



Emotional Intelligence Training for Workforce Adaptability in AI – Integrated Organizations

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Abstract

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FULL ABSTRACT

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ARCHIVAL RECORD

Emotional Intelligence Training for Workforce Adaptability in AI – Integrated Organizations

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Abstract

The way work is conducted is changing with machines, and as such, the skills of staff must keep up with the pace of change in order for the organization to remain competitive in the market. Although technology is advancing with innovative solutions, the complex relationship between human behavior and social changes brought about by intelligent machines is still a problem waiting to be solved. In this regard, this study aims to explore the concept of skillbased emotional intelligence training as a means of building organizational adaptability in the presence of intelligent machines and artificial intelligence systems. In this regard, the study explores emotional intelligence in its different parts and how they can help in building organizational adaptability in the presence of intelligent machines and artificial intelligence systems. The study is based on a thorough review of literature published in peer-reviewed journals between 2018 and 2025, focusing on different themes associated with changing labor frameworks and how they can affect different organizations in the presence of intelligent machines and artificial intelligence systems. Unlike previous studies, this study aims to explore the connections between different parts of Employment Insurance and changing job flexibility approaches, as well as how humans and intelligent machines can cooperate in different settings. Based on the findings of the study, it is evident that emotion-based skill development is essential in building organizational confidence and reducing unease in the presence of intelligent machines and artificial intelligence systems, as well as promoting organizational learning and decision-making in the presence of intelligent machines and artificial intelligence systems when compared to personalitybased approaches. Another significant aspect of the study is the fact that organizations can only grow when emotional intelligence is building up with digital resources such as machine intelligence, where innovation is the main focus and humans are still the core of the system. The changing business environment of today, marked by unpredictability, volatility, instability, challenges, and financial insecurity, makes the inclusion of emotional intelligence training in human resource management strategies a necessity, as suggested by recent studies. It is not the relegation of soft skills as less important that is changing but the realization that the combination of emotional intelligence and professional knowledge is the key to building stable organizations and directing innovation through human understanding. Stability is not just about the system but about the individual's interpretation of it.

Keywords: *Ability-Based Emotional Intelligence, Workforce Adaptability, AI Integration, Human-AI Collaboration, Organizational Resilience, Digital Transformation, HR Development*

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1. INTRODUCTION

The nature of work is constantly in a state of change because modern organizations are becoming increasingly dependent on intelligent machines, online tools, learning computers, and data-driven decision-making. The way in which work is performed is also constantly in a state of change, along with teamwork and management, in response to the new circumstances. Productivity is enhanced by the deployment of robots in the workforce, and the key factors are also beginning to change in response to the new circumstances. Success is no longer dependent on speed, but on qualities such as insight, empathy, and judgment, in which computers are found to be lacking.

In a constantly changing work environment, the role of human resource management in workforce resilience and organizational sustainability goes beyond the execution of day-to-day activities. In a world where the demands of a digital space require focus,

collaboration, and self-awareness, employee readiness becomes a function of HR leadership. Recognizing this, organizations acknowledge a changing world where a sustainable competitive advantage no longer depends on technology but on personal abilities that drive organizational behaviours through change. This includes a focus beyond technology, where behavioural understanding drives organizational progress.

A single critical skill emerges as a function of critical professional skills: emotional intelligence. This is the ability to recognize emotions, understand the importance of those emotions, regulate those emotions, and understand the emotions of others. While the theoretical foundation of emotional intelligence was introduced by Mayer and Salovey in the late 1990s, Goleman extended this theory in an organizational context in 1998, highlighting its impact on leadership and organizational outcomes. Studies of workplace behaviors have consistently demonstrated a link between those

with a high level of emotional intelligence, where effective communication, conflict resolution, and stress management are evident.

In addition, from a human resource management point of view, emotional intelligence is noteworthy for its growth prospects in comparison with innate characteristics like personality traits. When employees are encouraged to develop their emotional intelligence, they are more likely to develop a more accurate understanding of their own emotions and those of others, which in turn will improve collaborative efforts in the workplace. In an increasingly uncertain business world, these personal competencies will prove to be essential enablers of employee engagement and interunit cooperation.

Meanwhile, developments in artificial intelligence are changing the nature of jobs and the skills needed for workers to perform their functions adequately. According to reports from the McKinsey Global Institute (2025) and the World Economic Forum (2025), jobs are changing with the rise of automation, with more emphasis on problem-solving, the creation of new solutions, emotional intelligence, and personal connections. These developments are a testament to the complementary strengths of human beings with technology.

Thus, when artificial intelligence enters the scene and becomes part of the corporate landscape, the human element has to conform accordingly; new systems are created, processes are implemented, and technology and human elements are integrated. Here, flexibility becomes the primary requirement for the organization to stay relevant in the face of constant changes in the market. A person who has an in-depth understanding of emotions tends to cope better in the face of digital changes and technological integration and maintain connections in the face of constant changes in the structure revolving around them.

It has now been well accepted and understood that both emotional intelligence and artificial intelligence are playing vital roles in modern-day organizations. However, the research done on the two has been done in silos. While there has been considerable research done on the direct relationship between emotional intelligence and performance outcomes in the workplace, very little research has been done on the relationship between the two in the context of adaptation when artificial intelligence becomes part of the daily operations. This is a field where the development of emotion-based skills can be correlated with the ever-changing technological needs in the industry. This would be relevant in keeping the workforce ready in the face of constant digital changes.

Within the context of the contemporary demands placed upon the workplace, this study investigates the ways in which training based on emotional skills can improve the adaptability of the workforce in organizations that utilize artificial intelligence systems. In this respect, rather than focusing on the ways in which the workforce can be enhanced through technological means, the analysis draws on the body of scholarly work related to human capacity, organizational development, and digital evolution, with respect to the ways in which the workforce can be developed through emotional skills.

The paper begins with an overview of the previous research related to emotional awareness and the effectiveness of the workforce. The analysis then shifts to the ways in which the capacity of the workforce changes as a result of the implementation of new intelligent systems. A new perspective is gained when the focus is on the ways in which the workforce can be developed with respect to interpersonal skills in the context of the high-tech workplace.

2. REVIEW OF LITERATURE

1. The Effect of Emotional Intelligence on Employee Performance: Utoyo, I., & Sujoko, E. (2025) analyzed that emotional intelligence has a significant effect in improving employee performance in any organization. The research revealed that the employee's performance was significantly affected by the level of emotional intelligence. It was found in the research analysis that the employee's performance was significantly enhanced through the level of emotional intelligence. The research analysis concluded that emotional intelligence has a significant effect on employee performance in the workplace.
2. Emotional Intelligence for Enhancing Employee Performance: The Role of Moderation with Communication Skills: Natasya, Fatkhah, Qodriah, & Risdiyanto (2025) analyzed that emotional intelligence has a significant effect on employee performance in the service industry. The research analysis revealed in the study that there was a strong direct effect of emotional intelligence on employee performance. It was found in the research analysis that the employee's performance was significantly enhanced through the level of emotional intelligence.
3. The Effect of Emotional Intelligence on Employee Performance Through Work Ability as a Mediating Variable: Rasyid, Mansur, Ibrahim, Zakaria, Aronggear, and Irawan (2025) found through a structural equation model analysis that emotional intelligence can directly and indirectly affect employee performance through work ability. The analysis showed that emotional intelligence can build resilience, task competence, and problem-solving skills in employees, which can enhance overall workforce ability and consequently improve overall workforce performance.
4. Relationship Among Emotional Intelligence, Deviant Workplace Behavior, and Job Performance: Rahman, Ferdausy, and Karan conducted a study on the relationship between these variables. The study found a negative relationship between emotional intelligence and deviant workplace behavior, while a positive relationship was established between emotional intelligence and job performance. The study concluded that emotionally intelligent employees can perform better in terms of impulse control and ethical behavior in the workplace.
5. Conflict Resolution Through Training on Emotional Intelligence and Empathy in a Work Environment: An Empirical Study: Umashankar, S., & Charitra, K. (2014) performed an empirical research design. The results showed a positive impact on conflict resolution for employees who went through EI training programs. The results offer compelling evidence that emotional intelligence is not only a trait but can be developed through training programs.
6. Behavioral Dynamics in the Work Environment: Leveraging Emotional and Spiritual Intelligence for Enhanced Work Outcome: Salleh, Rozali, Khairi, Ahmed, & Samsudin (2025) examine the role of emotional intelligence in enhancing workplace dynamics for more positive outcomes for employees in a work environment. The results showed a positive correlation between emotional intelligence and a more positive work environment.

7. Digital Transformation of Human Resource Policies: Integrating AI and Data Analytics in Strategic Workforce Management: Bondarenko, S., & Mylyanyk, R. (2025) investigate the role of artificial intelligence and data analytics in the transformation of human resource policies. According to the study, AI technology in HR systems helps improve the recruitment process, performance evaluation, and decision-making process, shifting the function of HR from a supporting role to a more strategic role.
8. An Evidence-Based Review of HR Analytics: Marler, J. H., & Boudreau, J. W. (2017) review the importance of HR analytics in evidence-based talent management. Data-driven HR practices are essential in enhancing the strategic process in organizations, requiring workers to develop advanced skills to effectively perform in a technology-integrated environment.
9. Job Redesign, Automation, and Digital Workforce Competencies in the Twenty-First Century: Darmawan, D. (2025) conducted a study on the impact of artificial intelligence and automation on job redesign and competencies. According to the study, automation replaces routine jobs while increasing the importance of analytical skills, digital competencies, and socio-emotional competencies. This study emphasizes the importance of human resource management in designing hybrid competencies to ensure the adaptability of the workforce.
10. Artificial Intelligence and the Future of Work: McKinsey Global Institute (2017; 2025); World Economic Forum (2025) conducted a study on the impact of artificial intelligence on the global workforce. According to the study, there will be a significant transformation of tasks across industries. This study emphasizes the importance of the adaptability of the workforce and human competencies as key factors for organizational sustainability in the long term.

3. RESEARCH OBJECTIVE

In today's world, where digital technology is the standard, businesses incorporate artificial intelligence into daily activities and long-term planning strategies. This accelerates performance, but it also impacts what people want from their jobs and what is needed in terms of skills and abilities. It is important to note that the ability to read and manage emotions, as well as react with care, is enhanced with the introduction of machines and technology. This is what helps with teamwork, adapting to change, and staying resilient under pressure in today's workplaces.

In light of this, this study challenges one to consider ability-based emotional intelligence in the workplace, with a focus on artificial intelligence. Another approach is to consider how this type of intelligence can help move the workforce forward. Instead of focusing on obtaining more data, the focus is on reviewing what is already known in the field of research. One way of doing this is through research itself, where the connection between training and human adaptation is evident. Rather than focusing on technology and its introduction, the focus is on how it impacts individual performance. At the same time, it reveals how it impacts organizational advancement in the long term. Adaptation, performance, and continuation are all connected and under review.

To focus on particular objectives, these steps are provided by the study. First, it identifies well-defined objectives. Then it designs an analysis that is driven by well-defined objectives. Third, each of these objectives influences the methodology of data collection.

Lastly, all of these objectives influence the overall direction of the study.

However, if examined deeper, it is possible to see how emotion-related skills provide a foundation for some kinds of intelligence. For instance, there is an examination of some ideas associated with self-awareness and self-regulation. Through these frameworks, it is possible to see how some of the decisions in the workplace are influenced by psychological ability. What is provided is another perspective on how talent assessment is executed in contemporary organizations. Foundations that are associated with feelings and reactions are provided room to exist.

Regarding how emotional intelligence is associated with employee performance, it is possible to see how it begins with how individuals manage their interactions. When social abilities are well developed, it is possible to see how some disagreements are resolved easily. When it comes to professional behavior, it is possible to see how it is influenced by self-awareness. There is then a focus on daily behaviors as emotions are made clear. Performance is then associated with some ability to respond as opposed to reacting. There is then some clarity in terms of how others are viewed as it influences some of the results.

"By examining how emotional intelligence training drives personal growth—learning to ride the waves of our own emotions, staying steady when challenges come our way, and working together more smoothly and naturally as we go—these training programs create greater awareness, more finely tuned reactions, and steadily improve how we connect with one another through structured learning and growth opportunities. When people show up and commit to the process, their reactions slow down and become more thoughtful and deliberate, teamwork becomes more natural and effortless without having to force it, and results occur steadily and naturally as they go, all in a supportive and conducive environment.

But we are also examining how artificial intelligence and this shift towards digital systems are changing the way jobs are structured and what skills people need—flexibility and people skills, for example.

If emotional intelligence is the way in which we approach changing circumstances with the added factor of artificial intelligence in the mix, perhaps workers will adapt more smoothly and naturally to changing circumstances and technology. If technology is changing the way things are done, perhaps emotional intelligence can keep things steady and flowing smoothly. If technology is changing and evolving as it goes, perhaps emotional intelligence can factor into how we approach and take on new challenges as they emerge. If technology is evolving and changing in its ability to automate and perform tasks, perhaps emotional intelligence can support and underpin the efforts of workers as they transition and grow in these changing circumstances. If technology is changing and evolving in its ability to perform and process data, perhaps emotional intelligence can keep things cohesive and connected as we go."

One way to begin is to explore how emotional awareness contributes to long-term workforce development. By looking inward at inner skills, we discover micro-benefits in terms of leading groups through change. When training efforts are built with emotional awareness in mind, we find that these efforts are greatly enriched. Rather than looking at emotions as separate from training, integrating these emotions into how things are done actually changes results in subtle ways. Another route forward is to explore how human emotions are used to improve decision-making in all departments of an organization. Over

time, these efforts contribute to how organizations improve their fundamental ways of doing things.

With these objectives in mind, this discussion contributes to ongoing conversations about how emotional awareness, human ability, and machine learning relate to each other in today's workplaces. While it is certainly influenced by contemporary trends, it remains focused on linking three very complicated topics without overstating results or promising transformation beyond its means.

4. RESEARCH METHODOLOGY

4.1. Research Design

The current piece of writing is built upon existing literature, with insight gained from existing literature on emotional intelligence, flexibility in the workplace, and artificial intelligence in businesses. Since the goal of this piece of writing is to comprehend and synthesize existing literature, it was not necessary to seek new opinions or perspectives. Instead, existing literature, past studies, and conceptual frameworks provide the base for this piece of writing. Through these resources, it is made clear how emotional intelligence instruction aids in employee adaptability in environments with intelligent systems. Quantitative research provided the foundation for this piece of writing. By exploring ideas from different perspectives, it is made clear how different concepts and theories relate to each other when examined in published literature. By paying close attention to details, analysis is made from different materials, with common elements connected to each other over time. By exploring different perspectives, it is made clear how to comprehend something, not by measuring it, but by exploring how emotions impact the workplace today.

4.2. Sources of Data

All the data required for the study comes from credible sources such as academic and professional journals. It is evident from the sources provided in the readings that insights into the relationship between emotional intelligence and performance at work are well understood. The relationship between technology and flexibility in the workforce is evident in the selected readings. One common theme in all the sources is the need for human factors in the evolution of systems.

Among the sources frequently used are the university library database, government open-source archives, peer-reviewed journal websites, academic social networks, and institutional repositories. These include Google Scholar, Semantic Scholar, Research Scholar, and various academic journal publications, alongside global academic publication sources and findings from institutional analysis. These sources were selected because they are scholarly works approved by experts in the field, as commonly found in works pertaining to leadership and the workforce. Although developed for academia, they are also useful in exploring real-world applications.

4.3. Data Collection Procedure

Starting with academic papers, the selection of literature was centered on publications closely associated with the study's main themes. To obtain these publications, keywords such as emotional intelligence, "emotional intelligence training," employee performance, workforce adaptability, "artificial intelligence in HR," and digital workforce transformation" were used to filter results. Even though precision was key, relevance was also integral to every selection made. From these databases, patterns emerged that were

in line with the intended purpose of the inquiry. Each keyword was used as a filter to narrow down results progressively until only relevant publications remained.

Publications found initially were then vetted for their association with the study's objectives. When publications were found to be centered around emotional intelligence and its impact on job performance, further scrutiny was applied. When publications were found to be centered around skillbuilding literature pertaining to emotion regulation, consideration for inclusion increased. When publications were found to be centered around data-driven results or structured theories pertaining to these topics, further consideration was applied. Even publications pertaining to machine learning and staff growth were considered for inclusion.

4.4. Data Analysis Method

As various study results are compared and synthesized, an understanding emerges regarding the function of emotional intelligence as a tool for advancement within the modern workplace. A pattern begins to emerge based on what has been demonstrated most frequently, such as the role of emotional intelligence in employee performance, the effectiveness of emotional intelligence in training programs, the role of artificial intelligence in workforce structures, and the importance of adaptability in AI-integrated organizations. While these appear to be individual pieces of information, alignment occurs as they are synthesized into a single understanding of the relationship between individual potential and organizational performance in changing environments.

4.5. Scope of the Study

The focus of this research is the relationship between emotional intelligence and workforce flexibility in the presence of artificial intelligence in the workplace. Primarily relying on scholarly sources, the focus shifts to the model of emotional intelligence, the results in terms of workforce effectiveness, the programs in place for building emotional intelligence, and the changes brought in by technology in the workplace.

While this research provides valuable theoretical perspectives, actual data collected from the companies and employees is not part of this research. Instead, the analysis is based on established scholarly sources in order to gain more insight into the topic under investigation.

5. DISCUSSION AND ANALYSIS

The purpose of this study is to determine the value of skilloriented emotional intelligence as it relates to flexibility in the workplace, especially when there is increased artificial intelligence. From the literature that has been reviewed, it is quite obvious that there is a correlation between emotional intelligence and significant work-related issues such as how well individuals perform, the effectiveness of training, and the flexibility that can be achieved when there is change in technology.

5.1. How Emotions at Work Shape Results

One thing that has been consistently found is that emotional intelligence is directly related to how an individual performs at work. As Utoyo and Sujoko (2025) and Natasya et al. (2025) found, individuals with higher emotional intelligence tend to communicate more effectively and be less emotional when they are under pressure. This means that they can handle the demands and pressures of the daily work environment with greater efficiency, which also means that the quality of the work produced is superior and that the individual is more satisfied with the job they do.

However, as Rasyid et al. (2025) found, the capacity to work is the link between emotional intelligence and the results achieved at the workplace. This means that individuals with emotional intelligence can perform the tasks they do with greater vigor when they are under pressure. This means that emotional awareness is not just about how individuals behave; it is also about how it can be used as a strength to improve the way the workplace functions.

However, as Rahman, Ferdausy, and Karan found, individuals with higher emotional intelligence tend to misbehave less in the workplace. This means that when they have greater emotional awareness, they can control their behavior and impulses and do not engage in behavior that disrupts the way the workplace functions. This means that emotional intelligence is not only about how the individual functions; it is also about how it can be used as a means to improve the way the workplace functions as a whole.

A new trend in the study of emotional intelligence reveals that emotional intelligence develops over time. In the past, people believed that emotional intelligence was something a person was born with, but new findings show that this intelligence develops with proper, structured learning. This belief has come slowly, as more and more people study the situation in different contexts. In 2014, Umashankar and Charitra showed that a program focused on emotional intelligence helps people better deal with conflict in the workplace. This was demonstrated as people learned better ways of communicating with each other and as relationships improved over time. This was a gradual process, showing the growth of emotional intelligence as people learned.

This process shows the ability of people to learn emotional intelligence, as demonstrated by the progress people make as they learn. This process shows a pattern of growth, as demonstrated in earlier theories of emotional intelligence. One of the important aspects of this process is the ability of companies to improve the workplace as they develop emotional intelligence. As a company works to improve the emotional intelligence of its workers, the interactions between people in the workplace improve dramatically. This improvement shows up in the ability of people to work together, not only within a group but throughout the company as a whole. Leadership becomes more stable, as people are more focused. A new attitude develops, as a different, more peaceful, more focused environment becomes the norm. This does not happen overnight, but as people work to improve, a new pattern becomes evident. One of the new patterns might be a more stable mood in the workplace, something hard to quantify but easy to perceive.

5.2. How Artificial Intelligence Shifts Job Roles Over Time

A wider deployment of AI tools is influencing how work is being organized in today's organizations. Research conducted by Bondarenko and Mylyanyk (2025) indicated that in today's organizations, workforce planning is informed through the use of algorithms and not through conventional methods. In addition, the process of recruitment is changing as it is now informed through the analysis of patterns as identified through machine analysis. Also, performance evaluation is changing as it is now shifting towards monitoring as data analysis is able to track performance over time. Furthermore, workforce planning is changing as predictions are now based on trends as identified through machine analysis. These are gradual changes, and as such, their effects are cumulative in nature. Efficiency tools are now influencing functions outside the technology department. Management approaches are changing as realtime metrics are

now more accessible. Conventional approaches are now giving way to the use of technology as it is supported through digital feedback mechanisms.

The effects of automation in employment are often misconceived as it is believed to eliminate jobs; however, it is actually changing the way in which tasks are allocated in today's organizations. This is supported through findings by institutions such as McKinsey Global Institute (2025) and the World Economic Forum (2025). Through task reallocation, it is evident that machines and humans are collaborating, as machines take up operations while humans rely on insight, empathy, imagination, and communication skills. The contribution of humans is changing as it is now based on what machines are incapable of performing and where they are valued for their ability to perform certain tasks. Task reallocation is a gradual process based on the gap between what machines and humans can perform. As a result, companies now look more toward workers with skill sets blending technical expertise with interpersonal strengths—qualities machines struggle to mimic. Still, it is these less automatable traits that continue gaining relevance in workforce demands. Rarely does technology match the nuance found in human judgment or collaboration. Thus, roles demanding emotional insight remain distinct from algorithmic functions. Over time, such abilities matter just as much as coding or data analysis proficiency.

5.3. Emotional Intelligence Helps Workers Adjust

Evidence implies that emotional intelligence may be vital for workers in adapting to changes in the workplace. When AI technology is increasingly used in different industries, human interaction with these machines is constantly changing, requiring personal adaptation. The organization of work is constantly evolving with these developments. However, it is not just about making changes but also about having personal and social awareness of them. When emotions are involved in decision-making, flexibility results. Understanding emotions helps workers adapt without a clear plan of action; stress is managed internally. Cooperation remains constant despite changes in work organization. These are vital aspects where machines learn from humans. When emotions are well understood, it is easy to respond to technology-driven uncertainty in a measured tone. Self-awareness helps handle pressure situations without retreating, and enhanced cooperation makes it easier to adapt. Emotional intelligence leads to flexibility in roles and reduced impulsiveness. Since constant change is expected, workers who understand emotions can remain constant. Emotional growth ensures workers are ready for these situations, and constant enhancement of these abilities leads to organizational stability.

5.4. How HR Decisions Shape Organizational Direction

Emotional intelligence training in HR planning represents a paradigm shift, as it acknowledges that in a world of digital change, human skills are no longer just nice to have but are now critical to success. When machines are in charge, human insight, flexibility, and cooperation are the key competencies. No longer is success measured by how well we have implemented systems but by how well we are aware of situations, respond thoughtfully, and cooperate with others—a function of effective learning and emotional intelligence training. Differently put, by making emotional intelligence training in HR planning a priority, institutions are able to harness the precision of machines with the flexibility of humans, particularly in a world where artificial intelligence takes center stage.

6. KEY FINDINGS OF THE STUDY

From the existing research, there is a pattern in the way the concept of emotional awareness affects contemporary HR practices, particularly when there is rapid change in technology. Interestingly, this is evident when the conventional nature of the workplace is disregarded. In instances where there is rapid change in technology, personal understanding is evident in personnel management. This is particularly evident in workplaces where there is a need for adaptation in technology. It is at such moments that emotion-related skills are evident in management outcomes. This is particularly evident during moments of technological innovations. Interestingly, this is evident in the majority of the research cases. What is particularly evident is not the frequency but the magnitude.

Starting with the findings of various research, it becomes clear that emotional intelligence has a substantial impact on the performance of workers in a professional environment. According to findings of various analyses, such as Utoyo and Sujoko (2025) along with Natasya along with others (2025), people who score high in emotional intelligence are better at communicating with others in a team, as they are able to keep their internal states stable during a critical situation, hence creating a more stable environment even during a clash of views.

Another point to bring up is this: emotional intelligence increases the effectiveness of human performance at work, as well as their ability to cope with pressure—which is vital in environments that frequently change. Rasyid et al.'s 2025 study found that emotional awareness enables workers to cope with pressure and adjust to challenging tasks, all from a mentally stable position. It therefore logically follows that emotional awareness contributes to performance beyond just actions, but also to skill sets in work environments.

It seems, based on the findings of various studies that have been published, that emotional intelligence can be beneficial in the prevention of harmful behavior in the workplace. This is because, based on the findings presented by Rahman, Ferdausy, and Karan, individuals with emotional intelligence skills tend to be able to regulate themselves, which means that disruptive behavior is not as common in the workplace. This has the end result that the behavior within the workplace is stable, which means that there is less conflict between individuals.

Starting afresh, there is some evidence that emotional intelligence can be increased through the provision of organized instruction. One such finding is that presented by Umashankar and Charitra in 2014, which found that when sessions were provided that focused on the awareness of emotions and the understanding of others, there was an improvement in the way that individuals handled disagreements with other workers, particularly in terms of the way that they perceived the social cues that were presented to them.

To start with, research indicates that artificial intelligence and digital change are recasting the skill set required by the labour force. Bondarenko and Mylyanyk (2025) assert that artificial intelligence technology is revolutionizing human resource activities such as recruiting, performance evaluation, and organizing the deployment of the workforce. At the same time, international research findings published by the McKinsey Global Institute (2025) and the World Economic Forum (2025) suggest that automation is refocusing labour needs in original thinking, complex judgment, and emotional awareness.

Turns out, however, that work habits are crucial in this regard, especially in a period where so many businesses are employing AI technology in their operations. Clearly, this is because, in a period where so many businesses are employing AI technology in their operations, employees are constantly being required to adjust to new software, new routines, and new ways of working with technology. What does this adjustment entail? It appears that employees' awareness of their emotions, as well as those around them, is crucial in this regard.

These findings suggest that emotional intelligence is a functional capability in workforce planning, not just a personal trait. Such environments, shaped by technology and automation, require human capabilities in this regard more clearly than ever before. Resilience is found in the interplay between awareness and response, particularly in response to pressure. What is being created is not so much a response, but a way forward, even in the face of disruption.

7. CONCLUSION

A Change Is afoot. As the technology of artificial intelligence progresses in tandem with that of digital technology, so too are the means by which work is conducted in any number of different fields and industries. As such, it is now the case that businesses are no longer merely interested in hiring individuals who have certain skill sets related to an industry or field in which they are involved, but also those individuals that have a certain level of insight in terms of how they relate to others as well. The key concept here, of course, is that of emotional intelligence as it relates to the functional aspect of a business environment in which artificial intelligence is a reality. As one can see, upon review of the information that has been discussed, emotional intelligence is an element that is quite pivotal in terms of an individual's ability to perform their job, their ability to work in conjunction with others in a business environment, and their ability to work through conflict in such an environment.

The research clearly shows that individuals who possess a higher level of emotional intelligence are able to effectively handle their own emotions in a more positive fashion, clearly express their ideas in a more positive fashion, and deal well with conflict in a positive fashion as well. While this is a positive trend for businesses overall, the research clearly shows that emotional intelligence can be honed through a more formalized educational approach as well. In this regard, businesses in which this type of educational approach is available can clearly see a more heightened sense of emotional intelligence within their workforce, a more heightened sense of awareness about others within their workforce as well, and a more heightened ability to deal with conflict in a quiet fashion as well—all of which can help a business grow in a positive fashion overall. In terms of HR, this is clearly a key element within a business's overall educational approach as well, because it's clear from the research that artificial intelligence is having a more pronounced impact on how businesses function overall.

In a technologically advanced setting, tuning in to our emotions allows people to navigate transitions more smoothly and still maintain their connections. The best part is that it will translate to better performance when digital transitions are involved. The research shows a definite connection between emotional awareness and readiness for work when it comes to technology-driven transitions. When digital transitions are involved, it seems like organizations will benefit more when soft skills increase with technology upgrades instead of focusing on technology itself.

Developing self-awareness often results in calmer and more collected people in challenging situations. Resilience is often present when people are able to connect with their emotions as part of their process. Preparing for complex settings sometimes requires more focus on how people connect with each other instead of technology itself. Organizations that are geared towards the future are often defined not only by what they know, but also how they connect with others and are present in the situation. Training that incorporates these types of elements could possibly create more stable outcomes in dynamic settings.

8. LIMITATIONS OF THE STUDY

Despite providing valuable insights on the relationship between emotional intelligence, workforce adaptability, and artificial intelligence in organizations, this study also has some limitations that need to be understood.

First of all, it should be understood that this study is based on secondary data collection, which means that all of the data for this study is collected from existing literature in the form of published papers, journals, and reports of organizations. Even though secondary data collection is very useful in providing theoretical knowledge, it lacks empirical data collection from employees and organizations themselves.

Secondly, the study is based on the conceptual and theoretical links that exist between emotional intelligence and workforce adaptability in AI-integrated environments. Although the studies reviewed have provided evidence for the links that exist between emotional intelligence and workforce adaptability in AI-integrated environments, the study does not measure the direct impact of emotional intelligence training programs in the workplace.

Lastly, the studies reviewed in the study are based on accessible literature from academic publications and organizational reports. Future studies may be conducted from different industries and cultures to provide additional insights into the influence of emotional intelligence on workforce adaptability.

By acknowledging the limitations of the study, there is an opportunity for future researchers to build on the study's findings through further empirical study.

9. Future Research Directions

The findings of the study indicate some areas that can be targeted in the future in the fields of human resource management and organizational behavior.

Future studies can be carried out by using empirical methods and gathering primary data to conduct research on the direct effects of emotional intelligence training on the adaptability of employees in the context of AI workplaces.

Future research can also be carried out by focusing on the industry level and exploring the effects of emotional intelligence on the adaptability of the workforce in different industries that are going through rapid technological changes, such as the technology industry, the financial industry, the healthcare industry, and the manufacturing industry.

Another aspect that can be targeted in the future is the role that HR plays in the development and implementation of emotional intelligence training programs in the context of the workforce and the organizational environment.

Future studies can also be carried out by exploring the link between emotional intelligence and other humanistic competencies, such as creativity, critical thinking, and collaboration, in the context of the AI workplace.

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