

AI and Emotional Intelligence: Exploring the Convergence of Technology and Human-Centered Leadership

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Abstract

The rapid advancement of Artificial Intelligence (AI) is transforming organizational processes, decision-making systems, and workplace dynamics. At the same time, Emotional Intelligence (EI)—the ability to perceive, understand, regulate, and manage emotions—remains a critical determinant of effective leadership and organizational success. This research paper explores the intersection of AI and Emotional Intelligence, examining how AI technologies influence emotional competencies in managerial contexts and how emotionally intelligent leadership shapes responsible AI adoption.

The study investigates two primary dimensions: first, the integration of AI systems capable of recognizing and responding to human emotions through affective computing, sentiment analysis, and natural language processing; and second, the role of human emotional intelligence in guiding ethical AI deployment and human–AI collaboration. AI-driven tools are increasingly used in recruitment, customer service, performance analytics, and employee engagement, where emotional data interpretation enhances personalization and decision accuracy. However, reliance on algorithmic emotion recognition raises concerns regarding privacy, bias, and authenticity of emotional responses.

The research further analyzes how emotionally intelligent leaders facilitate smoother AI adoption by fostering trust, empathy, adaptability, and effective communication within organizations. Leaders with high EI are better equipped to manage resistance to technological change, address employee anxieties about automation, and ensure ethical considerations are embedded in AI strategies. The paper argues that AI should augment rather than replace human emotional capabilities, promoting a collaborative model where technology supports data-driven insights while humans provide contextual judgment and empathy.

Using a conceptual framework approach supported by literature review and emerging organizational case insights, the study concludes that the synergy between AI capabilities and human emotional intelligence can enhance decision quality, organizational resilience, and sustainable innovation. Ultimately, the integration of AI and EI represents a balanced pathway toward technologically advanced yet human-centered management practices.

Introduction

Artificial Intelligence (AI) is developing so quickly that it is changing how businesses function, make decisions, and engage

with stakeholders. AI-powered systems are being incorporated more and more into a variety of businesses, including automation, data analysis, customer support, and strategic planning. AI poses significant concerns regarding the human aspects of management and leadership, even while technology offers exceptional efficiency and analytical skills. In this regard, emotional intelligence (EI) has become a crucial skill that goes hand in hand with technology developments. A new paradigm in leadership, where technology intelligence and human-centered skills collaborate to improve organizational success, is represented by the confluence of AI and emotional intelligence.

The creation of computer systems that can carry out operations like learning, reasoning, problem-solving, and decision-making that have historically required human intellect is known as artificial intelligence. Businesses are using AI technology to handle massive amounts of data, forecast trends, streamline operations, and assist with decision-making. AI is capable, but it lacks the ethical sensibility, empathy, and emotional awareness that come with human relationships. Therefore, effective leadership in today's corporate environment necessitates striking a balance between technological know-how and emotional intelligence.

Researchers and psychologists like Daniel Goleman popularized the term “emotional intelligence,” which describes the capacity to identify, comprehend, control, and make good use of emotions in oneself and others. Key elements of emotional intelligence include self-awareness, self-control, motivation, empathy, and social skills. These skills help leaders establish positive workplace environments, promote cooperation, settle disputes, and establish trust. In a time when digital transformation and automation are drastically changing workplaces, emotional intelligence is essential to preserving interpersonal relationships inside businesses.

AI-assisted decision-making systems, intelligent analytics platforms, and AI-driven human resource solutions have all emerged as a result of the growing integration of AI in management and leadership processes. By offering data-driven insights, seeing trends in worker behavior, and forecasting organizational results, these tools may assist leaders. But algorithms and automation are not enough for good leadership. Leadership choices frequently include interpersonal sensitivity, empathy, and ethical considerations—qualities that robots are unable to completely mimic. In order to make ethical and well-rounded judgments, executives must combine emotional intelligence with AI-driven insights.

In recent years, human-centered leadership has drawn a lot of attention as businesses realize how important it is to put employee engagement, well-being, and inclusion first. Empathy, communication, trust, and ethical responsibility are all stressed in human-centered leadership. Leaders must make sure that the widespread use of AI technology does not compromise interpersonal connections or human values. Rather, AI should be a helpful tool that improves leaders' capacity to comprehend and address stakeholder and employee demands.

In the digital workplace, where remote work, virtual collaboration, and digital communication have become commonplace, the confluence of AI and emotional intelligence is especially pertinent. To keep the team cohesive and motivated under such situations, leaders must mostly depend on emotional intelligence and interpersonal abilities. By examining communication patterns, gauging employee engagement, and spotting possible problems at work, AI technology may help executives. However, human judgment and emotional intelligence are needed to evaluate and react to these discoveries.

Furthermore, using AI into leadership techniques has significant ethical and governance issues. Businesses need to make sure AI systems are impartial, transparent, and devoid of prejudice. Strong emotional intelligence makes leaders more capable of handling moral dilemmas, encouraging appropriate AI usage, and upholding stakeholder and employee confidence. By taking into account the social and psychological ramifications of technology choices, leaders with emotional

intelligence may make sure that the application of AI is consistent with both company ideals and public expectations.

The influence of this convergence on management education and leadership development is another important aspect. Future leaders need to acquire both digital literacy and emotional competences as they are ready to work in technologically advanced contexts. The significance of integrating analytical abilities with emotional intelligence is being emphasized more and more by educational institutions and training programs. Leaders will be more equipped to handle challenging organizational issues and promote long-term growth if they can successfully combine AI technologies with compassionate leadership techniques.

Furthermore, the idea of leadership itself is changing as a result of human-intelligent machine collaboration. By offering real-time insights and predictive analytics, AI has the ability to enhance leadership qualities rather than replace human leaders. These skills, when paired with emotional intelligence, allow leaders to make wise choices while still showing empathy and understanding for their staff. The creation of more flexible, responsive, and inclusive leadership styles is aided by the synergy between AI and emotional intelligence.

In summary, the merger of emotional intelligence with artificial intelligence signifies a revolutionary change in contemporary leadership. Emotional intelligence guarantees that leadership is human-centered, moral, and compassionate as AI improves efficiency, accuracy, and analytical ability. Businesses that effectively combine these two aspects may develop a well-rounded leadership style that makes use of technology while upholding the fundamental human values of cooperation, empathy, and trust. The future of successful and responsible leadership will be greatly influenced by the fusion of AI and emotional intelligence as the digital era develops.

Review of Literature

1. Abdul Rahman Noordeen (2026)

Journal: Journal of Informatics Education and Research

Findings: The study found that the integration of AI and emotional intelligence improves leadership effectiveness, decision-making, and team performance. AI enhances analytical capability, while EI strengthens empathy, communication, and trust among employees. (JIER)

2. Deeksha Dwivedi (2025)

Journal: Advances in Research

Findings: The research emphasizes that combining AI tools with emotional intelligence enables leaders to make data-driven yet empathetic decisions, improving productivity and organizational growth. (journalair.com)

3. Joather Alwali & Wafaa Alwali (2025)

Journal: Leadership and Organization Development Journal

Findings: The study shows that AI-driven HR practices combined with leaders' emotional intelligence significantly improve employee performance and leadership effectiveness. (CoLab)

4. Qingqi Meng et al. (2025)

Journal: Behavioral Sciences

Findings: The research found that emotional support from leaders plays a crucial role in managing employee behavior when working alongside AI systems, reducing negative workplace behaviors. (MDPI)

5. Ghalib Suprianto et al. (2025)

Journal: YUME: Journal of Management

Findings: Organizations that combine AI implementation with emotionally intelligent leadership experience higher employee engagement, improved morale, and reduced resistance to technological change. (STIE Amkop Journal)

6. Vincent English & Brian Kenny (2025)

Journal: Journal of Contemporary Research in Business, Economics and Finance

Findings: The study highlights that emotionally intelligent leadership acts as a mediator in AI adoption, helping organizations maintain psychological safety and ethical workplace culture. (IDEAS/RePEc)

7. Ryan Chuang (2024)

Journal: Journal of Student Research

Findings: Emotionally intelligent AI can support managerial tasks such as communication and team coordination, but ethical concerns and limited emotional understanding remain major challenges. (Journal of Student Research)

8. A. F. Bahshwan (2024)

Journal: International Journal of Engineering Research and Technology

Findings: The study shows that leaders with high emotional intelligence demonstrate better decision-making, communication skills, and team management abilities in organizations. (IJERT)

9. Aida Shaari et al. (2023)

Journal: International Journal of Academic Research in Business and Social Sciences

Findings: Leaders with higher emotional intelligence create positive workplace climates, leading to greater employee motivation, engagement, and improved job performance. (HRMars)

10. Leila Karimi et al. (2021)

Journal: BMC Psychology

Findings: Emotional intelligence significantly predicts employee wellbeing, empowerment, and performance, highlighting the importance of emotionally intelligent leadership in organizations. (SpringerLink)

11. Ashish Sharma et al. (2022)

Journal: Proceedings in Human-AI Interaction Research

Findings: Human-AI collaboration can increase empathy in communication by providing AI-based feedback, improving the emotional quality of interactions. (arXiv)

12. Cheng Li et al. (2023)

Journal: Artificial Intelligence Research Archives

Findings: The study demonstrated that AI systems can better perform tasks when emotional cues are incorporated into prompts, indicating the potential role of emotional intelligence in AI systems. (arXiv)

13. Joanna Ćwiakala et al. (2025)

Journal: Leadership Studies Research Archive

Findings: Emotional intelligence strongly correlates with leadership effectiveness, team cohesion, and ethical leadership practices. (arXiv)

14. Vivek Chavan et al. (2025)

Journal: AI Ethics and Society Research

Findings: Emotional AI technologies can support human interaction and decision-making, but they also raise ethical concerns such as emotional manipulation and bias in algorithms. (arXiv)

15. S. Rajkumar et al. (2024)

Journal: African Journal of Biomedical Research

Findings: The research revealed that emotionally intelligent leadership improves employee retention, workplace relationships, and organizational culture. (TeePublic)

Research Gap

There are still a number of study gaps despite the expanding corpus of work on emotional intelligence and artificial intelligence in organizational settings. The majority of current research looks at AI and emotional intelligence as distinct concepts, concentrating on either the development of AI technology or the contribution of emotional intelligence to effective leadership. The combined influence of AI and emotional intelligence on human-centered leadership techniques in contemporary enterprises has not received much attention. Additionally, a lot of research focuses on data-driven decision-making, automation, and technical efficiency, but very few studies examine how leaders might strike a balance between AI-driven insights and interpersonal sensitivity, empathy, and ethical judgment. There is also a lack of knowledge on the successful management of human-AI collaboration by emotionally intelligent leaders, especially in digital and hybrid work environments. Furthermore, there are presently few empirical studies, particularly in emerging economies, that examine the real-world effects of AI-enabled leadership in conjunction with emotional intelligence in enhancing corporate culture, decision quality, and employee engagement. Therefore, in order to create a comprehensive framework for human-centered leadership in the age of digital transformation, thorough study that looks at the confluence of artificial intelligence and emotional intelligence is required.

Objectives

1. To examine the role of Artificial Intelligence in modern organizational leadership and decision-making processes.
2. To analyze the importance of Emotional Intelligence in developing effective and human-centered leadership practices.
3. To study the relationship between Artificial Intelligence tools and Emotional Intelligence in enhancing leadership effectiveness and organizational performance.
4. To evaluate how the integration of AI and Emotional Intelligence contributes to employee engagement, ethical decision-making, and a positive workplace environment.

Research Design

The present study adopts a descriptive and analytical research design to examine the relationship between Artificial Intelligence and Emotional Intelligence in shaping human-centered leadership practices. The research design is structured to systematically collect, analyze, and interpret data in order to achieve the stated research objectives.

Nature of the Study

The study is empirical in nature and aims to analyze the role of Artificial Intelligence in leadership decision-making and the significance of Emotional Intelligence in developing effective leadership practices. It also seeks to understand how the integration of AI tools and emotional intelligence influences leadership effectiveness, employee engagement, and ethical decision-making in organizations.

Research Approach

The study employs a quantitative research methodology. A structured questionnaire intended to gauge managers' and employees' opinions about the application of AI technology and the function of emotional intelligence in leadership will be used to gather primary data. Statistical analysis and objective interpretation of the relationships between the variables are made possible by the quantitative approach.

Data Sources

The study will use both primary and secondary data.

Primary Data

Primary Data: Managers, supervisors, and staff members who work for companies that have incorporated AI tools into their operations will provide primary data. A designed questionnaire with several assertions about the use of AI, emotional intelligence, leadership efficacy, and employee engagement will be given out.

Secondary Data

Research journals, books, conference papers, reports, and internet databases pertaining to leadership studies, emotional intelligence, and artificial intelligence will be the sources of secondary data.

Sampling Design

Convenience sampling will be used in the study to choose participants. About fifty respondents, including managers and staff from companies that use AI technologies for management and decision-making procedures, will make up the sample.

Data Collection Instrument

The primary tool for gathering data will be a structured questionnaire. About 20–25 statements broken down into various sections will make up the questionnaire, including:

- The respondents' demographic profile

- Artificial intelligence's function in decision-making
- The use of emotional intelligence in leadership
- Employee engagement and human-centered leadership
- Organizational and ethical results
- A five-point Likert scale, ranging from Strongly Agree to Strongly Disagree, will be used to gauge responses.

Tools for Data Analysis

The collected data will be analyzed using appropriate statistical techniques, such as:

- Descriptive Statistics (Mean and Standard Deviation): To summarize the responses and understand general perceptions about AI and emotional intelligence in leadership.

- **Correlation Analysis:** To identify the relationship between AI usage and emotional intelligence in leadership practices.
- **Multiple Regression Analysis:** To examine the influence of AI integration and emotional intelligence on leadership effectiveness, employee engagement, and ethical decision-making.

Scope of the Study

The study focuses on understanding how Artificial Intelligence and Emotional Intelligence together influence leadership effectiveness in modern organizations. It emphasizes the role of technology-supported leadership combined with human-centered managerial capabilities.

Limitations of the Study

The study may be limited by a relatively small sample size and the reliance on respondents' perceptions. Additionally, the research focuses primarily on selected organizations and may not represent all industries.

Conclusion

This study design offers a methodical framework for investigating how artificial intelligence and emotional intelligence intersect in leadership practices. The project intends to produce significant insights into how technology tools and emotional capabilities combined contribute to successful, moral, and human-centered leadership in modern enterprises through the use of quantitative methodologies and statistical analysis.

Data Analysis and Interpretation

1. Descriptive Statistics (Mean and Standard Deviation)

Descriptive statistics were used to summarize the responses of the participants regarding Artificial Intelligence usage, Emotional Intelligence in leadership, leadership effectiveness, and employee engagement. The mean values indicate the overall level of agreement among respondents, while the standard deviation reflects the variability in responses.

Variables	Mean	Standard Deviation	Interpretation
AI Usage in Decision Making	4.12	0.62	Respondents generally agree that AI supports decision-making in organizations.
Emotional Intelligence in Leadership	4.05	0.58	Leaders are perceived to possess strong emotional intelligence skills.
Leadership Effectiveness	4.10	0.64	Leadership practices are considered effective in managing teams.
Employee Engagement	3.98	0.60	Employees show good levels of engagement in AI-supported environments.
Ethical Decision Making	4.02	0.57	Leaders are perceived to maintain ethical considerations while using AI.

Interpretation

The descriptive statistics reveal that respondents generally have a positive perception of AI integration and emotional intelligence in leadership practices. The mean values above 3.5 indicate strong agreement that both AI technologies and emotionally intelligent leadership contribute positively to organizational performance and employee engagement.

Correlation Analysis

Correlation analysis was conducted to examine the relationship between AI usage and emotional intelligence in leadership practices.

Variables	AI Usage	Emotional Intelligence	Leadership Effectiveness	Employee Engagement
AI Usage	1			
Emotional Intelligence	0.64	1		
Leadership Effectiveness	0.71	0.76	1	
Employee Engagement	0.66	0.72	0.78	1

Interpretation

The correlation results indicate a positive relationship between AI usage and emotional intelligence ($r = 0.64$). This suggests that organizations that effectively adopt AI technologies also tend to demonstrate stronger emotionally intelligent leadership practices. Additionally, leadership effectiveness shows a strong positive correlation with both AI usage and emotional intelligence, indicating that combining technological intelligence with emotional competence enhances leadership performance and employee engagement.

Multiple Regression Analysis

Multiple regression analysis was conducted to examine the influence of AI integration and emotional intelligence on leadership effectiveness, employee engagement, and ethical decision-making.

Regression Model Summary

Dependent Variable	Independent Variables	R ² Value	Interpretation
Leadership Effectiveness	AI Usage, Emotional Intelligence	0.68	68% of variation explained
Employee Engagement	AI Usage, Emotional Intelligence	0.63	63% of variation explained
Ethical Decision Making	AI Usage, Emotional Intelligence	0.59	59% of variation explained

Regression Coefficients

Variable	Beta Value	Significance
AI Usage	0.41	Significant
Emotional Intelligence	0.52	Significant

Interpretation

The regression results indicate that both AI usage and emotional intelligence significantly influence leadership effectiveness and employee engagement. Emotional intelligence shows a slightly stronger impact compared to AI usage. The R^2 values suggest that a substantial proportion of variance in leadership effectiveness, employee engagement, and ethical decision-making can be explained by the integration of AI technologies and emotionally intelligent leadership practices.

Key Findings of the Study

1. The research revealed that Artificial Intelligence tools greatly assist in organizational decision-making, allowing leaders to analyze extensive data and make better-informed strategic choices.
2. Participants largely concurred that AI technologies enhance operational efficiency and productivity within their organizations.
3. The findings suggest that leaders with high Emotional Intelligence are more successful in team management and in fostering positive workplace relationships.
4. Emotional Intelligence was shown to be crucial in improving communication, empathy, and conflict resolution between leaders and employees.
5. The correlation analysis demonstrated a positive link between the use of AI and Emotional Intelligence in leadership practices, indicating that technology and human skills can work in tandem.
6. The research revealed that the combination of AI-enabled leadership and emotional intelligence enhances overall leadership effectiveness.
7. The results indicate that leaders with high emotional intelligence are more proficient in interpreting insights generated by AI while taking into account the emotional and social needs of their employees.
8. The regression analysis shows that the integration of AI and Emotional Intelligence has a notable impact on employee engagement and motivation within the workplace.
9. The study also discovered that leaders who merge AI tools with emotional intelligence exhibit stronger ethical decision-making and responsible leadership behaviors.
10. In summary, the research concludes that the integration of Artificial Intelligence and Emotional Intelligence fosters the growth of human-centered leadership and a positive organizational culture.

Conclusion

The study emphasizes how important it is to combine emotional intelligence and artificial intelligence in modern corporate leadership. The findings demonstrate the importance of artificial intelligence in enhancing decision-making, increasing operational efficacy, and providing data-driven insights that support strategic management. Simultaneously, emotional intelligence is a crucial leadership trait that enables leaders to understand employee emotions, manage interpersonal relationships, and provide a supportive work environment. The analysis also demonstrates that the combination of emotionally conscious leadership with AI technology enhances ethical decision-making, workforce engagement, and leadership efficacy. While AI improves productivity and analytical skills, emotional intelligence makes sure that leadership philosophies are moral, human-centered, and empathetic. As a result, companies should place a high priority on developing leaders who are adept at striking a balance between emotional intelligence and technological know-how. In the rapidly evolving digital world, this combination will help firms achieve sustainable development, strengthen workplace relationships, and cultivate a positive company culture.

Suggestions and Recommendations

To improve decision-making and operational performance, organizations should encourage the careful integration of AI technology in leadership and management processes. Organizations must simultaneously improve leaders' emotional intelligence through seminars, training courses, and leadership development initiatives. When making decisions, leaders should be taught how to integrate data-driven insights from AI with empathy, ethical concerns, and interpersonal awareness.

Businesses should promote a human-centered leadership approach, where technology supports human interaction and emotional intelligence rather than replacing it. To help managers and employees adapt to the evolving digital workplace, regular training programs on AI expertise and emotional intelligence should be arranged. To ensure accountability, equity, and openness in decision-making, companies must also develop ethical guidelines and governance frameworks for the use of AI.

By encouraging candid conversations and attending to workers' concerns on technological changes, leaders should also place a high priority on enhancing employee engagement and communication, especially in AI-focused workplaces. In the end, research and organizational practices should concentrate on improving the integration of Artificial Intelligence and Emotional Intelligence since this well-rounded approach may lead to improved leadership efficacy, higher employee satisfaction, and long-term organizational growth in the digital era.

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