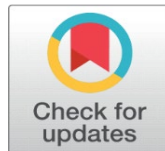# MAPPING RESEARCH TRENDS: A BIBLIOMETRIC STUDY ON EMOTIONAL INTELLIGENCE AND JOB SATISFACTION IN IT

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ABSTRACT

Emotional intelligence (EI) has now turned out to be a prime determinant of job satisfaction and contributes to employee well-being, workplace relationships, and organizational performance. While much of the literature analyzes EI's influence on leadership and job performance across various sectors, very little literature is concerned with the influence of EI on job satisfaction amongst application-oriented professionals in the information technology (IT) industry. Given the high-pressure environment, frequent technological disruptions, and project-driven culture of work in IT organizations, it is important to get a decent understanding of how EI affects job satisfaction for retaining and engaging employees. The study entails a bibliometric analysis, mapping the research landscape of EI and job satisfaction in IT, key trends in publications, influential authors, and emerging avenues for research.

For the literature analysis, the systematic literature review and bibliometric approach considered three areas of investigation: (1) bibliometric indicators and trends; (2) EI influence on job satisfaction in the IT environment; and (3) identification of knowledge gaps and future directions. The analysis highlighted growing interest in academic research on EI, with applications being suggested to enhance satisfaction in workplaces and decrease occupational stress. Study findings underscored the positive influence of EI on job satisfaction through the development of resilience, interpersonal skills, and emotional regulation. However, only limited bibliometric studies exist about EI-related job satisfaction specifically for IT professionals, creating knowledge gaps that need to be filled, such as examining the influence of emerging technology, dynamics of remote working, and AI-inflected HR strategies.

The results show that upcoming studies will be beneficial if they address cultural differences, digital transformations, and integration between EI and AI-based workforce management tools. These studies fill the gap while providing insights on how organizations can deploy EI to boost employee engagement, productivity, and well-being in IT environments. Hence, this research provides a structured bibliometric perspective and engages the ongoing debate of EI by identifying the gaps in existing knowledge, suggesting future directions.

Keywords: Mindfulness, Employee Well-being, Workplace Productivity, Organizational Factors, Team Dynamics

1. INTRODUCTION

In the field of organizational psychology and management, Emotional Intelligence (EI) has emerged as a significant area of study with far-reaching implications for workplace dynamics, leadership efficiency, employee welfare, and general job satisfaction. EI is widely defined as the ability to comprehend, recognize, and manage one's own emotions

while inducing the same feelings in others (Goleman, 1995). In priming a conducive work environment for the promotion of well-being at work, EI occupies a prominent position, considering that in knowledge service industries such as information technology (IT), where employees battle high-stress levels, time-bound projects, and complex problem-solving tasks, EI comes to be increasingly looked at as a critical determinant of job satisfaction and performance (Baruah et al., 2023). EI has received a good deal of focus in earlier studies regarding leadership development and team cooperation, whereas its role in affecting job satisfaction in the IT industry is an area less explored. With the transformation in technology and the nature of work in IT-related organizations, understanding the interaction effects of EI on employee well-being and satisfaction would yield valuable information required in reasoning HR interventions and talent retention policies.

Recent bibliometric studies have uncovered the mapping of trends on EI research, indicating that this theme is gaining wider importance in academia and practice (Tuan Tat Ho et al., 2024; Syahrir Rahman & Mahadi, 2024). They have profiled major thematic clusters concerning EI more closely: leadership development, stress management, and employee engagement (Mohamed Solih et al., 2024; Surajit Saha et al., 2023). Studies demonstrate that employees with EI cope with low stress and have good interpersonal relationships and a strong commitment to their work (Coronado-Maldonado & Benítez-Márquez, 2023). In the healthcare and education sectors, EI served to reduce burnout and promote job satisfaction through resilience and emotional regulation (Weng et al., 2011). The IT sector also has its share of peculiarities, characterized by high attrition rates, demanding working hours, and the need for continuous skill upgrading, which, in turn, might skew the EI-job satisfaction relationship in a different direction. So far, repeated studies have highlighted EI's contribution to leadership efficiency and teamwork in IT firms (Baobao Dong et al., 2022), but little bibliometric work has indeed been done to map the influence of EI on job satisfaction among IT professionals.

A second major research avenue considers AI-based managerial strategies and EI-based employee engagement practices in IT companies. Organizations are increasingly developing artificial intelligence, big data, and automation in workplace decision-making, to understand how the technology can help support EI-structured leadership and HR practices (Jia et al., 2022; Castro et al., 2019). Existing research suggests the use of AI-related sentiment analysis and predictive analytics for managers to ascertain employee engagement levels and well-being in order to intervene proactively (P. V. Thayyib et al., 2023). In addition, bibliometric studies on digital transformation (E. Abad-Segura et al., 2020) and smart workplaces (Asad Ullah Khan et al., 2023) are highlighting the combined potentials of emotional intelligence and AI tools in enriching talent management strategies. Nevertheless, there is little research into how such technologies might mediate the link between EI and job satisfaction, especially with regard to IT environments with remote working and global collaboration modes.

Research groups have documented the contribution of EI to acknowledging and understanding organizational antecedents and consequences. Thus, it is felt relevant to study the moderating role of EI on its more acute and contextual effects in the IT industry. Past bibliometric studies have elaborated the effects of EI on leadership and organizational outcomes, yet no effort has been made to conduct systematic assessment of research trends to map discussions on EI and job satisfaction among IT workers. There still are cultural differences, industry-related stressors, and technology emo intersections that remain under-explored. Conducting bibliometric research on EI and job satisfaction in IT, we close the existing gaps in literature and shed more light on how EI works toward better employee well-being and organizational success in a digitally transforming workplace.

2. RESEARCH METHODOLOGY

In this study, the methodology has attempted to pursue a bibliometric analysis in combination with a systematic literature review to map out the research trends on Emotional Intelligence (EI) and Job Satisfaction in the IT industry. This bibliometric approach permits the objective quantification of the existing literature so as to arrive at an understanding of the core research patterns, the major authors, thematic clusters, and gaps in knowledge. This study focuses on three major lines of inquiry: 1) bibliometric indicators and trends, 2) working environments in which EI influences job satisfaction, and 3) identifying research gaps and future directions.

In the bibliometric analysis, academic databases were searched to gather relevant publications. Keyword searches on emotional intelligence and job satisfaction in the field of IT were set up to locate academic contributions. It engages in analysis of trends of publication, networks of citation, and thematic clusters. Various software tools provide the bibliometric support for analyzing co-authorship networks, keyword co-occurrences, and citation patterns. The

systematic literature review supplements this bibliometric investigation by presenting a synthesis of prior research findings into qualitative insights about how EI plays a role in alleviating workplace stress, engaging employees, and promoting job satisfaction in IT settings. It discusses the gaps in the literature, such as a lack of studies on remote work dynamics, AI-driven HR strategies, and cross-cultural perspectives in IT workplaces, thereby specifying future research directions. The findings deepen insight into the management of emotional intelligence within the IT workforce, yielding practical recommendations for organizations interested in promoting employee welfare and retention through emotionally responsive leadership and HR interventions.

2.1. OBJECTIVES OF THE STUDY

- To analyze bibliometric trends in Emotional Intelligence (EI) and job satisfaction research within the IT sector – This objective aims to identify key publication trends, influential authors, research hotspots, and thematic clusters in EI and job satisfaction studies relevant to IT professionals.

- To examine the relationship between Emotional Intelligence and job satisfaction among IT professionals based on existing literature – This objective seeks to synthesize past studies to understand how EI influences job satisfaction, work stress, employee well-being, and organizational outcomes in IT workplaces.

- To identify research gaps and future directions in Emotional Intelligence and job satisfaction studies in the IT industry – By conducting a systematic literature review and bibliometric analysis, this objective will highlight underexplored areas, emerging research themes, and potential avenues for further investigation in this domain.

3. LITERATURE REVIEW

Emotional Intelligence (EI) became an emerging and vital factor in shaping workplace outcomes like leadership effectiveness, team work, job satisfaction, and the general performance of an organization. As the industries become more knowledge focused, the role of EI in driving workplace relationships, reducing stress levels, and enhancing employees' engagement also accentuates an important dimension. One industry that has a high pace coupled with the highest pressure and unique challenges where the role of EI becomes critical in increasing job satisfaction, as well as the well-being of employees, is the IT sector. With bibliometric analyses mapping the evolution of the research on EI, their relevance is growing across disciplines such as healthcare, education, and business management. However, despite the growing body of EI researches, it still lacks specific investigations on its impact on job satisfaction in the IT industry. To structure the understanding of advances in research and to give direction to future work, this review narrows down the existing literature into three overarching categories: Bibliometric Indicators and Research Trends; Emotional Intelligence and Its Impact on Job Satisfaction in IT; and Research Gaps and Future Directions.

3.1. BIBLIOMETRIC INDICATORS AND RESEARCH TRENDS

The mapping of research trends on Emotional Intelligence (EI) and job satisfaction is greatly enhanced by the bibliometric studies that reveal the publication trends, influencing authors, thematic clusters, and collaborative research networks. Through the contributions of various scholars, it has been made known that EIs have transformed into critical factors in leadership, organizational commitment, and productivity in workplaces, especially in knowledge-intensive fields such as Information Technology (IT).

The study emphasizes that emotional intelligence has gained academic prominence in shaping leadership styles, job performance, and organizational effectiveness, as per Tuan Tat Ho et al. (2024), Syahrir Rahman and N. Mahadi (2024), and Zhou Linan et al. (2024). It was found that the EI research domain has expanded from its traditional borders of psychology into numerous workplace applications and further to contributions of EI to employee engagement, stress management, and job satisfaction. So emotional intelligence in leadership and HR practices is now becoming a sine qua non in fast-paced, stressful industries like IT.

The authors Mohamed Solih et al. (2024) and Surajit Saha et al. (2023) have examined the evolution of themes in EI research and their strong association with leadership development, employee motivation, and team performance. Specifically, the results suggest that employee retention, engagement, and harmony within the workplace are upgraded in organizations with EI-driven leadership agendas. This corresponds to the general view that emotionally intelligent

teams adapt more effectively to workplace challenges, particularly industries that are ever-changing and require continual learning, problem-solving, and teamwork, IT being a case in point.

Expanding toward field-oriented applications, Baobao Dong et al. (2022) investigated EI applications in education, healthcare, and profession with technological inputs. EI was found to play a huge role in managing workplace relationships, affecting communication effectiveness, conflict resolution, and team cohesion. With this growing need for collaboration in knowledge-based industries, the relevance of emotional intelligence in promoting a positive workplace culture is now hard to miss.

The eminent link between EI and job satisfaction found by Nahid Naderi Anari (2012) in his bibliometric review found EI to be strongly associated with job satisfaction and organizational commitment. This study reaffirms that more emotionally intelligent individuals are emotionally resilient, adaptable, and happier in their workplace-His findings from the IT workplace, where intense pressures to perform, deadlines, and ever-changing technology are the order of the day shall give satisfaction less weight to overall job performance. Closely parallel to the rising EI research, bibliometric explorations into allied fields display emerging avenues of progress and interdisciplinary integration.

The transformation within digital workplaces is also an avenue explored for study. An example is that of Jia et al. (2022), who studied how artificial intelligence (AI) and digital technology ascertain emotional intelligence within the workplace environment, particularly in remote working or virtual team settings. The research pointed out that systems sensitive to emotions are being built to process employees' sentiments, mind the consequences of burnout, and manage human-resources-related strategies. Such findings will open new doors to explore how IT companies can integrate AI-powered solutions toward enhancing leadership based on EI for improved job satisfaction.

Bibliometric studies have also considered the interdisciplinary effects of research into EI. One was carried out by Peyman Akhavan et al. (2016), who evaluated the influence of EI on knowledge management and organizational learning within the field, particularly focused on how it applied to collective decision making and information sharing. Indeed, this study is geared towards the IT sector with an emphasis on team-based agile methodologies with continuous learning as key ingredients towards success.

Such major bibliometric studies include Shuanping Gao et al. (2021), Mathew Kevin Bosi (2022), who put forward a study on the relationship between EI and Environmental Social, and Governance (ESG) frameworks-aspects showing how emotional intelligence reflects on corporate social responsibility, ethical decision making, and employee welfare initiatives. Such observations denote that firms with emotional dimensions in their leadership are best positioned to encourage an inclusive work culture, ethical, and sustainability-oriented, hence achieving better job satisfaction and commitment levels in employees.

There is a growing body of research with interests in the areas of digital transformation in higher education and workplace training: E. Abad-Segura et al. (2020) and M. Bellucci et al. (2020) describe cases revealing how emotional intelligence acts within the processes of creation of digital learning environments, facilitation of adaptability, and facilitation of knowledge retention. Their findings are thus important for IT professionals, who develop skills continuously and attend certificate programs in order to grade and study up to date realistically in their field. It is, therefore, these studies that demonstrate that training that focuses on emotional skills within IT workplaces may improve learning efficiency, the application of knowledge, and satisfaction regarding career choices.

A major front for bibliometric studies of increasingly broad relevance has been the growing discussion of AI and big-data analytics in workforce management. P. V. Thayyib et al. (2023) and J. Ruiz-Real et al. (2020) studied the advance of artificial intelligence into employee assessment about emotional states, monitoring of engagement at work, and predicting satisfaction trends. Their studies of AI in the workplace take on forms such as sentiment analysis for daily HR practices into real-time insights about well-being, emotional states, and performance motivation. The insights can be best used in IT companies that are planning proactive initiatives for well-being against burnout.

All the above bibliometric analyses clearly indicate that there is an increasing focus within research on Emotional Intelligence across several disciplines in terms of job satisfaction, leadership effectiveness, and organizational productivity. Although literature regarding EI in terms of hospitals, education, and conventional business environments is ample, the application of EI to the IT industry is relatively scant. Given that IT professionals have a high degree of stress, constantly evolving technologies, and an incessantly demanding culture of learning, it is imperative to have deeper and more extensive EI studies focused on influencing job satisfaction for that particular industry. In the future, bibliometric and empirical studies should address the nexus between theory and practice in EI in IT environments-

spanning spaces like remote working, AI-human resource management, and cross-cultural leadership dynamics. These issues will develop emotionally intelligent work environments, which in turn would spell out an innovative employee wellbeing and success for organizations in a rapidly dynamic IT setting.

4. EMOTIONAL INTELLIGENCE AND JOB SATISFACTION IN INFORMATION TECHNOLOGY

Another new feature in human resource research involves introducing AI in workforce management. It primarily consists of research like that conducted by Jia et al. (2022) and Tran et al. (2019). In their study, these researchers delved into how AI-powered emotion recognition and predictive analytics tools could be potentially used to evaluate employee sentiment, morale in the workplace, and engagement levels. This finding developed IT companies' understanding of AI technology's potential for addressing workplace dissatisfaction and burnout risks, proactively using EI-based interventions. AI HR systems can analyze real-time emotional cues from employees and even identify leadership gaps that would require interventions and recommend timely interventions, suggest appropriate well-being programs, and even identify leadership gaps that would require interventions. Thus, the convergence of EI and AI-driven workforce management opens up new horizons for augmenting job satisfaction and productivity in IT organizations.

Moreover, research by Di Vaio et al. (2022) extends the discussion of EI, AI, and decision-making about the workforce, illustrating the way that technology can augment emotionally intelligent leadership. In sum, the research presented analyzes how data-driven insights can optimize talent management, leadership development, and employee engagement strategies. The integration of AI and EI-driven workplace policies in IT organizations can cultivate an employee-centric organizational culture while delivering maximum performance output.

Despite the overwhelming proof that EI plays a role in job satisfaction, scarcely an IT organization considers the impact that EI has on its policies in the workplace. Research by Tuan Tat Ho et al. (2024) and Abu Orabi et al. (2023) disentangles the fact that while EI has been widely investigated concerning leadership and organizational commitment, applications to IT job satisfaction research are still in their infancy. The bibliometric review of these studies shows gaps where empirical research delves into IT professionals alone. It, therefore, calls for more comprehensive investigations into how various levels of EI can affect engagement, mental health, and career development in tech-driven workplaces.

The primary future research area will focus on understanding cross-cultural differences in the role of EI for IT job satisfaction. Hernández-Torrano & Ibrayeva (2020) and Baako & Abroampa (2023) examined the effects of cultural factors on emotional intelligence in the workplace, indicating that EI's effects may significantly differ due to the region's leadership style, workplace expectations, and communication norms at work. Since IT is a worldwide industry that is highly interconnected and consists of several multicultural teams, studying the influence of EI concerning job satisfaction in different cultural contexts would prove beneficial to most international organizations.

Another important area for future exploration relates to the effect of EI in remote and hybrid environments. Song & Wang (2020) and Di Vaio et al. (2022) contend that the due rise of digital workspaces, virtual teams, and flexible work arrangements has posed new challenges for maintaining workplace relationships and employee engagement. The findings show that remote work could mean IT people become more isolated, with less collaboration or communication through the workplace, encounters damaging job satisfaction. Emotional intelligence leadership is seen as a prime driver of team cohesion, trust formation, and engagement strategies during remote working. Also, studies around digitalizing HR practice, for instance, Abad-Segura et al. (2020) and Bamel et al. (2022), imply that the role of EI in talent acquisition and leadership development is increasing. These studies find that IT organizations investing in EI-based training and well-being programs observe measurable improvements in employee job satisfaction, team collaboration, and innovation ability. As AI and automation continue changing the IT industry, these studies add that the organizations using EI in conjunction with technology-driven management systems will form a more resilient, adaptable, and content workforce.

Future directions for research into EI will need to point toward the development of career paths and the relevance of emotional intelligence therein. Naderi Anari (2012) and Linan et al. (2024) state that people with high EI will engage in self-directed learning, mentoring, and leadership roles, resulting in job satisfaction and career fulfillment. In an environment where continuous upgrading of skills is pertinent to career advancement, emotional intelligence might prove to be a key towards motivating IT employees toward lifelong learning and successful navigation of career transitions.

Current researchers strongly advocate a positive correlation between emotional intelligence and job satisfaction in high-stress occupations. Given the peculiar nature of stressors IT professionals face and the changing dynamics of emotional intelligence in digital workplace environments, empirical research focused on IT professionals remains largely absent. Future research should develop a holistic framework by merging the psychological, managerial, and technological viewpoints on emotional intelligence and IT job satisfaction. This would not only fill the lacuna in scholarly literature but also create an avenue for IT companies to implement practical solutions that can enhance employee engagement, retention efforts, and develop an emotionally intelligent workplace culture.

5. VOID OF RESEARCH AND FUTURE DIRECTIONS IN IT SECTOR STUDIES

While much has been researched in Emotional Intelligence (EI), a considerable gap still exists with respect to the impact of EI on job satisfaction within an IT firm. Although EI has been widely researched with respect to areas like leadership, organizational performance, and engagement, very few studies have applied these concepts to the far-reaching effects of remote work and digital collaboration in fast-paced project cycles, especiall in addressing an IT phase of working culture. Quite a few scholars have called for research to examine EI's solutions to workplace challenges, especially in multicultural environments and in technology-dominated contexts in which traditional management practices are under challenge.

In the opinion of Tuan Tat Ho et al. (2024) and Tareq Abu Orabi et al. (2023), a primary focus for future EI research should be defining EI's role in new organizational structures and changing workforce dynamics. This is because both groups of researchers confirm that the unique challenges of the IT industry include the global workforce distribution, the shift toward virtual collaborations, and cross-cultural team interactions. In contrast to traditional industries, where communication and leader visibility are key, in IT organizations, digital communication tools are crucial, with their asynchronous collaboration and project-based work structure. Thus, EI must pave the way for emotional intelligence for effective remote leadership, employee well-being amid virtual working conditions, and minimum stress owing to digital isolation.

On the relevant bibliometric angle, the effects of technological intervention in reshaping workplace environments included smart libraries (Asad Ullah Khan et al., 2023) and digital transformation in higher education (E. Abad-Segura et al., 2020). Interdisciplinary research suggests that the infusion of digital tools has transformed the way workers connect, learn, and engage with their work to a great extent. Though they provide many insights into how digital environments affect knowledge sharing and collaboration, there is a gap in bibliometric studies to trace EI trends in respect to IT organizations. Future research would answer how IT professionals in stressful, deadline-driven settings could practice EI in stress relief, communication building, and resilience development in their digital workplaces.

While this increasingly used AI application in workplace management is perfectly highlighted by Song & Wang (2020) and Di Vaio et al. (2022), this has led to their proposition of a possible key research direction for IT organizations integrating AI-driven HR tools with EI-driven leadership. Their studies emphasized that AI-powered sentiment analysis, emotion detection tools, and predictive analytics could help in understanding employee conditions, recognizing possible burnout among employees, and determining adequate workforce engagement strategies. However, the ethical and psychological considerations that will arise following such practices have not yet been researched much. Research in the future should aim at discovering the roles that AI can play in improving the integration of EI into competencies expected for leadership while making sure that the technology complements, but does not take over, any and all human aspects of employee management.

The other one that needs more research is sustainable workforce development. Grosseck et al. (2019) and Anwar et al. (2021) outlined the long-term contributions of EI in retention, well-being, and career satisfaction for employees and stated that the emotionally intelligent workplace policies contribute toward green workforce development. According to their studies because of the investment made by the organizations in EI-oriented training, mindfulness programs, and stress management initiatives employees now show improved engagement and longevity in jobs. However, in the IT domain where high attrition rates, burnout, and skill redundancy commonly exist, more studies need to be conducted to adapt these EI-driven strategies to support flexible workforce stability over time.

The bibliometric study by Bamel et al. (2020) and Soliman et al. (2021) on journal trends has covered one of the many areas regarding how EI research that ends up being disseminated into other disciplinary terrains. Their results show that, although EI research is extending into various other fields, it still lacks analyses focusing specific bibliometrics

on a particular sector – IT. Future research should be aimed toward developing an existing map of literature on EI, emerging research clusters, and exploring interdisciplinary connections from EI within IT workplaces, AI-driven workforce management, and digital transformation because of the nature of the work environment for IT professionals.

Cross cultural perspectives of EI in IT contexts deserve further study too. Hernández-Torrano & Ibrayeva (2020) along with Baako & Abroampa (2023) show that the treatment of EI differs from culture to culture with respect to its perception, development, and application in organizational settings. They indicate that cultures affect EI-driven leadership practices such that teams will have a different experience in collaboration and conflict resolution and leadership effectiveness. Given the nature of IT global companies where the teams comprise professionals from multiple cultures, future research should study the impact of EI in team dynamics of MNCs and how cultural intelligence can be embedded into EI training programs.

The way that future research needs to be focused on EI is seen in hybridwork environments and remote work. Research by Song & Wang (2020) and Di Vaio et al. (2022) states that remote workforce management, digital burnout, and decrease in interpersonal connection create challenges. As more IT organizations are moving towards a flexible work model, it is important to understand the part EI plays in employee engagement, cohesion of the virtual teams, and issues around mental health. Future studies should discover the scope under which emotionally intelligent leadership will operate in virtual work settings and the approaches that could be entailed in improving the well-being of employees in these workplaces.

Another emerging and exciting promising direction for future research is the intersection of EI and emerging HR technologies. Jia et al. (2022) and Tran et al. (2019) look into the use of artificial intelligence and big data analytics to improve workforce management. Their studies indicate that emotion-aware AI systems could provide real-time insights into employees' feelings that help managers proactively address workplace issues. However, whether Thomas Edison, the founder of the modern HR movement, would have considered artificial intelligence-driven HR tools able to interpret human emotion accurately and promote authentic employee engagement is another matter. Future research should therefore deal with the ways in which AI and EI can co-exist in workplace management without turning tools digital at the expense of human-centrism in leadership.

To date, the effects of EI on career growth and professional development in the area of IT have remained rather unproven. Inferences by Naderi Anari (2012) and Linan et al. (2024) suggest that the higher emotional abilities an employee has, the more likely they are to be found as leaders, give or take the ability to adapt to change, and have better career progression. EI is particularly important in the IT field, wherein the state of constant skill evolution, adaptability, and learning agility is central to success in an ever-evolving career. It might be an important factor leading professionals through job transitions and upskilling challenges, as well as towards leadership opportunities. Future research should concentrate on how emotional intelligence training can be integrated into professional development programs for IT employees to facilitate job satisfaction, career growth, and long-term employment.

In short, research about EI has progressed into solid organ systems within the real performance: It is, however, seen to be underexploited in the area of job satisfaction and workforce engagement in IT. Future studies must be based on the role of EI in remote work, cross-cultural team collaboration, AI-integrated workforce management, and sustainable employee development. Furthermore, specific bibliometric studies geared towards specific sectors are necessary to build an atlas of the current research dissemination trends, indicate knowledge gaps as well as provide a clear direction on how EI can be used in enhancing job satisfaction in the IT sector. Such matters would equip scholars and industry heads with strategies on creating emotionally intelligent workplaces that prove resilient, productive, and provide long-term well-being among their workforce in a digital age.

6. LITERATURE GAPS

Notwithstanding the extensive research on Emotional Intelligence (EI) and the various ways in which it shapes workplace outcomes, the fact remains that research into the role of this affective quality in job satisfaction within the IT environment is still embryonic literature. While very many studies have been conducted through a bibliometric approach on EI and leadership effectiveness, organizational commitment, and overall job performance, hardly any study has been devoted to how EI specifically applies to job satisfaction among IT professionals (Tuan Tat Ho et al., 2024; Kukah et al., 2022). Given the challenges IT professionals face, from very high-pressure working environments through frequent technological disruption, working remotely, and rushing deadlines, it becomes imperative to explore how emotional

intelligence contributes to a person's management of stress, personnel efficiency, work-life balance, and living happiness in the electronics assembly segment.

Most research so far has concentrated on the more conventional industries like education, healthcare, and construction, in which, as Kukah et al. (2022) put it, leadership, teamwork, and interpersonal communication have played direct roles in the participation and satisfaction of employees. On the contrary, work has also been found to be done mainly by IT professionals in digitally mediated environments, which require them to be adaptable, self-motivated, and have strong emotional regulation. The absence of specific bibliometric studies mapping EI research within IT firms produces a sheer gap in understanding the practical applicability of EI-driven workplace strategies in the industry. More research findings that are more targeted are needed to detail the specific emotional competencies that would greatly contribute to job satisfaction in IT workplaces, especially those employing remote work and project-based teams.

Another major gap in the literate gap is that almost no empirical research has focused on cross-cultural differences in the association between EI and job satisfaction within IT organizations. The IT industry is one of the most globalized ones with multinational teams functioning around different time zones and cultures. While general AI research would support that emotional intelligence also contributes to good leadership and teamwork, it remains unclear how such culture differences might relate to EI affecting job satisfaction among IT professionals. There is little research cross-culturally that traces regional variation on bibliometrics around job satisfaction given EI, making it far difficult to come to formulate an applicable global HR strategy at IT firms.

The impact of digital transformation and automation on emotionally intelligent leadership and job satisfaction in IT remains unexplored. With the heightened reliance on AI-driven HR tools and remote work platforms, IT professionals increasingly find themselves interacting virtually with their colleagues through the AI-driven performance management system instead of in traditional office-based environments. Some studies have explored the impact of employing AI in employee engagement and workplace well-being, whereas only a few studies have sought to explore how emotionally intelligent leaders can adapt their leadership style to a digital workspace (Song & Wang, 2020; Di Vaio et al., 20

Although emotional intelligence is widely accepted as a reputation for reducing workplace stressors and enhancing employee health, very little has been researched about how an IT person applies such intelligence in coping with burnout or job-associated pressure. The IT industry is recognized for having high burnout rates arising from long working hours, tight deadlines, and continuous learning. However, the attention has been put on stress management in other areas, such as health care and education sectors, and a void is left in terms of IT employees attaining emotional resilience (Weng et al., 2011). Subsequent studies can then investigate if interventions developed based on EI will increase job satisfaction and decrease attrition rates in IT organizations through mindfulness training, emotional regulation workshops, and team-building activities.

Another issue not well investigated is the role of emotional intelligence in career and professional growth in the information technology space. Naderi Anari (2012) and Linan et al. (2024) study reveal that high emotional intelligence employees have a greater career advancement, leadership potentials, and job adaptability. Still, little is known on the influence of EI on career satisfaction, job transition, and upward progression concerning IT professionals. Given the rapid evolution in technology-based careers, where professionals must keep upgrading their skills and transition to various roles, there will be a need for research to check whether EI can motivate an IT employee for continuous learning and career development activities or not.

Researchers are also in dire need of sector-specific bibliometric studies that could follow the trend of research on EI and job satisfaction in IT firms. While general studies have put forward the major themes in EI research that have included variables such as leadership, stress management, and organizational commitment, these variables do not comprehensively explain how such themes apply to IT-specific challenges (Bamel et al., 2020; Soliman et al., 2021). Through systematic bibliometric analysis of EI and job satisfaction in IT, it will then be possible to identify the key research clusters, influential authors, and emerging areas of study that could contribute in making researchers focus their interventions more specifically on IT professionals.

Finally, research on EI and job satisfaction in IT has survived a limited interdisciplinary approach. Organizational psychology, human resource management, and digital transformation have studied EI via various lenses, yet these perspectives have rarely been brought together to create an all-encompassing understanding of EI's impact on job satisfaction in the IT. Future research should adopt a multidisciplinary approach constituting the elements of psychology,

AI workforce analytics, and HR strategy, thus forming a more holistic framework for understanding and promoting EI in IT workplaces.

7. CONCLUSION

This study helps to reflect the growing interest in Emotional Intelligence (EI) research and its relationship with job satisfaction in the IT sector. Bibliometric analyses showed an increasing number of publications concerning leadership, organizational commitment, and personal well-being regarding emotional intelligence in various industries. Although EI is already widely recognized in literature for developing better relationships in workplaces, reducing stress, and inducing employee engagement, evidence on how it specifically affects the work of IT professionals is elusive. Given that IT jobs are characterized by their fast-paced nature that always requires learning new concepts, problem-solving, and flexibility due to work demands, creating a deep understanding of how emotional intelligence contributes to job satisfaction will be useful for organizations undertaking enhancement in employee retention and productivity. The same argument has also found expression in propelling the even more need to delve deeply into the connections of emotional intelligence, job satisfaction, and technology advancements in the context of human resource management in IT firms using AI-powered tools and data analytics.

Gaps in research concerning these issues are large, with very few bibliometric studies having investigated the influence of these considerations on trends in EI research within the IT sector. Little bibliometric research has been executed to characterize major research clusters, leading authors, and the relationship between the emerging themes of EI and job satisfaction in the context of IT workplaces. Further, cross-cultural differences in applications of EI, the developing nature of remote work, and the impact of automation on emotionally intelligent leadership are areas still needing attention. Such systematic bibliometric studies would fill the above gaps and, in their own right, provide significant value to organizations in designing targeted engagement strategies for their employees, facilitating the emergence of emotionally intelligent leadership, and improving job satisfaction. Thus future research would provide more wholistic explanations on the issue of how EI can generate workplace well-being in this digital age and in the end make organizations have more emotionally healthy and satisfied employees.

8. LIMITATIONS OF THE STUDY

There are several limitations to the research that must be recognized. To begin with, the bibliometric analysis is inherently scalable according to the accessibility of published literatures in academic databases. This excludes unpublished studies, industry reports, and practitioner perspectives that sometimes reveal those most precious configurations on Emotional Intelligence and job satisfaction in IT from being part of bibliometric analysis. Besides, language and indexing biases could affect the final outcome of the results, as most bibliometric studies rely on databases where the bulk of indexes is primarily within research published in English and might be missing important contributions by non-English sources.

Another limitation would be the bibliometric method itself which is based on qualitative insight and on quantitative metrics such as publication trends, citation networks, and keyword co-occurrences. Nevertheless, the method provides one with an organized understanding of research trends but does not provide any in-depth analysis of the context as to how EI impacts job satisfaction among IT professionals in organizations with varied work environments, cultures, and jobs roles. It has also not been empirically tested about the relationships between EI and job satisfaction but has merely synthesized existing knowledge. Rapidly changing nature of IT workplaces characterized by remote work, automation, and AI-powered HR practices do not make earlier research trends applicable to the current and emerging challenges and opportunities concerning EI in this industry.

The last is that the study does not take into consideration individual and organizational factors such as leadership styles, company culture, or team dynamics that can moderate the relationship between EI and job satisfaction. Future studies should harness the bibliometric results with empirical research, surveys, or interviews-an effort meant to capture the rich insights into practical applications of EI in IT work settings. Although these limitations exist, the study still lays a really superb foundation concerning the understanding of trends in research and the pinpointing of knowledge gaps, providing important further directions for consideration.

9. SIGNIFICANCE OF THE STUDY

It should be noted that this research is vital in being able to do a complete bibliometric analysis of Emotional Intelligence (EI) and organizational commitment in the IT sector, where the effects of high-pressure work situations, technology disruptions, and tight deadlines take their toll on employees. Unlike other studies that were primarily focused on either EI's effects on leadership or performance-related outcomes, this study is different on how it dwells more into EI's influence on job satisfaction, which is very important to retain, engage and, in turn, ensure the entire organization succeeds, especially in these IT companies. Such an analysis also maps key research trends, influential authors, and theme clusters, therefore not just a consolidation of knowledge but will also include the gaps where there seemed to be little work done but obviously it has covering issues like the need for cross-cultural analyses, the role of AI in workforce management, and the effects of remote working on emotionally intelligent leadership.

This research becomes relevant for HR practitioners and managers as well as policymakers who work toward improving satisfaction at work through emotionally intelligent leadership and HR practices. This will give room for the future understanding of how this relates to talent retention strategies, stress management programs, and AI-enabled HR interventions, as the terrain of work and its processes are evolving. The research builds a foundation for future empirical studies to encourage scholars to investigate new boundaries between EI, digital transformation, and workforce engagement. Bridging theoretical insights with practical solutions, this research contributes solutions for both theory development and real-life industry practices to help the organization build a resilient, satisfied, and emotionally intelligent workforce in the fast-changing IT world.

10. FUTURE SCOPE OF THE STUDY

The foreseeable ambition of this study is the sponsoring of more research on Emotional Intelligence (EI) and job satisfaction within the IT industry by means of empirical research and interdisciplinary approaches. While this bibliometric study maps existing literature trends, future research can provide a deeper look into the practical side by performing studies where EI and job satisfaction can be validated through empirical studies, surveys, and experimental work. Given the fast nature of the IT sector, a study on the interaction of EI with the emerging workplace trends of remote work, gig economy employment, and AI-managed systems will offer some fresh views on the well-being and productivity of the workforce.

In the meantime, cross-cultural and regional studies on EI with job satisfaction within IT organizations would yield a few more crucial views, wherein the influence of EI might vary within the organizational culture and leadership style. The inclusion of machine learning and sentiment analysis tools for assessing the emotional well-being of employees in real time is another very promising area for investigation. The future research should therefore examine to what extent AI-driven HR strategies - such as emotion-aware AI tools in performance management - will provide an understanding of the interface between technology and emotionally intelligent leadership. Longitudinal studies on the effects of E and I on career progress, burnout intervention, and retention of talented staff would be useful in directing HR policy making and the development of employee programs. By drawing in perspectives from psychology, technology, and management, a deeper understanding of EI regarding employee satisfaction and organizational success in the modern digital workplace can be given by future studies.

CONFLICT OF INTERESTS

None.

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