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## Leadership in the Age of AI Uncertainty: Psychological Adaptation, Emotional Intelligence, and Employee Well-Being in Indian Organizations

Dr. Vikash Kumar<sup>1</sup>, Dr. Ankesh Anand<sup>2</sup>

<sup>1</sup>Independent Researcher, Psychology, Patna-800013 (Bihar)  
 Email id: vickysinghpsy1995@gmail.com

<sup>2</sup>Independent Researcher, Psychology, Patna-800013 (Bihar)  
 Email ID: Raj.hancy143@gmail.com / ORCID ID- <https://orcid.org/0009-0003-6497-2087>

## Abstract

*In industries, Artificial Intelligence (AI) is radically changing organizational structures, leadership practices, and employee experiences. AI technologies like automation, machine learning, predictive analytics, and intelligent systems have been rapidly integrated into the modern world and hence have posed both opportunities and challenges for organizations, especially in India. This paper review explores how employees adapt to uncertainty in AI, the psychological impacts of its use, emotional intelligence, and its influence on employee well-being in Indian organizations. The research sheds light on the impact of AI-induced changes in the workplace on employee behavior, job security perceptions, workplace stress and organizational relationships. It also highlights the need for emotionally intelligent and adaptive leadership strategies to help staff through technological change. The review also discusses the psychological challenges faced by employees and the strategies organizations can adopt to ensure employee well-being and resilience in AI-enabled workplaces. The paper summarizes the latest available literature to find out the new practices, challenges in organizations and research trends related to the use of AI in leadership. The study concludes that human-centered leadership and employee-oriented organizational policies are crucial for sustainable growth and effective human-AI collaboration.*

**Keywords;** Artificial Intelligence, Emotional Intelligence, Employee Well-Being, Psychological Adaptation, Digital Leadership.

## INTRODUCTION

The 21st century has seen the rise of Artificial Intelligence (AI) as one of the most impactful technological advancements, shaping organizational structures, leadership dynamics, and employee experiences in various industries. Machine learning, automation, predictive analysis, robotics, and intelligent decision-support systems are some of the AI technologies that are quickly becoming part of organizational operations, boosting productivity, efficiency, and competitiveness. In India, as AI is increasingly used in various industries including IT, manufacturing, banking, healthcare, education, and e-commerce, the landscape of work has changed, and the employer-employee dynamic is being redefined. Despite the numerous possibilities for innovation and organizational development that AI brings, it also presents uncertainty regarding employment, role uncertainty, workplace stress and psychological adaptation of employees. As AI systems become more integral to organizational operations, leaders are facing a struggle to navigate technological changes and keep employees motivated, trusted, and healthy. The traditional leadership method is no longer enough to tackle emotional and psychological issues related to the fast digitalization. This has led to the demand for modern organizations to have leaders who can be adaptable, empathetic, emotionally intelligent, and good at making strategic decisions to lead employees through uncertain and rapid technological changes [1]. The operational management is not the only responsibility of leaders, and their role in the emotional support of employees in times of organisational change has become an important part of their competency: emotional intelligence. Moreover, the well-being of employees is also an area of concern in workplaces powered by AI.

Automation and monitoring systems with digitalization can lead to higher workload, less social contact, and fear of job loss for employees. However, in Indian organizations, which have a significant difference in the workforce in terms of diversity, socio-economic background the psychological effects of the implementation of AI can vary from one employee to another. For this reason, it is essential for leaders to establish a culture that fosters resilience, ongoing learning, and positive adaptation to AI technologies in their workplace [2], [3].

### Concept of Leadership in the Digital and AI Era

Leadership in the digital and AI era is the ability of organizational leaders to effectively lead, influence and support their people in technologically advanced and rapidly changing work environments. Digital leadership is a shift from the traditional leadership models which were more about doing things right and doing them well to an approach which is more about innovation, adaptability, cooperation and the effective use of digital technology [4]. AI's presence in organizational processes has shifted leadership roles, making it imperative for them to blend tech growth and HR management. Today's leaders should have the digital skills needed to comprehend technologies such as AI systems, data analytics, automation, and virtual communication. But to be an effective leader in the workplace of tomorrow using AI, you need to have knowledge of technology. Leaders need to be adept in managing change and resistance to change, aware of ethical issues, and emotionally intelligent. Anxiety about automation, job replacement, and greater performance monitoring is often a challenge for employees, and supportive and empathetic management is crucial [5].

Digital leadership is key to the management of any organizational workforce diversity and the technology readiness of staff in the Indian context. In today's context, leaders are increasingly being called upon to create an environment for innovation and ongoing learning, while maintaining their employees' engagement and psychological safety. Collaborative leadership models are essential for AI-driven organisations, fostering employee engagement, innovation and adaptability in the face of digital transformation [6]. Additionally, ethical considerations such as the handling of data, privacy protection of employees, and fair algorithmic decision-making are crucial aspects of leadership in the AI era. Smart leadership styles are thus emerging that focus on people, in order to ensure trust and organizational sustainability. Digital leaders need to have a balance of technological innovation and caring and

supporting the people of the organization, as they will need to make the organization successful in the long-term [7].

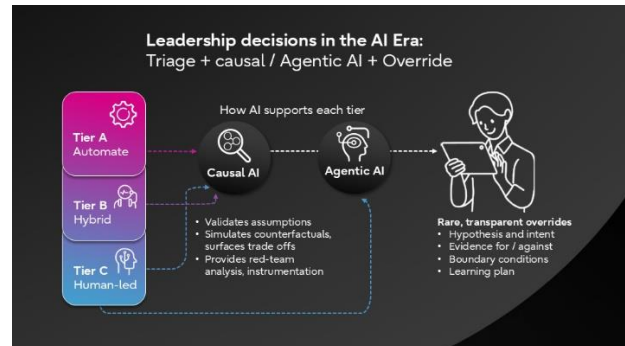


Figure 1: Leadership decisions in the AI Era

Table 1: Key Differences Between Traditional Leadership and AI-Era Leadership

Basis of Comparison	Traditional Leadership	AI-Era Leadership
Leadership Focus	Supervision and control	Innovation and adaptability
Communication Style	Hierarchical	Collaborative and digital
Decision-Making	Experience-based	Data-driven and analytical
Employee Management	Task-oriented	Human-centered and emotionally supportive
Technology Usage	Limited	Extensive use of AI and digital systems
Skill Requirement	Administrative skills	Digital and emotional intelligence skills

### AI Uncertainty and Its Impact on Workplace Dynamics

AI uncertainty is the uncertainty and concerns related to the adoption and implementation of AI technologies in organizations. The rise of AI systems replacing human tasks can create anxiety among employees about the threat of job loss, career shifts, and a lack of opportunities. This ambiguity can have a profound impact on work life, organizational culture and employee behaviour. A significant consequence of AI uncertainty is the changing nature of roles and skills. AI workplaces demand ongoing skill enhancement among employees, particularly in their technical and analytical abilities [8]. This can engender a sense of pressure among the workers, especially those who are less technologically fluent. Adapting to the new environment may be more challenging and stressful in an Indian organization where the employees have different educational and socio-economic backgrounds. Uncertainty surrounding AI also extends to interpersonal relationships

and communication within an organization. There will be fewer human interactions, more reliance on digital systems and loneliness among staff as a result of automation. In addition, the use of algorithmic performance monitoring and data-driven decision-making may create a sense of unfairness, lack of autonomy, and over-surveillance in the workplace. These conditions can have a detrimental impact on employee motivation, trust and commitment to the organization [9].

Organisationally, AI uncertainty can manifest in resistance to technological changes when employees feel threatened by AI instead of seeing it as an opportunity. As uncertainty is a key factor to be reduced, leaders therefore have a central role in facilitating transparency, employee involvement, and ongoing learning opportunities. Having sufficient training and emotional support increases the chances of fostering positive attitudes toward AI adoption. In summary, AI uncertainty holds both good and bad implications when it comes to workplace dynamics. AI increases efficiency and innovation, but also brings psychological and social issues that need to be addressed through good leadership and organizational support systems [10].

### ***Psychological Adaptation of Employees toward AI Technologies***

Psychological adaptation is the cognitive, emotional and behavioral changes people do to adapt to new environments and new technology. With the new systems and processes of AI in the workplace, workers are expected to adjust to new digital tools, new structures, and new job requirements. The ability to adapt is key to keeping employees productive, engaged and effective in the organization. When new AI technologies come into the picture, there are reactions among employees. Some workers see AI as an opportunity to develop skills, advance their careers, and enhance their productivity at work, while others feel anxious, stressed, and uncertain about job security [11]. Technological literacy, organizational culture, leadership support and individual resilience are all factors that influence the capacity of employees to psychologically adapt. Education and lifelong learning are important factors in aiding psychological adjustment. By offering technical training, digital education programs and career development opportunities, organizations can minimize the resistance to AI technology. Moreover, supportive leadership practices like open communication, empathy, and employees participation in decision making foster reduced anxiety and raised confidence during technological transitions [12].

In Indian organizations psychological adaptation is affected by workforce diversity, generational gap and access to digital resources. While older workers might be more prone to stress and resistance, younger workers may embrace AI technologies more readily as they have been exposed to more digital tools [13]. Thus, companies need strategies that are inclusive and take into consideration the needs of various employee groups. Moreover, positive psychological adaptation contributes to innovation, collaboration, and organizational resilience. Those who are adept at using AI are more inclined to be creative, problem-solving, and committed to ongoing enhancements. Therefore, it is important for organisations to make mental readiness and emotional well-being of employees a priority during AI transformation efforts [14].

**Table 2: Psychological Challenges Faced by Employees in AI-Enabled Workplaces**

<b>Psychological Challenge</b>	<b>Description</b>	<b>Possible Organizational Impact</b>
Job Insecurity	Fear of automation replacing jobs	Reduced motivation and productivity
Technological Anxiety	Difficulty adapting to AI systems	Increased stress and resistance
Workplace Surveillance	Continuous digital monitoring	Reduced trust and autonomy
Skill Obsolescence	Existing skills becoming outdated	Lower confidence among employees
Emotional Exhaustion	Pressure to adapt continuously	Burnout and absenteeism

### ***Emotional Intelligence as a Core Leadership Competency***

Emotional intelligence can be defined as the capacity to identify, understand, regulate and apply emotions to one's interpersonal and intrapersonal relationships. As part of an AI-driven organization, emotional intelligence has come to the forefront as a key leadership skill, as a growing number of organizations face the emotional and psychological demands of organizational change that technology alone is not equipped to solve. AI leaders who possess high EI can better control the employee's anxiety, change resistance, and stress caused by the use of AI [15]. They exhibit the ability to show empathy, to listen to others, to regulate emotions and to communicate well, thereby fostering trust and positive relationships in organisations. During times of change, an emotionally intelligent leader can inspire, defuse conflict and keep an organization stable. Emotional intelligence has become more relevant in Indian workplaces where diversity in workforce, cultural differences, and

diverse expectations of employees, demand sensitive and adaptive leadership styles. Staff members who have concerns about automation and job security are looking for emotional support and direction from leaders. Employees' psychological health and morale can be greatly enhanced by caring leadership [16].

Additionally, emotional intelligence plays a role in digital workplaces for effective decision-making and team collaboration. While AI systems can offer data-driven recommendations, people are still needed to grasp emotional nuances, ethical considerations, social dynamics, and more. So, emotional intelligence and technological intelligence go hand-in-hand and can guarantee that the organizational decision making process is still human oriented. Increasingly, organisations are taking note of the need to foster emotional intelligence through leadership development or professional skills training. Emotional intelligence in leadership is not just about enhancing employee satisfaction and engagement; it also fosters organizational resilience and adaptability in the face of the changing technological landscape [17].



**Figure 2: Emotional Intelligence in Leadership**

***Employee Well-Being in the Era of Automation and AI***

Employee well-being is the state of the workers' health, physical, psychological, emotional and social, in the working environment. With the introduction of automation and Artificial Intelligence, employee wellbeing has become an important priority due to the dynamic and fast-changing nature of technology, which can affect stress, job satisfaction, work-life balance and mental health. While AI-powered workplaces can enhance efficiency and productivity, they can also introduce challenges like performance expectations, constant surveillance, and job anxiety [18]. Anxiety about losing the need to rely on human workforce might result in emotional exhaustion and a reduced commitment to the organization. These issues are especially significant in Indian organizations since they are

plagued by great competition amongst the workforce and their dependence on the stability of jobs. The Internet, communication technologies, and automation have also made it difficult to distinguish between work and leisure. Staff members are often subject to higher demands, isolation and digital fatigue. Without the proper support systems in place, such conditions can have harmful impacts on mental health and wellbeing [19].

In AI-driven workplaces, leadership is a vital factor in nurturing employee well-being. Leaders who are supportive can create a psychologically safe environment, promote work-life balance and offer emotional support through technological transitions. Companies that invest in their employees' health and wellbeing, provide counselling, offer flexible work options and ensure ongoing training are more likely to keep their staff healthy and productive [20]. Furthermore, human-centred policies are crucial to make sure technological development does not damage employee dignity and emotional wellbeing. Wellbeing of employees should thus be included within the framework of organizational approaches to the implementation of AI. It is not just about technological innovation, it's about sustainable growth of the organization, and that comes with the ability to keep the staff motivated, resilient and psychologically healthy [21], [22].

**Table 3: Leadership Strategies for Enhancing Employee Well-Being During AI Transformation**

Leadership Strategy	Purpose	Expected Outcome
Emotional Support	Reduce employee anxiety	Improved morale and trust
Continuous Training	Enhance digital competencies	Better adaptation to AI
Transparent Communication	Reduce uncertainty	Increased employee confidence
Flexible Work Policies	Promote work-life balance	Improved employee well-being
Employee Participation	Involve employees in decisions	Higher engagement and acceptance

**LITERATURE REVIEW**

(Valtonen et al., 2025) [23] The use of artificial intelligence (AI) in the workplace has a big impact on workers, especially on their well-being. The effect of AI on worker welfare is still not fully understood, despite its increasing significance. In order to close this gap, we performed a survey and used structural equation modeling to examine data from foreign and Finnish businesses with

their headquarters located in Finland ( $n = 207$ ). We discovered that the adoption of AI has an indirect effect on employee welfare through work-related characteristics including task optimization and safety. This emphasizes how crucial it is to deliberately apply AI to improve parts of work that are significant to employees in order to maximize the positive effects of AI adoption on wellbeing. From a practical standpoint, this study highlights the necessity for AI adoption to lead to observable enhancements in organizational tasks and procedures, data security, and occupational wellness. Adoption of AI can increase human-AI integration in the workplace and promote employee welfare when these factors are sufficiently taken care of.

(Gandía et al., 2025) [24] examines how AI-based technologies affect the development of respectful and healthy work environments, with an emphasis on how they promote safety, inclusivity, and moral management. The results show that AI has the potential to change organizational culture by balancing inclusive principles with operational efficiency. The study emphasizes how crucial it is to match technical innovation with approaches that put ethical governance and worker welfare first.

The study uses a bibliographic analysis approach, examining a carefully selected corpus of peer-reviewed papers over the previous five years, to bolster these findings. Thematic relevance, scientific rigor, and empirical depth were taken into consideration while choosing sources. These observations provide useful recommendations for businesses using AI technologies. Businesses may use AI to build safer and more inclusive settings by using transparent communication, ethical frameworks, and employee wellbeing measures. This study emphasizes how crucial it is to create regulations that strike a balance between respect for employee rights and privacy and technological innovation.

(Graca, 2025) [25] examines how leadership tactics are changing in relation to the incorporation of AI in businesses. In order to properly utilize AI's potential while addressing related issues including ethical concerns and human-machine collaboration, technological breakthroughs require a shift in leadership techniques. Four key leadership characteristics that are emerging in the context of AI integration were recognized by the review: Agile leadership, AI decision-making, ethical AI governance, and creating cooperative ecosystems are all being implemented. The results show that using these strategies may greatly improve employee engagement, organizational responsiveness, accountability, and decision-making quality.

(S. Sharma et al., 2025) [26] examines how employee performance and innovation are improved in Indian firms undergoing digital transformation through transformational leadership (TL). Based on the Resource-Based View (RBV) and Social Exchange Theory (SET), we develop and evaluate a mediation model in which innovation connects TL to employee effectiveness. Structural Equation Modeling (SEM) was used to examine data gathered from 502 workers in various sectors. The findings show that TL greatly influences employee performance and creativity, with innovation acting as a partial mediator in this connection. These results demonstrate TL's contribution to the development of innovative environments that improve worker productivity and flexibility. The report offers useful recommendations for leadership development, HR strategy, and digital preparedness while extending leadership theory to India's collectivist, hierarchical setting. This study advances management practice and scholarly discussions by placing TL in the digital era.

(Guleria et al., 2025) [27] examines the function of emotional intelligence in hybrid workplaces with an emphasis on the IT, banking, and consulting sectors in India, which have been leading the way in the adoption of hybrid workplaces between 2022 and 2024. To guarantee a varied representation across management levels, a total of 150 professionals were polled using stratified random selection. The five primary characteristics of emotional intelligence—self-perception, empathy, self-regulation, social skills, and decision-making—were measured using the standardized EQ-i 2.0 test. Strong and statistically significant positive correlations between EI and work satisfaction ( $r = 0.68$ ,  $p < 0.001$ ) and employee performance ( $r = 0.71$ ,  $p < 0.001$ ) were found by statistical analysis using SPSS (Version 27). While self-regulation and social skills were shown to have the greatest influence on work satisfaction, regression findings also revealed self-awareness and empathy as important predictors of improved performance. These results are consistent with current empirical research on hybrid work contexts as well as traditional ideas of emotional intelligence. The study comes to the conclusion that, in India's changing hybrid workforce, emotional intelligence is not just a desirable quality but also a strategic ability needed for worker engagement, resilience, and productivity.

(Sumalatha et al., 2025) [28] explores the changing nature of the employee-employer relationship from an Indian perspective in light of the fast-paced digital revolution occurring in the modern workplace. It pays particular attention to how artificial intelligence (AI) is

impacting workers' job satisfaction and the psychological bond they have with their employer. A digital survey is used to collect data from 321 Indian workers, and statistical analysis is then performed to determine the psychological underpinnings and effects of their behavior with regard to integrating AI at work. Adoption of AI is therefore favorably correlated with work satisfaction levels, according to the findings; however, this positive association is lessened when transformational leadership inclinations are linked to psychological contracts.

### RESEARCH GAP

Previous research on AI adoption, leadership styles, employee well-being and EQ has concentrated on these areas individually and has lacked studies that would investigate the interplay of these factors within Indian organizations. Previous research tends to concentrate on technological efficiency, implementation of AI, or on employee performance, with less attention being paid to the psychological adaptation of workers in a context of uncertainty about AI. Moreover, there is a lack of research that specifically explores the relationship between emotionally intelligent leadership and lowering employee stress, anxiety and resistance in the context of AI transformation. The Indian organizational context, which is diverse in terms of workforce, socio-economic variations and technological preparedness, is under-researched in current studies. Thus, this review aims at filling this gap and explores the aspects of leadership, emotional intelligence, psychological adaptation and employee well-being in the context of Indian AI-enabling workplaces together.

### OBJECTIVE

- To study the concept of leadership in the digital and AI era.
- To study the AI uncertainty and its impact on workplace dynamics.
- To study the psychological adaptation of employees toward AI technologies.
- To study the emotional intelligence as a core leadership competency.
- To study the employee well-being in the era of automation and AI.

### RESEARCH METHODOLOGY

The current study uses a descriptive, exploratory research approach with secondary data sources. Relevant research articles, review papers, conference proceedings, journals, books, and online academic databases were systematically analyzed to find the relationship between

leadership, AI uncertainty, emotional intelligence, psychological adaptation, and employee wellbeing. The literature was gathered from reputable sources such as Google scholar, Scopus, Web of science, Science direct, Springer. To keep the review relevant and up to date, studies published in the last few years (2019 – 2025) were primarily included. The literature was thematically analyzed to uncover key findings on workplace implications of AI, major concepts, emergent trends, and organizational challenges and leadership strategies. The methodology allows a broad understanding of the psychological and managerial implications of the usage of artificial intelligence in Indian organizations.

### DISCUSSION

The review results suggest that AI is reshaping workplace settings, impacting leadership roles, employee expectations, and culture. The uncertainty surrounding AI has become a significant issue for workers, stemming from concerns about job loss, evolving skill needs, and automation. Emotional intelligence is claimed to be a key determinant of employee stress and of the adaptability of the organization in the context of digital transformation. Empathic, transparent and communicating leaders have a positive impact on employee psychological adaptation and workplace resiliency. Moreover, in organizations using AI, the mental health of employees has come into focus as the environment is constantly evolving, potentially leading to stress and emotional fatigue. Training and digital readiness are also noted as key factors for boosting employee confidence and acceptance of AI technologies, along with supportive organizational policies. Organizations in India need to take into account the diversity of their workforce and the different levels of technological exposure to achieve inclusive and sustainable growth.

### CONCLUSION

AI has emerged as a game-changer in how organisations operate, lead and engage their employees across all sectors. The implementation of AI technologies can boost productivity, foster innovation, and improve decision-making processes, but it can also increase employee uncertainty, psychological strain, and job insecurity. It underscores the need for leadership beyond just technical knowledge in the age of AI, emphasizing the importance of emotional intelligence, empathy, adaptability, and human-centric leadership. Employee psychological adaptation and keeping the workplace healthy are important aspects of technological change which can be supported by leaders. The study also highlights the importance of incorporating

employee well-being into the organizational AI strategy to create sustainable development and a positive collaboration between humans and AI. Given the nature of Indian organizations with diverse workforce and technological gaps, emotionally intelligent and inclusive leadership methods are crucial. In general, organizations that have a balanced approach to technological development and the emotional and psychological support of their employees will be more effective and resilient in the digital age.

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