Contents lists available at Science-Gate

International Journal of Advanced and Applied Sciences

Journal homepage: http://www.science-gate.com/IJAAS.html

The role of artificial intelligence in managerial decision-making: Does emotional intelligence matter?

Khaled Abdel Kader Alomari *, Rhma Omar Ahmad Hindawi

Faculty of Business, Jadara University, Irbid, Jordan

ARTICLE INFO

Article history:
Received 24 February 2025
Received in revised form
14 June 2025
Accepted 6 July 2025

Keywords:
Artificial intelligence
Managerial decision-making
Emotional intelligence
Big data
Telecommunications

ABSTRACT

This study aimed to explore the role of artificial intelligence (AI) in managerial decision-making, with emotional intelligence acting as a moderating factor, in the context of the Jordan Telecommunications Company (Orange). A quantitative research approach was employed. The sample consisted of managers, executive directors, and department heads within the company, with a total of 170 participants. Questionnaires were distributed to all participants, and 155 valid responses were received and analyzed. The findings revealed that AI dimensions significantly influenced managerial decision-making, with emotional intelligence serving as a mediator. However, emotional intelligence alone did not have a significant effect on managerial decision-making. Based on these results, the study recommends that managers and decision-makers at the Jordan Telecommunications Company utilize AI applications to process and analyze big data, enabling them to identify and address complex managerial challenges effectively.

1. Introduction

Operational, administrative, and functional domains within contemporary businesses are changing because of the explosion in data acquisition and technology advancement, especially in cloud-based solutions (Aljawarneh, 2024a). The management of customer interactions and marketing initiatives has a substantial financial impact on commercial organizations (Al Daabseh et al., 2024a; 2024b). Artificial intelligence has advanced significantly in recent years, enabling users to access programs through their device's web browser (Aljawarneh, 2024b). In the face of rapid technological advancements and increasing complexity in organizational environments, organizations are compelled to adopt digital innovations. This enables them to benefit from significant improvements in their operations and to effectively address emerging challenges (Khin and Ho, 2018). Artificial intelligence is expected to lead a major technological revolution in today's world, significantly changing how tasks are managed and performed. Since management relies heavily on information, which plays a central role in decision-making, the growing volume of data compels organizations to adopt advanced technologies, respond to rapid changes, and use these tools to benefit their clients, enhance productivity, and gain competitive advantages. The success of an organization largely depends on the quality and effectiveness of the decisions it makes (Desku, 2023).

Globally, businesses and customers are becoming more concerned about the environment, which has led to the growth of eco-friendly products (Kanaan et al., 2023). The importance of the current study stems from the role that artificial intelligence plays in analyzing and mining big data, discovering complex patterns, and helping managers in obtaining data at the right time (Rege, 2023). Artificial intelligence systems are characterized as an extensive collection of technology, software, and tools intended to efficiently gather, combine, analyze, and display data. Emotional intelligence correlates with developing employees' abilities to perceive their skills, others' skills, and to solve problems. The current study attempted to examine the Role of Artificial Intelligence in the Managerial Decision-Making Process: Does Emotional Intelligence Matter?

The researchers examined previous managerial decision-making studies. Few of these studies examined artificial intelligence, managerial decision-making, and emotional intelligence, but did examine

* Corresponding Author.
Email Address: omari@jadara.edu.jo (K. A. K. Alomari)
https://doi.org/10.21833/ijaas.2025.08.006
Corresponding author's ORCID profile:
https://orcid.org/0000-0003-3621-5540

all artificial intelligence variables. As far as the researchers know, studies that link the three variables have not been found; therefore, they attempted to bridge this gap. The study problem stems from managers decision-makers remarks to the researchers concerning telecommunication companies in Jordan in general and in Jordan Telecommunications Company - Orange in particular facing many challenges and complexities related to decision-making, they believe this is attributed to the rapid and diverse changes in the internal and external business environment at the local and global levels caused by abundance of data and information that govern their work. Orange exhausts its efforts to serve customers, no matter how diverse and varied their expectations and requests are, and to meet their needs in the best way. Taking decisions in Jordan Telecommunications company – Orange has its own risks; the company's intense competition depends on managerial decision-making. Therefore, the study attempted to answer the main question, "Does emotional intelligence play a role in the relationship between artificial intelligence and managerial decision-making at Jordan Telecommunications Company?"

1.1. Artificial intelligence

Scientists and researchers' attention is increasingly being directed toward AI as one of the most important fields due to its enormous potential in scientific and technological fields, and its ability to change various areas of life, such as management, health care, education, etc.

Aljawarneh (2024a) mentioned that AI first appeared with John McCarthy, who said that AI is the design of programmed machines simulating human intelligence in thinking and perception. AI can take the best actions to achieve a specific goal. Artificial intelligence's importance manifests because it helps in obtaining the necessary and required information at the right time. Qasaimeh and Jaradeh (2022) said that this process helps managers to try to make managerial decisions in the organization to reach the appropriate decision in their quest to achieve the desired goals of the organization by using applications such as:

A. Expert systems, programs that are designed to simulate human behavior in decision-making and complex problem-solving, these programs constitute a knowledge base, an inference engine, and a user interface that has expert thinking and skills depending on imitation and interaction with users (Asemi et al., 2020).
B. Natural language processors that are designed and developed to understand human language to facilitate communication between the user and the system in a natural, easy way (Guo et al., 2019).
C. Intelligent agents perform a set of tasks and operations on behalf of another person or program with a certain degree of independence (Alrfai et al., 2023). The intelligent agent includes a set of elements that interact with each other to perform the required task.
D. Genetic algorithms are computational applications that simulate biological processes and genetic principles. These algorithms analyze and process large amounts of data to find optimal solutions (Trisolvena et al., 2024). They operate in a way similar to human genetics and natural selection, using concepts such as mutation, crossover, and selection to improve outcomes over time.
E. Machine learning is an application that has adaptability and learning ability features without human intervention. It is based on a set of algorithms that analyze and infer data patterns and learn from them to predict event occurrences in the future. It includes three types: supervised learning, unsupervised learning, and reinforcement learning (Zhang and Li, 2023).
F. Neural networks are applications designed to simulate, process, and analyze as the human mind does. Neural networks create intelligence and learning capabilities in computer programs; that is, neural networks use symbols to solve problems, and they can learn from available data by adapting to the surrounding conditions (Goel et al., 2023).

1.2. Emotional intelligence

Emotional intelligence has attracted the attention of psychologists, scientists, and researchers. An individual's success and development are not determined by cognitive intelligence alone, but also require a combination of thinking, emotions, and the ability to regulate and manage feelings. Emotional intelligence supports creative thinking and helps individuals use emotions to solve problems. It is reflected in a person's ability to recognize, understand, use, and manage emotions in ways that benefit both themselves and others (Kaur, 2024).

What distinguishes emotional intelligence is that it is a skill that cannot be computed and is considered one of the basic determinants of behavior. It helps an individual to understand and perceive himself, his emotions, feelings, and to be able to manage them, as well as understand the emotions and feelings of others (Velagaleti et al., 2024). Emotional intelligence dimensions include:

- Self-awareness. It refers to an individual's ability to accurately understand his or her emotions and feelings, as well as strengths, weaknesses, values, and goals. Self-aware individuals are in harmony with their feelings, and they know how they influence their thoughts and actions.
- Self-management. It is the individual's ability to control his emotions, thoughts and feelings in a flexible and harmonious manner under complex circumstances, to manage reactions, emotions and motivations that may lead to negative outcomes, and to maintain a balanced perspective under pressure (Santa et al., 2023), self-management makes individuals more adaptable and calmer in difficult situations and surrounding changes.

- Relationship management. It involves individuals handling daily interactions, improving personal relationships, and achieving greater success and fulfillment in various fields by developing self-awareness and self-management, in addition to listening, communication, and persuasion skills.

1.3. Managerial decision-making

Decision-making is one of the most important functions of management at all levels—strategic, tactical, and operational. These decisions can either lead to progress toward goals or result in failure to meet objectives. The significance and complexity of decisions grow because they both influence and are influenced by the surrounding environment (Bagustari et al., 2023). In business environments, information plays a key role, and the quality and accuracy of decisions depend on the availability and reliability of that information. To make effective and rational decisions, managers analyze data related to the problem. However, the volume of big data is often too large for the human mind to process accurately. As a result, managers are increasingly required to adopt and develop intelligent systems to support decision-making.

Decision effectiveness and quality correlate to the ability and efficiency of leaders and managers in the organization, who are required to make accurate, rapid, and appropriate decisions to solve a problem or achieve specific goals. The dimensions of the decision-making process include:

1. Decision-Making Speed (DMS). Organizations must respond fast, otherwise they risk failure and slow pace compared with peers and thus exciting from the market (Shepherd et al., 2023).
2. Decision Acceptance (DA). Effective decisions are based on the acceptance of the individuals correlated with it, otherwise the decision will not be implemented as required. The employee's acceptance of the decision is based on the extent of their participation in it.
3. Decision Quality. The quality and efficacy of the decision are correlated with the accuracy and available information. It is also based on the leadership's ability, efficiency, and experience in making quick and accurate decisions. A good decision is based on a group of important criteria, such as collecting valuable data and information, considering alternatives, logical thinking (Abu-AlSondos, 2023), and selecting the best alternative to achieve the best results.

2. Literature review

Many studies tackled one variable or more of the current study; Wijayati et al. (2022) examined the role of AI in employee's performance and participation at work, mediated by modified role of change leadership, they found that AI contributed in transforming the activities, practices, and operations of traditional organizations into smart, improved and self-engagement processes, that means it is effective and efficient in accomplishing the tasks and functions it was designed for.

Aljohani and Albliwi (2022) examined the effect of implementing AI on the quality of decision-making at private sector organizations in KSA. They found a positive effect of AI on the quality of decision-making. The researchers concluded that the role of AI is represented in the decision-making process through its enormous capabilities to process big data, identify complex patterns, and generate valuable insights for managers to make informed and effective decisions to achieve the desired goals and reduce potential risks, AI provides rapid access to information and contribute to make informed decisions in difficult economic conditions in advanced technological environment.

Aldaher and İŞCAN (2022) stated that decision-making plays a key role in identifying and solving complex problems by ensuring a deep and accurate understanding of the issue and delivering optimal outcomes. The use of AI refers to software and virtual processes installed on computers to support such tasks.

According to Qasaimeh and Jaradeh (2022), AI was designed to assist and support humans; however, it lacks the ability to identify, prioritize, and perceive risks and critical issues in the same way human intelligence does. This limitation requires organizations to revise their strategies in response to the rapid advancements driven by AI.

Desku (2023) emphasized that decision-making is the main force behind an organization's success, growth, and sustainability. Therefore, organizations must focus on making decisions that are quick, accurate, and well-informed. Achieving this goal requires advanced tools and broader expertise.

Kour and Ansari (2024) noted that emotional intelligence is a uniquely human skill that cannot be replicated or automated by machines. As a result, AI cannot replace human intelligence or competencies.

Olaleye and Lekunze (2024) explained that emotional intelligence helps employees adapt to various situations and engage effectively with others in the organization. It involves self-awareness, emotional management, and the ability to seize opportunities, stay creative, avoid risks, and solve problems efficiently.

H1: AI has a positive impact on decision-making.
H2: AI has a positive impact on emotional intelligence.
H3: Emotional intelligence has a positive impact on the relationship between AI and decision-making.

3. Study methodology

The study aimed to shed light on the role of AI in the process of managerial decision-making mediated by emotional intelligence. A quantitative approach is used in this research; data is collected through answers participants provided on a questionnaire developed for the purpose of the research. The

questionnaire was implemented on employees working at Orange Telecommunication Company. Smart PLS-4 has been used to analyze data.

3.1. Research instrument

Artificial Intelligence was measured using 29 scale items developed by Qasaimeh and Jaradeh (2022). Decision-making was assessed using 11 scale items adopted from Aldaher and İŞCAN (2022). Emotional intelligence was measured with 14 scale items developed by Kour and Ansari (2024). A 5-point Likert scale was used for all measures, ranging from (1) strongly disagree to (5) strongly agree. These items were also used to assess cyber incivility, employee cynicism, and knowledge hiding.

3.2. Study sample

The study population included all administrative managers (CEO, Director, and Head of Department) of Orange Telecommunications Company based on the annual report of the Jordan Orange Telecom Company in 2023/2024. A comprehensive survey of the study population received the questionnaire file in an electronic and paper format and retrieved back (155) analysis valid questionnaires.

4. Assessment model

The Structural Equation Modeling (SEM) technique was applied using Smart PLS-4 software to evaluate and estimate the relationships between the variables under study. Partial Least Squares SEM (PLS-SEM) focuses on estimating latent variable scores to improve the prediction of endogenous variables (Hair et al., 2021). This method supports a prediction-oriented approach, allowing researchers to effectively assess the model's predictive quality. Fig. 1 presents the outer model loadings, most of which exceeded the recommended threshold of 0.70. The corresponding t-values, confirming statistical significance, are shown in Fig. 2. Fig. 2 also displays the path coefficients between the variables and the R^2 values, which appear in blue circles within the outer model. Table 1 displays reliability and validity indicators, including Cronbach's alpha (α) values above 0.70, composite reliability (CR) above 0.70, and average variance extracted (AVE) above 0.50. Table 2 confirms that the Fornell–Larcker criterion was met, as the square root of each variable's AVE exceeded its correlations with other variables. Additionally, Table 3 shows that the heterotrait–monotrait (HTMT) ratios were all below the 0.90 threshold, indicating sufficient discriminant validity.

The direct influence of AI on emotional intelligence was found to be both positive and statistically significant (β = .747, ρ = .000). Similarly, the direct impact of AI on decision making was positive and significant (β = .238, ρ = .022). However, the moderating role of emotional intelligence in the relationship between AI and decision making was negative and insignificant (β = .035, ρ = .609), as detailed in Table 4.

This finding is further supported by the simple slope analysis of the interaction effect, illustrated in Fig. 3. The model's explained variance, R^2, stands at .710, equating to 71.0% for decision making, as shown in Fig. 2. This R^2 value indicates a substantial effect in our study. Consequently, we find empirical support to accept hypotheses 1, 2 and reject 3.

Table 1: Content validity

Measures	α	CR	AVE
Decision acceptance (DA)	0.867	0.865	0.718
Decision quality (AQ)	0.894	0.899	0.760
Decision speed (DS)	0.851	0.853	0.771
Expert systems (ES)	0.829	0.838	0.661
Genetic algorithms (GA)	0.917	0.919	0.707
Intelligent agents (IA)	0.884	0.903	0.743
Machine learning (ML)	0.912	0.916	0.696
Natural language processing (NLP)	0.873	0.879	0.665
Neural networks (NN)	0.907	0.907	0.782
Relationship management (RM)	0.898	0.907	0.765
Self-awareness (SA)	0.887	0.893	0.690
Self-management (SM)	0.880	0.887	0.674

Table 2: Fornell–Larcker approach

Measures	1	2	3	4	5	6	7	8	9	10	11	12
DA	0.847											
DQ	0.729	0.872										
DS	0.696	0.691	0.878									
ES	0.550	0.539	0.566	0.813								
GA	0.597	0.528	0.676	0.600	0.841							
IA	0.590	0.567	0.706	0.588	0.722	0.862						
ML	0.713	0.683	0.796	0.635	0.737	0.790	0.834					
NLP	0.629	0.561	0.696	0.633	0.690	0.757	0.794	0.815				
NN	0.587	0.477	0.706	0.567	0.802	0.604	0.703	0.587	0.884			
RM	0.273	0.337	0.299	0.199	0.247	0.277	0.202	0.326	0.137	0.875		
SA	0.416	0.411	0.424	0.285	0.311	0.300	0.296	0.341	0.352	0.485	0.831	
SM	0.428	0.464	0.381	0.363	0.366	0.307	0.296	0.394	0.325	0.663	0.669	0.821

Table 3: Heterotrait-Monotrait (HTMT) ratio

Measures	1	2	3	4	5	6	7	8	9	10	11	12
DA	-	-	-	-	-	-	-	-	-	-	-	-
DQ	0.833	-	-	-	-	-	-	-	-	-	-	-
DS	0.798	0.789	-	-	-	-	-	-	-	-	-	-
ES	0.636	0.617	0.667	-	-	-	-	-	-	-	-	-
GA	0.662	0.581	0.766	0.692	-	-	-	-	-	-	-	-
IA	0.655	0.627	0.809	0.682	0.811	-	-	-	-	-	-	-
ML	0.785	0.747	0.899	0.722	0.805	0.873	-	-	-	-	-	-
NLP	0.714	0.628	0.802	0.742	0.764	0.852	0.885	-	-	-	-	-
NN	0.654	0.529	0.803	0.654	0.881	0.679	0.774	0.651	-	-	-	-
RM	0.302	0.374	0.334	0.240	0.271	0.294	0.217	0.371	0.154	-	-	-
SA	0.469	0.462	0.482	0.318	0.342	0.336	0.327	0.386	0.391	0.535	-	-
SM	0.485	0.513	0.437	0.406	0.413	0.350	0.317	0.455	0.367	0.737	0.752	-

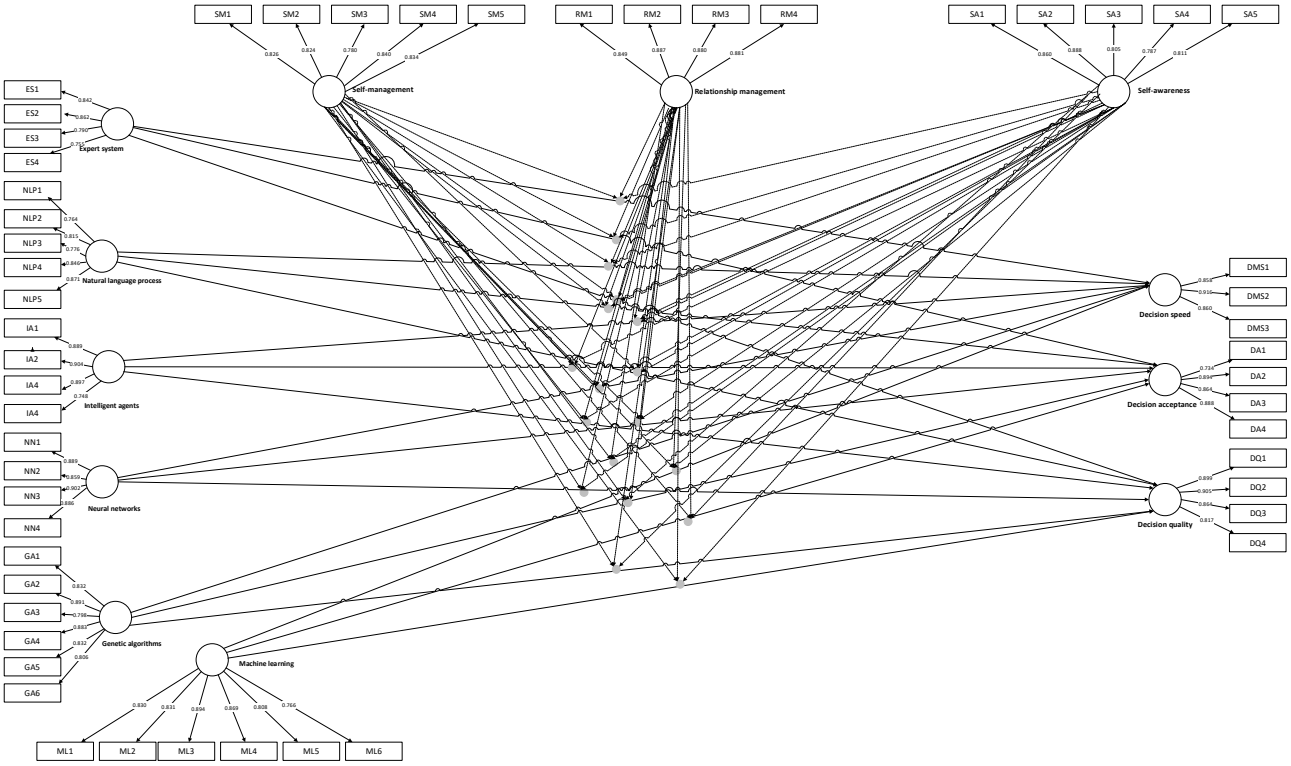

Fig. 1: Items loadings for instrument items

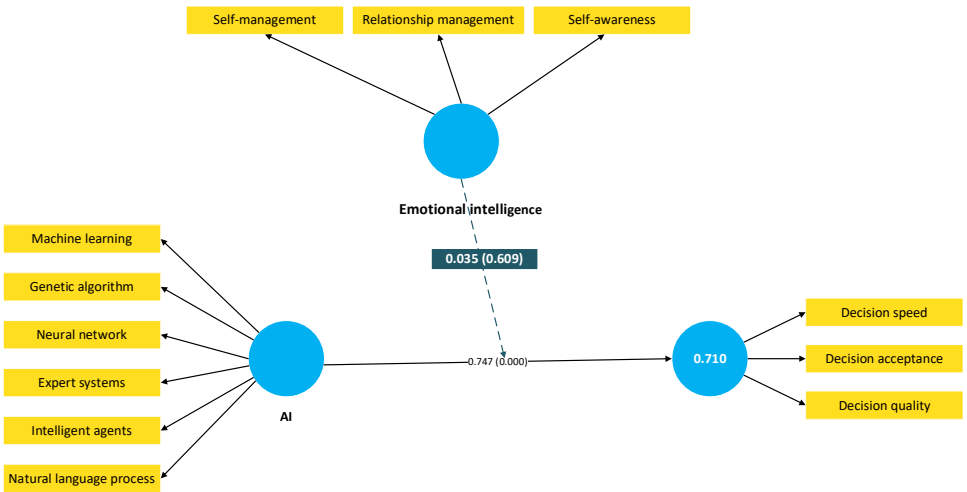

Fig. 2: Significance level between variables and R^2

Table 4: Direct and interaction effects

Relationships	β	T	ρ	Decision
AI -> Decision-making	0.747	9.458	0.000	Accepted
Emotional intelligence -> Decision-making	0.238	2.297	0.022	Accepted
Interaction effect				
Emotional intelligence x AI -> Decision-making	0.035	0.512	0.609	Reject

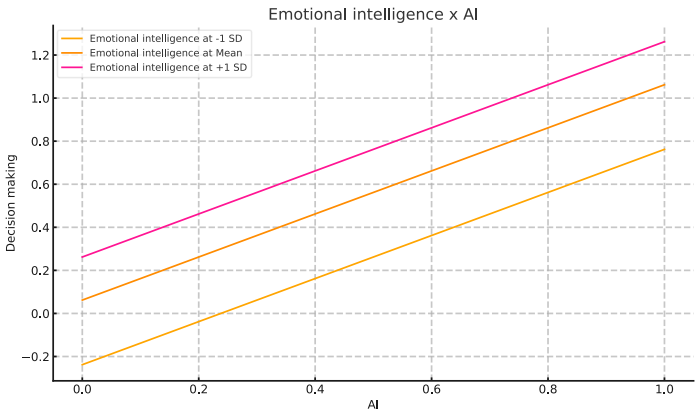

Fig. 3: Simple slope charts for the interaction effect

5. Conclusion

The results of this study highlight the significant impact of AI on decision-making processes, demonstrating its influence across various domains such as expert systems and machine learning. Additionally, the study reveals that AI contributes to the enhancement of EI, further establishing the connection between these two fields. Moreover, the study finds that EI does not moderate the relationship between AI and decision-making, suggesting that EI can't influence the effectiveness of AI-driven decision-making processes.

Based on the results of the current study, it confirmed that AI has an impact on decision making, which is consistent with some previous studies above, like Aljohani and Albliwi (2022), Aldaher and İŞCAN (2022), Elrefae et al. (2024), and other studies have concluded that AI has an impact on other variables, like Wijayati et al. (2022). Olaleye and Lekunze (2024) found an impact of EI on some administrative behaviors, which is consistent with current study, finally, a study Kour and Ansari (2024) found that the AI applications do not have the ability to imitate emotional intelligence, but according to current study, it was impacted.

5.1. Recommendations

The researchers recommend that Jordan Telecommunications Company – Orange encourage its managers to utilize AI applications for analyzing and extracting large volumes of data, identifying hidden patterns, and solving complex problems. Additionally, the researchers suggest that future studies consider using alternative technological variables, such as Big Data or the Internet of Things (IoT), instead of AI.

List of abbreviations

AI	Artificial intelligence
EI	Emotional intelligence
CEO	Chief executive officer
PLS-SEM	Partial least squares structural equation modeling
SEM	Structural equation modeling
R^2	Coefficient of determination
PLS	Partial least squares
DA	Decision acceptance
DQ	Decision quality
DMS/DS	Decision-making speed
ES	Expert systems
GA	Genetic algorithms
IA	Intelligent agents
ML	Machine learning
NLP	Natural language processing
NN	Neural networks
RM	Relationship management
SA	Self-awareness
SM	Self-management
CR	Composite reliability
AVE	Average variance extracted
HTMT	Heterotrait–Monotrait ratio
α	Cronbach's alpha
β	Path coefficient
ρ	p-value (significance level)

Compliance with ethical standards

Ethical considerations

The study was conducted in accordance with ethical research standards. Participation was voluntary, and informed consent was obtained from all respondents. No personally identifiable information was collected, and data were analyzed anonymously.

Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

References

Abu-AlSondos I (2023). The impact of the business intelligence system (BIS) on quality strategic decision-making. International Journal of Data and Network Science, 7(4): 1901-1912. https://doi.org/10.5267/j.ijdns.2023.7.003

Al Daabseh TKI, Aljawarneh NM, and Aloqaily AN (2024b). Business intelligence and its influence on consumer purchase intentions: A green marketing perspective. In: Alareeni B and Hamdan A (Eds.), Navigating the technological tide: The evolution and challenges of business model innovation: 399-408. Springer Nature, Cham, Switzerland. https://doi.org/10.1007/978-3-031-67437-2_38

Al Daabseh TKI, Aljawarneh NMS, Al Smadi K, Alnawafleh A, and Al-maaitah TA (2024a). Integration of business intelligence and marketing: Enhancing corporate reputation in the financial services sector. Journal of Infrastructure, Policy and Development, 8(7): 4603. https://doi.org/10.24294/jipd.v8i7.4603

Aldaher H and İŞCAN ÖF (2022). The role of business intelligence in promoting decision-making in humanitarian organizations operating in Turkey, Orange organization as a sample. Global Journal of Economics and Business, 12(3): 385-405. https://doi.org/10.31559/GJEB2022.12.3.7

Aljawarneh NM (2024a). Effect of user satisfaction between cloud learning applications and university education agility. Journal of Statistics Applications and Probability, 13(3): 871-879. https://doi.org/10.18576/jsap/130302

Aljawarneh NM (2024b). The mediating role of organization agility between business intelligence and innovative performance. Journal of Statistics Applications and Probability, 13(3): 929-938. https://doi.org/10.18576/jsap/130307

Aljohani NB and Albliwi S (2022). Impacts of applying artificial intelligence on decision-making quality: A descriptive study in Saudi Arabia private sector organizations. International Transaction Journal of Engineering, Management, and Applied Sciences and Technologies, 13(5): 1-14.

Alrfai MM, Alqudah H, Lutfi A, Al-Kofahi M, Alrawad M, and Almaiah MA (2023). The influence of artificial intelligence on the AISs efficiency: Moderating effect of cyber security. Cogent Social Sciences, 9(2): 2243719. https://doi.org/10.1080/23311886.2023.2243719

Asemi A, Ko A, and Nowkarizi M (2020). Intelligent libraries: A review on expert systems, artificial intelligence, and robot. Library Hi Tech, 39(2): 412-434. https://doi.org/10.1108/LHT-02-2020-0038

Bagustari BA, Alshehadeh AR, Al-Khawaja HA, Aljawarneh NM, and Alshehade S (2023). Artificial intelligence applications and their impact on the qualitative characteristics of data: Evidence from commercial banks. In the 4th International Conference on Distributed Sensing and Intelligent Systems, IET, London, UK: 61-66. https://doi.org/10.1049/icp.2024.0465

Desku F (2023). The role of information systems in the decision-making processes of the enterprises in Kosovo. In: Bexheti A, Abazi-Alili H, Dana LP, Ramadani V, and Caputo A (Eds.), Economic recovery, consolidation, and sustainable growth: Springer proceedings in business and economics: 801-814. Springer, Cham, Switzerland. https://doi.org/10.1007/978-3-031-42511-0_53

Elrefae GA, Alshehadeh AR, Albzour OFA, Al-Khawaja H, and Aljawarneh NM (2024). The entrepreneurship of accounting work and its role in reducing information asymmetry: Evidence from insurance companies. Uncertain Supply Chain Management 12: 101–114. https://doi.org/10.5267/j.uscm.2023.10.014

Goel A, Goel AK, and Kumar A (2023). The role of artificial neural networks and machine learning in utilizing spatial information. Spatial Information Research, 31(3): 275-285. https://doi.org/10.1007/s41324-022-00494-x **PMCid:PMC9673209**

Guo W, Gao H, Shi J, Long B, Zhang L, Chen BC, and Agarwal D (2019). Deep natural language processing for search and recommender systems. In the Proceedings of the 25th ACM SIGKDD International Conference on Knowledge Discovery and Data Mining, ACM, Anchorage, USA: 3199-3200. https://doi.org/10.1145/3292500.3332290 **PMid:30668649**

Hair JF, Hult GT, Ringle CM, Sarstedt M, Danks NP, and Ray S (2021). Evaluation of reflective measurement models. In: Hair JF, Hult GTM, Ringle CM, Sarstedt M, Danks NP, and Ray S (2021). Partial least squares structural equation modeling (PLS-SEM) using R: A workbook: 75-90. Springer Nature, Berlin, Germany. https://doi.org/10.1007/978-3-030-80519-7_4

Kanaan K, Abuhjeeleh M, Darabseh F, Taha O, and Aljawarneh NM (2023). How digital marketing and innovative performance contribute to hotel restaurant revenue growth: The mediating role of knowledge sharing. Cogent Social Sciences, 9(1): 2209985. https://doi.org/10.1080/23311886.2023.2209985

Kaur R (2024). Emotional intelligence at the workplace: The untapped edge for success. In: Sharma D, Bhardwaj B, and Dhiman MC (Eds.), Leveraging AI and emotional intelligence in contemporary business organizations: 60-73. IGI Global, Hershey, USA. https://doi.org/10.4018/979-8-3693-1902-4.ch004 **PMid:35184126**

Khin S and Ho TC (2018). Digital technology, digital capability and organizational performance: A mediating role of digital innovation. International Journal of Innovation Science, 11(2): 177-195. https://doi.org/10.1108/IJIS-08-2018-0083

Kour K and Ansari SA (2024). The role of emotional intelligence in leadership effectiveness and organizational behavior. Revista De Gestão - RGSA, 18(2): e06885. https://doi.org/10.24857/rgsa.v18n2-121

Olaleye BR and Lekunze JN (2024). Emotional intelligence and psychological resilience on workplace bullying and employee performance: A moderated-mediation perspective. Journal of Law and Sustainable Development, 12(1): e2159. https://doi.org/10.55908/sdgs.v11i12.2159

Qasaimeh GM and Jaradeh HE (2022). The impact of artificial intelligence on the effective applying of cyber governance in Jordanian commercial banks. International Journal of Technology, Innovation and Management (IJTIM), 2(1): 68-86. https://doi.org/10.54489/ijtim.v2i1.61

Rege A (2023). The impact of artificial intelligence on the supply chain in the era of data analytics. International Journal of Computer Trends and Technology, 71(1): 28-39. https://doi.org/10.14445/22312803/IJCTT-V71I1P105

Santa R, Moros A, Morante D, Rodríguez D, and Scavarda A (2023). The impact of emotional intelligence on operational effectiveness: The mediating role of organizational citizenship behavior and leadership. PLOS ONE, 18(8): e0284752. https://doi.org/10.1371/journal.pone.0284752 **PMid:37531386 PMCid:PMC10395873**

Shepherd N, Mooi E, Elbanna S, and Lou B (2023). Fast and high-quality decision-making: The role of behavioral integration. European Management Review, 20(4): 679-697. https://doi.org/10.1111/emre.12573

Trisolvena MN, Wattimena FY, and Untajana PP (2024). Logistics efficiency in product distribution with genetic algorithms for optimal routes. International Journal Software Engineering and Computer Science (IJSECS), 4(1): 247-262. https://doi.org/10.35870/ijsecs.v4i1.2045

Velagaleti SB, Choukaier D, Nuthakki R, Lamba V, Sharma V, and Rahul S (2024). Empathetic Algorithms: The role of AI in understanding and enhancing human emotional intelligence. Journal of Electrical Systems, 20(3s): 2051-2060. https://doi.org/10.52783/jes.1806

Wijayati DT, Rahman Z, Rahman MFW, Arifah IDC, and Kautsar A (2022). A study of artificial intelligence on employee performance and work engagement: The moderating role of change leadership. International Journal of Manpower, 43(2): 486-512. https://doi.org/10.1108/IJM-07-2021-0423

Zhang S and Li X (2023). A comparative study of machine learning regression models for predicting construction duration. Journal of Asian Architecture and Building Engineering, 23(6): 1980–1996. https://doi.org/10.1080/13467581.2023.2278887