International Journal of Advanced Research in Commerce, Management & Social Science (IJARCMSS)
ISSN :2581-7930 (Online), Impact Factor : 7.270, Volume 08, No. 04(II), October-December, 2025, pp 268-278

Role of Emotional Intelligence in AI-Enabled Leadership: A Study of Leadership Effectiveness and Employee Performance

Dr. Shikha Nainawat*

Assistant Professor, R.A. Podar Institute of Management, University of Rajasthan, Jaipur, Rajasthan, India.

*Corresponding Author: nainawatshikhamba@gmail.com

Citation: *Nainawat, S. (2025). Role of Emotional Intelligence in AI-Enabled Leadership: A Study of Leadership Effectiveness and Employee Performance. International Journal of Advanced Research in Commerce, Management & Social Science, 08(04(II)), 268–278. https://doi.org/10.62823/IJARCMSS/8.4(II).8681*

ABSTRACT

Artificial Intelligence (AI) is revolutionizing organizational leadership, decision-making, and management systems at a rapid pace. Artificial intelligence-enabled leadership is a leadership approach that involves applying artificial intelligence technologies such as data analytics, machine learning, automation, and decision-support systems to enhance organizational efficiency. However, leadership effectiveness is still largely a function of emotional and social capabilities of individuals. Emotional Intelligence (EI) is a key contributor to leadership effectiveness because it helps organizational leaders manage employees, workplace relationships, organizational changes, and communication in a technology-based work environment. The present research aims to examine the role of emotional intelligence in artificial intelligence-enabled leadership effectiveness. The research aims to analyze how emotional intelligence helps organizational leaders manage employees, make decisions, manage workplace stress, and improve organizational efficiency in a technology-based work environment. The research is based on both primary and secondary research. The primary research was conducted by collecting data through a structured questionnaire from employees and managers working in organizations that apply artificial intelligence technologies. The secondary data was collected from research journals, books, and research papers on the theme of emotional intelligence and AI leadership. Statistical tools like percentage analysis and Chi-Square test were used for analyzing the collected data. The findings of the research study revealed that emotional intelligence has a significant impact on leadership effectiveness in AI-enabled organizations. Leaders who possess a high level of emotional intelligence are found to be effective in communication, conflict management, motivating employees, and making decisions in AI-enabled environments. The research study revealed that emotional intelligence enhances employee satisfaction, organizational performance, and interpersonal relationships. The research study concludes that although AI supports the organization in making effective decisions, emotional intelligence is essential for leadership and employee management in AI-enabled organizations.

Keywords: *Emotional Intelligence, AI-Enabled Leadership, Artificial Intelligence, Leadership Effectiveness, Employee Performance, Decision Making, Organizational Behaviour, Workplace Relationships.*

Introduction

Significantly, Artificial Intelligence (AI) has greatly impacted modern organizations by affecting decision-making, human resource management, organizational communication, and leadership within organizations. AI leadership is a concept of using artificial intelligence technologies, such as machine learning, data analytics, automation systems, and decision-support systems, with the aim of enhancing effective leadership, organizational performance, and human resource management within organizations.

In the digital age, organizational leaders are increasingly using AI-based tools for performance evaluation, recruitment, forecasting, and decision-making. However, despite the significance of artificial intelligence in organizational leadership, it is believed that effective leadership is mainly a product of human emotional and interpersonal competencies, as depicted by the concept of emotional intelligence (Alwali & Alwali, 2025).

Emotional intelligence, on the other hand, can be defined as the capacity of a person to understand, control, and effectively manage their own emotions as well as those of others. Emotional intelligence is composed of self-awareness, self-regulation, motivation, empathy, and social competence. These are crucial for effective leadership as well as employee management. In organizations that utilize artificial intelligence, it is crucial for a leader to not only understand the role of technology and data in such organizations but also to effectively manage employees who are likely to experience stress, fear of job loss, as well as difficulties in adjusting to emerging technologies. For this reason, emotional intelligence plays a crucial role in balancing technology-driven decision-making with employee management (Dwivedi, 2025).

The relationship between artificial intelligence and emotional intelligence has become a crucial aspect of modern leadership. For instance, artificial intelligence plays a crucial role in helping a leader make data-driven decisions, monitor performance, as well as increase efficiency in organizations. On the other hand, emotional intelligence plays a crucial role in helping a leader effectively manage employees. According to Radha et al. (2025), emotional intelligence combined with artificial intelligence has become a crucial aspect of future leadership.

For an organization using artificial intelligence technology, leaders are faced with challenges of technological change, employees' expectations, stress in the working environment, and organizational change. According to Koistinen (2026), artificial intelligence and emotional intelligence in leadership roles assist organizations in making better decisions. Additionally, Manickam et al. (2026) noted that artificial intelligence technology in leadership roles enhances employees' experiences and organizational culture in organizations where leaders possess appropriate emotional intelligence skills.

Moreover, artificial intelligence technology in leadership roles involves new leadership skills such as digital technology, emotional intelligence, thinking strategically, and change management. Baran (2025) noted that artificial intelligence technology in leadership roles has significantly changed leadership styles and skills in organizations. Emotional intelligence forms a core leadership competency in organizations. Quttainah et al. (2025) observed that artificial intelligence technology in leadership roles enhances employees' engagement and artificial intelligence technology adoption in organizations. Ling et al. (2024) noted that artificial intelligence technology in training and digital leadership enhances leadership performance and productivity in organizations. Wijayati et al. (2022) observed that artificial intelligence technology positively impacts employees' performance and work engagement in organizations.

Thus, it can be clearly deduced that both artificial intelligence and emotional intelligence are essential components of effective leadership. Artificial intelligence is essential for effective decision-making and organizational efficiency, whereas emotional intelligence is essential for effective employee management, communication, teamwork, and organizational relationships. Thus, the integration of emotional intelligence and artificial intelligence is essential for effective leadership, employee performance, and organizational success in the digital age. Thus, the current study aims at examining the role of emotional intelligence in AI-enabled leadership and its impact on leadership effectiveness and employee performance.

Review of Literature

The review of literature is essential for gaining knowledge about the research that has been done in the area of emotional intelligence, artificial intelligence, and leadership effectiveness. It is helpful in understanding the contributions that the researchers have made in the past in the area of emotional intelligence, artificial intelligence, leadership effectiveness, and the research gaps that are yet to be filled. In the recent past, researchers have been interested in understanding the importance of artificial intelligence in leadership, employee performance, organizational behavior, and the decision-making process. Moreover, emotional intelligence is a crucial leadership skill for managing the workforce, employee relations, communication, and organizational change. In addition, the application of artificial intelligence is on the rise in the modern business environment. Thus, the present study is important for understanding the relationship between emotional intelligence and artificial intelligence-based leadership.

Therefore, the review of the existing literature on the topics related to emotional intelligence, artificial intelligence, leadership effectiveness, and employee performance is essential.

The rapid growth in the development of artificial intelligence has affected leadership, organizational behavior, and employee performance in modern organizations. Several studies have been conducted to explore the effect of artificial intelligence in leadership, employee engagement, and organizational behavior. Farid and Harajli (2025) highlighted the importance of emotionally intelligent artificial intelligence in enhancing team performance in remote teams and found that emotional intelligence acts as a mediator in enhancing team performance and communication in technology-driven teams. Tuan (2025) also explored the effect of artificial intelligence in team performance and employee engagement and found that artificial intelligence systems have a positive effect on employee productivity and organizational efficiency with the help of leadership practices. Lakshmikanth et al. (2024) explained that artificial intelligence can help leaders develop leadership styles and management practices to enhance employee engagement and performance in organizations. Bashir et al. (2025) also found that artificial intelligence significantly affects leadership communication and emotional intelligence in organizations, and leaders with emotional intelligence can use artificial intelligence systems for organizational communication and employee management.

Several studies have also been conducted to explore the relationship between artificial intelligence, organizational behaviour, and leadership. Ateeq et al. (2025) have found that artificial intelligence has a transformative impact on organizational behaviour, employee engagement, and performance. Ateeq et al. (2025) have emphasized that there is a need for ethical leadership and emotional intelligence in organizations that incorporate artificial intelligence. According to Deb Biswas and Sengupta (2025), there is a need for adaptive, ethical, and emotionally intelligent leadership practices to lead organizations in the age of artificial intelligence. Ibrampur et al. (2026) have proposed a roadmap for incorporating artificial intelligence with emotional intelligence to ensure employee well-being, agile workflow, and organizational performance. According to Essid (2025), artificial intelligence-based leadership practices have a positive impact on employee performance and organizational efficiency with the support of effective leadership behaviour and emotional intelligence. Ammupriya et al. (2025) have explained that artificial intelligence-based behaviour monitoring and leadership feedback systems have a positive impact on workforce efficiency and organizational performance. Ahmed et al. (2025) conducted a study on leadership styles adopted by AI-driven organizations, and it was found that transformational leadership with the help of emotional intelligence increases employee performance and organizational innovation. Alshaibani et al. (2025) conducted a study and found that leadership behavior plays a crucial role in organizational innovation and learning in AI-driven Industry 5.0 organizations. Rathee and Malik (2024) also explained that AI-based machine learning applications in leadership help organizations achieve employee happiness with the help of emotional intelligence and people management skills. It can be clearly derived from the literature that emotional intelligence plays an important role in AI-enabled leadership, employee engagement, organizational behavior, etc.

Research Gap

The review of literature suggests that a number of studies have been conducted on artificial intelligence, emotional intelligence, leadership effectiveness, employee engagement, and organizational performance. Some of the researchers who conducted studies on artificial intelligence and its role in enhancing organizational performance, employee engagement, decision-making, and leadership effectiveness include. Some of the studies conducted by other researchers on emotional intelligence and its impact on leadership effectiveness, communication, team effectiveness, and employee satisfaction also come under the scope of this study. Some of the studies conducted by other researchers on artificial intelligence and emotional intelligence in organizational leadership and employee management are also considered in this study.

The majority of the studies conducted by previous researchers focused on artificial intelligence and organizational performance, and emotional intelligence and leadership effectiveness. There are very few studies conducted on the combined role of emotional intelligence in artificial intelligence leadership. There are very few studies conducted on how emotional intelligence impacts leadership effectiveness and employee performance in organizations where artificial intelligence plays a crucial role in management and decision-making. There are very few studies conducted based on empirical research using primary data on the relationship between emotional intelligence and artificial intelligence leadership effectiveness.

Objectives of the Study

The objectives of this research are as follows:

- To explore the role of emotional intelligence in AI-enabled leadership.
- To examine the impact of emotional intelligence on leadership.
- To explore the relationship between emotional intelligence and employee performance in AI-enabled organizations.
- To propose ways to enhance emotional intelligence in AI-enabled leadership.

Hypotheses of the Study

$H0_1$: Emotional intelligence has no significant impact on AI-enabled leadership effectiveness.

$H1_1$: Emotional intelligence has a significant impact on AI-enabled leadership effectiveness.

$H0_2$: There is no significant relationship between emotional intelligence and employee performance in AI-enabled organizations.

$H1_2$: There is a significant relationship between emotional intelligence and employee performance in AI-enabled organizations.

Research Methodology

Research Design

The research design of this study is descriptive and analytical. Descriptive research design is used to describe the role of emotional intelligence in AI-enabled leadership, whereas analytical research design is used to analyze the relationship between emotional intelligence, leadership effectiveness, and employee performance. This research is based on both primary and secondary research.

Sources of Data

- **Primary Data**

The primary data of this research is collected through a structured questionnaire survey of employees and managers of organizations where artificial intelligence tools and systems are implemented in the process of managing employees. A five-point Likert scale is used for questionnaire development, ranging from strongly disagree to strongly agree.

- **Secondary Data**

The secondary research of this study is conducted by gathering information from research journals, books, research papers, articles published on the internet, and conference papers on the topic of emotional intelligence, artificial intelligence, leadership effectiveness, and employee performance.

Sampling Design

Item	Description
Population	Employees and managers working in AI-enabled organizations
Sample Size	150 Respondents
Sampling Method	Convenience Sampling
Data Collection Tool	Structured Questionnaire
Data Analysis Tools	Percentage Analysis and Chi-Square Test

Variables of the Study

Independent Variable

- Emotional Intelligence
  - Self-awareness
  - Self-regulation
  - Motivation
  - Empathy
  - Social Skills

Dependent Variables

- Leadership Effectiveness
- Employee Performance
- Employee Engagement
- Decision Making
- Communication Effectiveness

Data Analysis Tools

The collected data were analyzed using the following statistical tools:

- Percentage Analysis – for demographic profile
- Likert Scale Analysis – for emotional intelligence and leadership variables
- Chi-Square Test – for hypothesis testing

Hypothesis Testing Tool

The Chi-Square test was used to test the hypotheses of the study.

Formula:

$$\chi^2 = \sum \frac{(O-E)^2}{E}$$

Where:
O = Observed Frequency

E = Expected Frequency

Level of Significance = 5%

Degrees of Freedom = (n − 1)

Questionnaire Variables

Emotional Intelligence Factors

- Leaders understand employees' emotions.
- Leaders manage workplace conflicts effectively.
- Leaders communicate effectively with employees.
- Leaders motivate employees during stressful situations.
- Leaders show empathy towards employees.
- Leaders maintain positive workplace relationships.

AI-Enabled Leadership Factors

- AI helps leaders in decision making.
- AI improves organizational performance.
- AI improves employee performance monitoring.
- AI helps in communication and reporting.
- AI improves leadership effectiveness.

The research is descriptive and analytical in nature, and both primary and secondary research have been used for conducting the research. In this research, primary research has been conducted by using a structured questionnaire for employees working in AI-enabled organizations. In this research, secondary research has been conducted by using journals, books, and research publications. For conducting this research, a sample size of 150 respondents has been used, and convenience sampling has been used for selecting the sample size. Percentage analysis and Chi-Square tests have been used for conducting the research on the role of emotional intelligence in AI-enabled leadership.

Data Analysis and Interpretation

- **Demographic Profile of Respondents**

Table 1: Gender-wise Distribution

Gender	Frequency	Percentage
Male	88	58.67%
Female	62	41.33%
Total	**150**	**100%**

Interpretation: The table indicates that the percentage of male respondents is 58.67%, whereas the percentage of female respondents is 41.33%. This indicates that the study includes both male and female employees who work in AI-enabled organizations.

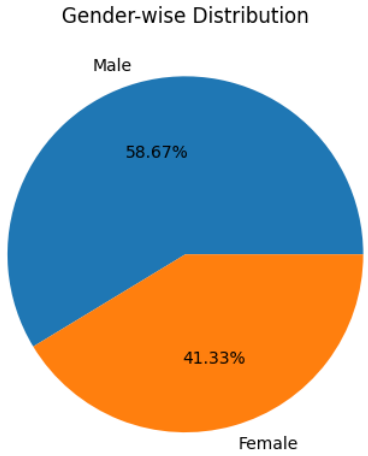


Table 2: Age-wise Distribution

Age Group	Frequency	Percentage
Below 25 Years	20	13.33%
25–35 Years	54	36%
35–45 Years	40	26.67%
45–55 Years	24	16%
Above 55 Years	12	8%
Total	**150**	**100%**

Interpretation: The majority of the respondents belong to the age group between 25-35 years. This indicates that the study includes the majority of the young and middle-level employees who work in AI-enabled organizations.

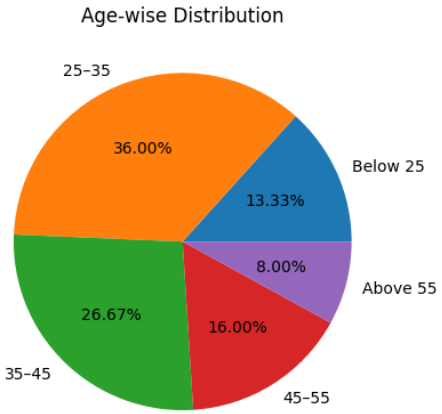


Table 3: Education Qualification

Education	Frequency	Percentage
Graduate	58	38.67%
Post Graduate	62	41.33%
PhD	14	9.33%
Other	16	10.67%
Total	**150**	**100%**

Interpretation: The majority of the respondents are graduates and postgraduates. This indicates that the employees who work in AI-enabled organizations are highly educated.

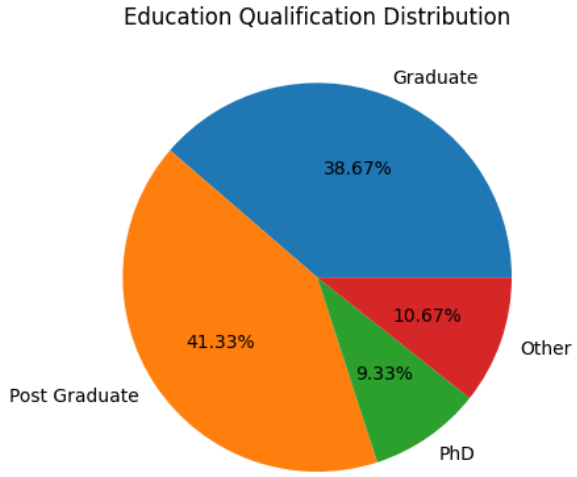
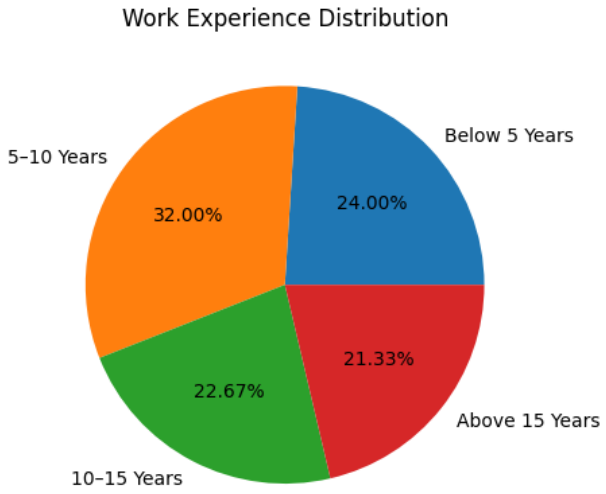


Table 4: Work Experience

Work Experience	Frequency	Percentage
Below 5 Years	36	24%
5–10 Years	48	32%
10–15 Years	34	22.67%
Above 15 Years	32	21.33%
Total	**150**	**100%**

Interpretation: The majority of the respondents have 5-10 years of experience. This indicates that the employees who work in AI-enabled organizations are highly experienced.



- **Emotional Intelligence and AI-Enabled Leadership (Likert Scale Data)**

Table 5: Likert Scale Responses

Factors	SD	D	N	A	SA	Total
Leaders understand employee emotions	6	14	28	70	32	150
Leaders manage workplace conflicts effectively	8	20	30	62	30	150
Leaders communicate effectively	5	16	26	72	31	150
Leaders motivate employees	7	18	29	66	30	150
Leaders show empathy towards employees	6	15	28	69	32	150
AI improves leadership decision making	4	12	26	75	33	150
AI improves employee performance monitoring	5	14	30	70	31	150
Emotional intelligence improves leadership effectiveness	3	10	25	80	32	150
Emotional intelligence improves employee performance	4	12	27	76	31	150
Emotional intelligence is important for AI-enabled leadership	2	8	20	85	35	150

- **Chi-Square Calculation**

Total Respondents = 150

Expected Frequency (E) = 150 / 5 = 30

Chi-Square Calculation Table

(Factor: Emotional Intelligence improves Leadership Effectiveness)

Response	O	E	O−E	$(O-E)^2$	$(O-E)^2/E$
SD	3	30	-27	729	24.30
D	10	30	-20	400	13.33
N	25	30	-5	25	0.83
A	80	30	50	2500	83.33
SA	32	30	2	4	0.13
Total					**121.92**

Chi-Square Value = 121.92

df = 4

Table Value = 9.488

Since 121.92 > 9.488, result is significant.

Results

The findings from the study indicate that emotional intelligence is a significant aspect for AI-enabled leadership. The study findings revealed that the majority of the respondents who participated in the study were young and educated employees who worked in AI-enabled organizations. The study findings revealed that leaders who possess emotional intelligence are effective in communication, conflict management, motivating employees, and making decisions. The study findings revealed that artificial intelligence enhances leadership decisions and employee performance monitoring. The study findings revealed that emotional intelligence has a significant effect on leadership effectiveness and employee performance in AI-enabled organizations using the Chi-Square test. Therefore, the null hypothesis was rejected, and the alternative hypothesis was accepted. The study concludes that emotional intelligence is a significant aspect for effective leadership in AI-enabled organizations.

Findings of the Study

The findings of the study indicate that emotional intelligence is important for AI-enabled leadership and leadership effectiveness in modern organizations. The study revealed that leaders who have high emotional intelligence are able to understand the emotions of the employees, the behavior in the workplace, and the dynamics between the team members. Such leaders can effectively improve the leadership effectiveness in the organization. The study revealed that emotional intelligence is important for effective leadership communication, conflict resolution, and motivation of the employees. Such leadership qualities are important for leadership in AI-enabled organizations. Leaders who have emotional intelligence are able to manage stress in the workplace, resistance to change among the employees, and the transformation in the organization.

The study revealed that artificial intelligence is important for leadership decisions, performance management, and organizational planning. However, emotional intelligence is important for managing the

employees. The combination of artificial intelligence and emotional intelligence is important for leadership effectiveness and employee performance in the organization. The study revealed that emotional intelligence is important for employee engagement, satisfaction, and relationships in AI-enabled organizations. Employees are satisfied when they have leaders who have emotional intelligence.

Another significant finding of the study is that emotional intelligence is helpful for leaders in managing technology changes and digital transformation in the organization. Leaders with emotional intelligence can manage stress and fear among their subordinates regarding artificial intelligence. The study found that emotional intelligence is helpful for improving organizational communication, teamwork, and culture in AI-enabled organizations. The study concluded that emotional intelligence is a critical leadership competency for AI-enabled organizations, which is helpful for enhancing leadership effectiveness, employee performance, employee engagement, organizational communication, and relationships.

Suggestions / Recommendations

Based on the findings of the study, it is suggested that organizations should develop emotional intelligence skills in leaders to enhance leadership effectiveness in AI organizations. Organizations need to train employees on emotional intelligence skills to enhance leadership effectiveness. Emotional intelligence training programs need to be conducted in organizations to enhance leadership effectiveness. In leadership development programs, organizations need to include emotional intelligence as an important leadership competency. Emotional intelligence skills need to be considered an important leadership competency in leadership development programs, in addition to digital and technological skills. Organizations need to use artificial intelligence in leadership decision-making and performance management. At the same time, organizations need to consider human emotional and interpersonal skills as an important aspect of leadership effectiveness in AI organizations. It is also suggested that organizations need to train employees on how to adapt to artificial intelligence and technological changes. This will reduce stress levels in employees and enhance organizational performance. Organizations need to develop a culture of open communication between leaders and employees. Leaders need to understand employees' concerns and offer emotional support in AI organizations. Organizations need to develop well-being programs, stress management programs, and employee engagement programs to enhance organizational performance in an organisation.

Conclusion

The current study aimed to explore the role of emotional intelligence in AI-enabled leadership. In this regard, the study found that artificial intelligence has a significant role to play in improving decision-making, performance monitoring, and organizational efficiency. However, emotional intelligence is still essential for effective leadership and employee management. The current study found that emotional intelligence is useful for effective communication, conflict management, employee motivation, and workplace relationship management in AI-enabled organizations. The study found that emotional intelligence is useful for improving employee engagement, employee performance, organizational communication, and leadership effectiveness. Furthermore, Chi-Square analysis revealed that emotional intelligence has a significant impact on leadership effectiveness and employee performance in AI-enabled organizations. Thus, it is concluded that artificial intelligence and emotional intelligence are essential for effective leadership in modern organizations. In this regard, artificial intelligence is useful for decision-making, whereas emotional intelligence is useful for managing employees, workplace relationships, and organizational culture. The integration of artificial intelligence and emotional intelligence is essential for effective leadership in modern organizations.

Limitations of the Study

The study has some limitations that need to be kept in mind while interpreting the results. The study is based on a limited sample size, which may not represent the results for all the organizations using artificial intelligence. The study is based on a limited geographical area; hence, the results cannot be generalized for the whole industry. The study is based on primary data collected using questionnaires. The results are based on the opinions and perceptions of the respondents. The study is based only on emotional intelligence and AI-enabled leadership; hence, the study does not take into consideration other leadership variables like organizational culture, leadership styles, organizational structure, etc. The study is based on cross-sectional data only; hence, the study does not take into consideration the long-term effects of emotional intelligence on AI-enabled leadership.

Future Scope of the Study

For future research, a higher sample size could be used, and research could be conducted in different industries such as the IT sector, banking sector, manufacturing sector, education sector, etc. To achieve more general results, comparative research could be conducted between AI-enabled organizations and non-AI organizations to examine the difference between leadership effectiveness. Future research could be conducted by utilizing advanced statistical tools such as regression analysis, factor analysis, structural equation modeling, correlation analysis, etc. to examine the relationship between emotional intelligence and leadership effectiveness in detail. Future research could be conducted to examine the relationship between emotional intelligence, organizational culture, employee satisfaction, organizational performance, etc. in AI-enabled organizations. International comparative research could be conducted to examine the role of emotional intelligence in AI-enabled leadership.

References

1. Alwali, J., & Alwali, W. (2025). Linking AI-driven HRM and emotional intelligence to leadership effectiveness and employee performance. *Leadership & Organization Development Journal*, 1–21.
2. Baran, M. (2025). AI-augmented leadership: Redefining leaders' style and competencies. In *AI and Humanistic Management* (pp. 147–169). Routledge.
3. Bach, M. (2025). Empowering leadership: The role of AI in enhancing strategic decision-making, organizational processes, and emotional intelligence.
4. Dwivedi, D. (2025). Emotional intelligence and artificial intelligence integration strategies for leadership excellence. *Advances in Research*, 26(1), 84–94.
5. Ling, X., Lo, Y. T., Wu, T., Thoo, A. C., & He, T. (2024). Leadership in the digital age: Leveraging AI-enhanced training for peak performance. In *International Conference on Intelligent Manufacturing and Robotics* (pp. 191–197). Springer.
6. Quttainah, M. A., Sadhna, P., Aggarwal, A., Daipuria, P., Bhardwaj, B., & Sharma, I. (2025). AI-savvy leadership for enhancing AI utilization and employee engagement among digital natives in the EdTech sector. *Scientific Reports*.
7. Radha, P., Fathima, Y., Garud, M., & Arunprakash, A. (2025). AI-powered emotional intelligence: Shaping future leadership models. *SP Swag: Sudur Paschim Wisdom of Academic Gentry Journal*, 2(1), 33–39.
8. Wijayati, D. T., Rahman, Z., Fahrullah, A. R., Rahman, M. F. W., Arifah, I. D. C., & Kautsar, A. (2022). A study of artificial intelligence on employee performance and work engagement: The moderating role of change leadership. *International Journal of Manpower*, 43(2), 486–512.
9. Ammupriya, A., Krishnan, J., Prakash, S. V. A., Malasriganga, C., Masih, R. G., & Harish, M. (2025). AI-driven behaviour monitoring and leadership feedback optimization for workforce efficiency. In *2025 IEEE 4th International Conference for Advancement in Technology (ICONAT)* (pp. 1–6). IEEE.
10. Ahmed, F., Ahmed, J., Umbreen, J., & Siddiqui, S. (2025). Leadership in the AI era: Transactional and transformational leadership in AI-driven companies. In *2025 International Conference on Innovation in Artificial Intelligence and Internet of Things (AIIT)* (pp. 1–7). IEEE.
11. Alshaibani, E., Bakir, A., & Al-Atwi, A. (2025). The impact of leadership behaviors on organizational innovative performance and learning in AI-driven Industry 5.0 environments. *Development and Learning in Organizations: An International Journal*, 39(3), 18–21.
12. Ateeq, K., Oswal, N., Jawabri, A., Al Masaeid, T., Alquqa, E. K., Basha, S. E., & Alami, R. (2025). The transformative impact of artificial intelligence (AI) on organisational behaviour (OB): A study of employee engagement, performance, and ethical implications. *Journal of Posthumanism*, 5(4), 1245–1256.
13. Bashir, A. S., Inusa, B. A. A., & Mahmud, A. I. (2025). Influence of artificial intelligence on leadership communication and emotional intelligence in public colleges of education in Plateau State, Nigeria. *Journal of Digital Learning and Distance Education*, 4(5), 1664–1674.

14. Deb Biswas, D., & Sengupta, R. (2025). Reimagining leadership for the AI era: A grounded theory of adaptive, ethical and contextually situated practices in workplaces. *Leadership & Organization Development Journal*, 1–22.

15. Essid, Z. (2025). Leading with AI: Exploring the influence of AI-enhanced leadership on employee performance. *International Journal of Research in Social Science and Humanities*, 6(12), 58–71.

16. Farid, M. T., & Harajli, D. A. (2025). The importance of emotionally intelligent artificial intelligence in improving remote team performance: A mediation-moderation model. *Journal of Excellence in Management Sciences*, 4(3), 1–21.

17. Ibrampur, N. V., Kandasamy, L., & Alam, A. S. (2026). Road map for integrating artificial intelligence and emotional intelligence; Employee well-being, agile work flow to achieve organization resilience. In *Roadmap of Impactful Organizations: Innovation, Resilience, Agility, and Flexibility* (pp. 219–241). Springer.

18. Lakshmikanth, R., Vijai, C., Krishna, S. H., Alla, P. C. R., Lourens, M., & Soni, M. (2024). Utilizing AI to tailor leadership styles and interventions for optimal employee engagement and performance. In *International Conference on Trends in Quantum Computing and Emerging Business Technologies* (pp. 1–7). IEEE.

19. Rathee, R., & Malik, S. (2024). Exploring AI-based machine learning applications in leadership for enhancing employee happiness and wellbeing. In *International Conference on Advances in Computing, Communication and Applied Informatics* (pp. 1–6). IEEE.

20. Tuan, K. V. (2025). The role of artificial intelligence in team performance and employee engagement. *Polish Journal of Management Studies*, 31.

❑❑❑