investing in EI and Digital EI (DEI) training and incorporation of digital leadership that can increase resilience, decrease technostress, and sustain well-being in technology-intensive and hybrid workplaces.

In the meanwhile, its limitations cannot be overestimated in this paper: it remains just a theoretical contribution even though it has not been empirically tested, and the integrative review method is associated with risks of selection bias. Future research must apply the framework to cross-section and longitudinal research, apply more advanced methods, such as structural equation modelling and develop effective measures of DEI. Despite such

shortcomings, the paper has found the significance of EI as both a personal competency but also one of the strategic assets in an organization that are required to promote employee health and sustain performance in the digital era.

6 Scope For Further Research

- Empirical Validation

In future, the given framework may be empirically experimented in cross-sectional and longitudinal studies, which will enable to capture not only short-term, but also dynamic effects of EI on well-being. Further analytical use of the mediation and moderation pathways could have been more robust through more sophisticated statistical analysis procedures such as Structural Equation Modeling (SEM) and multilevel modeling.

- New Constructs

Future research can expand this framework by developing new constructs, and testing them, such as Digital Emotional Intelligence (DEI), technostress responses, and how the interaction with the AI affects the individual emotionally. These are still in infancy and thus profound conceptualization, and measurement would provide valuable insights into technology-intensive workplace demands.

- Industry-Specific Focus

The following findings can be explored in future research: EI well-being relation at the sectoral level on the datasets of IT, healthcare, and education industries. In order to identify industry-specific ways of promoting well-being and resilience, it could be interesting to study how contextual factors such as organizational culture, leadership style, and the use of technology are different among industries.

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