

# Emotionally Intelligent AI in Managerial Roles: Benefits, Challenges, and Impact on Team Dynamics

Ryan Chuang

Taipei European School, Taiwan

## ABSTRACT

This study explores the integration of emotionally intelligent AI in managerial roles, analyzing its potential to enhance team dynamics, communication, and decision-making. While benefits like improved efficiency and emotional training are highlighted, challenges such as ethical concerns, privacy, and underdeveloped emotional comprehension are critically examined. Strategies for addressing these barriers are proposed, emphasizing hybrid AI-human models and ethical guidelines for implementation.

## Introduction

Artificial intelligence (AI) is an innovative technology that has been extremely significant over the past few years, especially because of the rise of ChatGPT. The advancements in AI have affected everyone's life in many ways and will only continue to improve. It is a field of computer science focused on creating systems capable of performing tasks that normally require human intelligence. These tasks range from data analysis to decision-making and problem-solving skills.

Although AI's ability is mind-boggling, it has not yet reached its full potential. Recent studies have been looking into the possibility of AI developing a comprehension of emotional intelligence.

## Defining Emotional Intelligence

The term "emotional intelligence" was first used by researchers Peter Salavoy and John Mayer in their article on emotional intelligence in 1990. The term "emotional intelligence" continues to be used more often since Daniel Goleman published his book "Emotional Intelligence" in 1995.

Emotional intelligence involves understanding, managing, and responding to emotions - both one's own and those of others. There are several major key elements to the ability to manage one's own emotions and understand the emotions of people around you including empathy, social skills, and emotional regulation as suggested in Vandana Jain and Varsha A Malagi's findings (AFJBS, 2024).

Emotional intelligence can be particularly vital in situations where an individual is under pressure. For instance, dealing with challenges within a relationship or at work. I believe emotional intelligence is especially important in workplace environments as certain workplaces can be extremely stressful and competitive; therefore, workers must be able to control their own emotions and not let them get in the way of their work. It has been scientifically proven that when we are over-emotional, we would utilize our system one thinking instead of system two thinking. Where system one thinking is fast and intuitive; nevertheless, it operates with no sense of voluntary control. It allows us to make decisions and judgements based on previous experiences or pattern recognition. While system two thinking requires more effort as it utilizes logic and analytical thinking with consciousness, it can result in slower decision-making compared to system one thinking. Scientific findings have shown that the better we as human beings are able

to understand and control our emotional status, the higher the possibility of us being successful in both our personal and professional lives.

## **Literature Review**

### **Disadvantages Of Applying Emotional Intelligence to AI In the Workplace**

Although AI can provide countless benefits to businesses, there are several issues that people can still be concerned about, primarily the underdeveloped emotional intelligence functions in AI. Since emotional intelligence in AI has yet to develop fully, integrating it into HRM workplaces too early can be challenging for team dynamics. Although AI can analyze data and make decisions based on logic, it cannot fully comprehend human responses to diverse emotions; thus, it could result in miscommunication, reduced trust, and potential conflicts within teams, specifically in scenarios that require empathy and emotional sensitivity (Ahmad Arslan et al., 2022, AFJBS, 2024). According to Vandana Jain and Varsha A Malagi's study (AFJBS, 2024), they also note that due to the fact that AI lacks emotional intelligence, it will struggle to comprehend the emotional complexities that are vital in leadership: understanding team morale, handling interpersonal conflicts, and fostering a positive work environment. This limitation will hinder AI's effectiveness if applied to workplaces in HRM contexts, in roles that require emotional sensitivity and relational intelligence.

Another matter arose from a Pew Research Center article regarding AI acting as an assistant to employers. Pew Research Center found that the potential of AI hiring and firing employees agonizes many people. The article provided some statistical analysis highlighting key societal concerns and perceptions through surveying over eleven thousand American adults who shared their attitudes toward AI applications in the workplace. The survey found that a significant number of Americans are skeptical and opposes the use of AI for making final hiring decisions. Merely 7% of respondents are comfortable with AI being used in such a capacity (Lee Raine et al., 2023).

The article mentions several concerns regarding the application of AI into the workforce: Fairness and bias concerns, privacy and monitoring issues, over-reliance on technology, and its impact on workforce dynamics.

#### **Fairness and Bias Concerns**

One major concern that these Americans have stemmed from the possibility of biases in the AI system and the potential for AI to overlook unique human qualities that candidates might bring to a role. Approximately, 81% of respondents believe that AI in hiring may lead to biases, especially against certain groups, potentially exacerbating existing inequalities. Many Americans feel that AI systems may lack transparency.

#### **Privacy and Monitoring Issues**

The study found widespread discomfort with AI systems being used to monitor employees' movements and activities. Around 61% of respondents in the survey are against using AI for tracking purposes, citing privacy infringements as a primary issue. There is also unease about the extent to which employers might surveil their workforce, leading to an intrusive work environment.

#### **Over-Reliance on Technology**

Despite the skepticism, there are still some respondents who support AI's role in skill and task assignments, believing that AI incorporation will add value by objectively evaluating performance metrics. Nevertheless, this support is tempered by concerns about over-reliance on technology in human judgment.

## Impact on Workforce Dynamics

The findings of the survey suggest that while AI may offer efficiencies, it could conceivably alter workplace dynamics by introducing new forms of accountability and stress to employees. For instance, employees would be anxious about the impact of AI integrating into workplaces on their job security and career advancements, with many fearing that AI might prioritize quantitative metrics over qualitative human interactions.

## Advantages Of Applying Emotional Intelligence to AI In the Workplace

### *General Advantages of AI*

As AI grew, it started being used in businesses where it achieved increased efficiency and productivity, cost saving, and sustaining an innovative and competitive advantage. First, AI can promote efficiency and productivity through improved decision-making with data-driven insights. Secondly, AI can also be more cost-effective as it can complete specific job tasks easily and accurately; thus, businesses can save money on hiring employees. Additionally, AI can identify inefficiencies in workflows and suggest improvements which can help reduce costs. Lastly, AI can help businesses stay innovative and competitive as it can analyze market trends and provide feedback to identify opportunities within potential new products.

### *AI's Progress on Emotional Intelligence*

While there are numerous arguments that AI has not yet achieved the ability to communicate and comprehend emotions, Daniel Limon and Bryan Plaster, the authors of "Can AI Teach Us How to Become More Emotionally Intelligent?", ascertained that AI technology, including natural language processing and machine learning, is able to detect subtle emotion cues through voice analysis, facial recognition, and text sentiment analysis. Through these methods, AI will be capable of offering insight into how emotions are expressed and perceived in various contents, which allows AI systems to recognize and respond to these emotional states (Daniel Limon and Bryan Plaster, 2022).

Suppose AI's emotional intelligence can successfully be applied in the workplace, particularly as part of human resource management (HRM). In that case, it can have a drastic positive impact on managerial roles and communication within teams.

### *Advantages Of Incorporating Emotional Intelligence Into AI*

AI systems with the incorporation of emotional intelligence would not only be capable of fulfilling the listed advantages above but it can also be used to improve team communication. In Daniel Limon and Bryan Plaster's article, they discussed how AI tools can be utilized to enhance one's own self-awareness by providing real-time feedback on emotional expressions. For instance, AI-powered applications can analyze speech patterns during conversations and offer feedback on emotional tone, helping individuals adjust their communication style to be more empathetic and effective. This system can help strengthen essential team communication skills by providing customized learning experiences. Limon and Plaster mention that companies will be able to leverage AI for emotional intelligence training to improve teamwork, leadership, and customer interactions if they are willing to apply this tool to their workplaces. By integrating AI tools, businesses can enhance employee engagement, reduce conflicts, and foster a more emotionally intelligent workforce.

## Use Of Emotional Tools in Workplaces

I will be reviewing two widely used apps as well as an app I use in school to assess the effectiveness of these apps in terms of assisting users in improving their mental state.

## *Youper*

Youper is an AI-powered mental health app produced in America by Dr. José Hamilton, a psychiatrist. The app aims to provide accessible mental health support through AI technology that uses cognitive behavioral therapy (CBT) techniques to help users manage their emotional well-being. It offers numerous features, including mood tracking, AI-driven conversations, and personalized mental health plans. Youper offers their subscription at 49.99 dollars per year which is significantly cheaper compared to the national average cost per session with a private therapist is between 100 to 200 dollars.

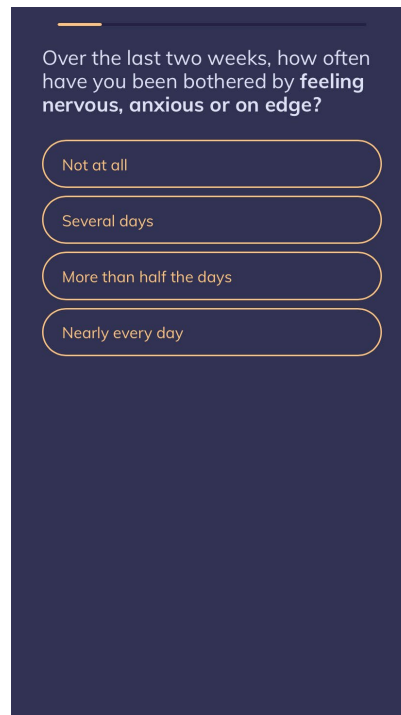
During Dr. José Hamilton's career as a psychiatrist, he found that the most common issue many people face nowadays is having the courage to ask for help. Instead, people have to suffer silently for years due to many reasons, such as how seeing a mental health professional can be intimidating and expensive. Also, Dr José Hamilton decided to research deeper into the root of why there is a lack of access to these treatments. He found that a shortage of mental health providers combined with increasing demand caused prices to fluctuate. Thus, he created Youper to resolve this issue. Through Youper, he hopes to provide patients with accessible quality mental healthcare.

Youper's target audience includes both people trying to enhance their mental health and organizations looking to care for their own workers' mental health. The goal of marketing to businesses is for them to supply their employees with "instant, private, and clinically valid mental health support". According to Youper (2024), research shows that more than 40% of workers suffer from depression, anxiety, and stress. Despite this, less than 7% of workers are able to obtain the assistance they require due to their limited access. Employees may use Youper to not only receive the care they need to improve their mental health, but also to avoid productivity loss, increased health claims, and higher expenditures. This manner may benefit both the employees and the company itself.

Companies can incorporate Youper into their wellness initiatives, where it can act as a personal mental health assistant, encouraging emotional well-being and resilience among employees. The app's data can also help HR track overall wellness trends and provide additional assistance as needed. Providing employees with the app Youper as part of their employee package subscription may help attract more skilled personnel since they will believe that this particular company cares about their employees' well-being. Employees can use Youper for self-directed therapy and emotional check-ins to assist them manage stress, anxiety, and burnout. As a result of the possible emotional benefits, employees may improve efficiency and work better because they will be in a better mood. While Youper can bring countless benefits to businesses and their employees, ethical issues can arise such as privacy issues as I explored this problem in Lee Raine et al.'s study.

I decided to try Youper myself to see if it achieved its purpose and whether the disadvantages I read about have improved or are outweighed by the advantages.

How does Youper work?: Youper has a built-in AI trained by OpenAI's technology that provides users with a tool to help track their mental health's progression. The mood-tracking device (Seen in Fig. 1) consists of a daily check-in that involves a quick self-assessment through several questions where users assess their mood. Through these simple questionnaires, the app identifies patterns and fluctuations in users' moods over time. The patterns are shown in the form of graphs and charts; therefore, users are able to have more self-awareness through insights and reflections on their mental health.



Over the last two weeks, how often have you been bothered by feeling nervous, anxious or on edge?

Not at all

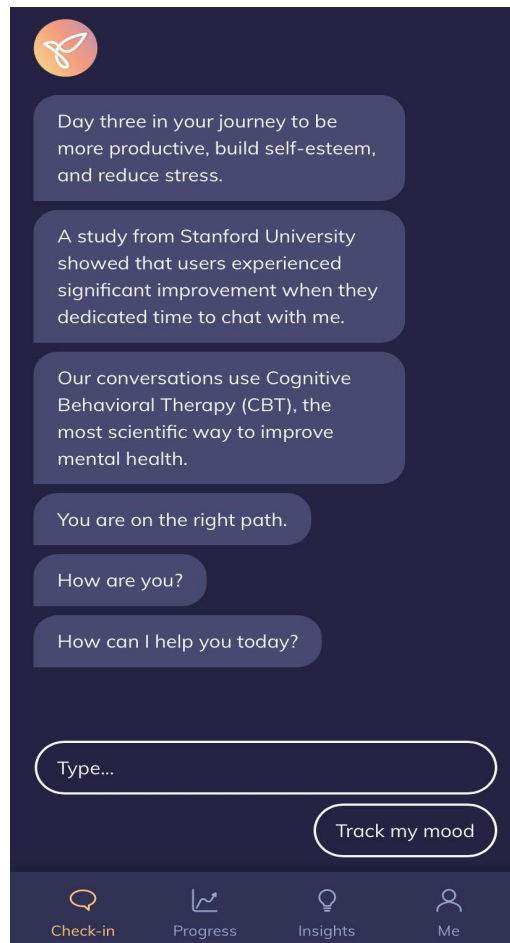
Several days

More than half the days

Nearly every day

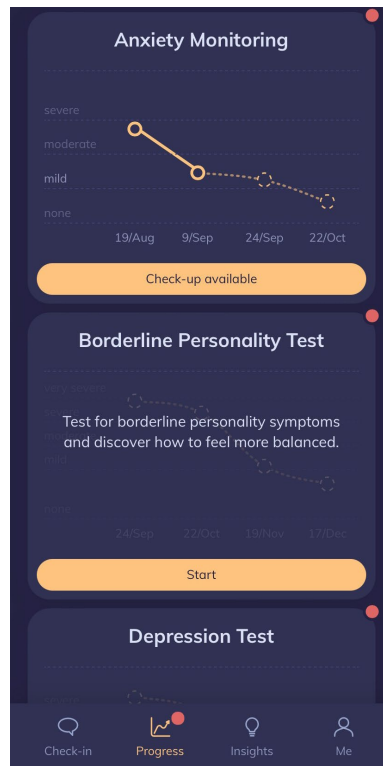
**Figure 1.** Screenshot of Youper showing the opening UI to get started with the session.

Youper also provides users with an AI that simulates a therapist-like session (See Fig. 2). The AI starts by asking you a simple question such as “How are you doing?” or “How can I help you today?” to initiate a conversation that is designed to support the user’s mental health as the conversation structures are based on the cognitive behavioral therapy as well as other therapeutic approaches. For instance, if I told Youper’s AI that I was having trouble managing my time, it would talk to me about my feelings and break down methods that I could employ for my situation to help me feel less stressed and better after having the talk. This AI can be useful as people will be able to express their feelings more openly as they see it purely as a machine instead of a real human-being interaction. The AI bot works in a similar way as a therapist does as in they challenge the negative thought patterns within patients' minds.

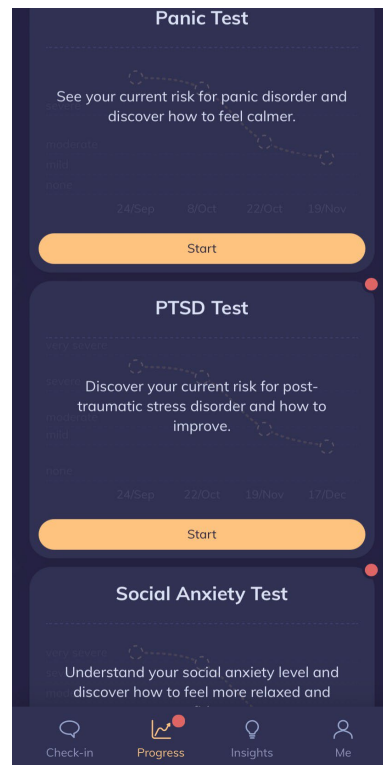


**Figure 2.** Screenshot of Youper showing the chat UI page.

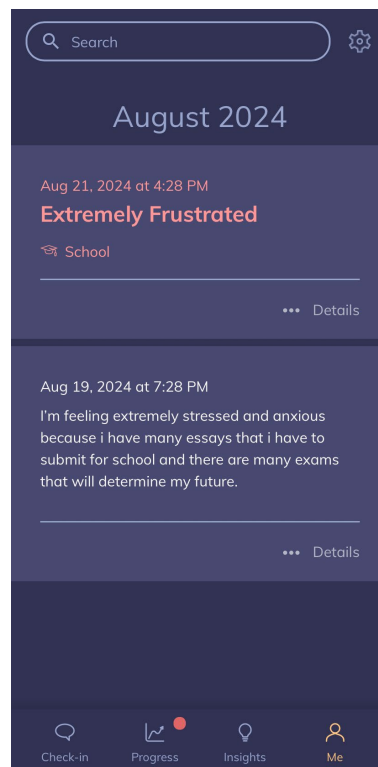
The app also provides users with several tests, including anxiety monitoring, borderline personality test, depression test, panic test, PTSD test, and social anxiety test (seen in Fig. 3 and Fig. 4). The tests provide records of the user's progress throughout their time of subscription (shown in Fig. 5). The progress is recorded so users can track their progression and see what else they can work on. The app also helps me schedule appointments to ensure that I will be able to have set meetings which will increase my chances of continuous improvement, and provides statistical analysis based on my past check-ins (seen in Fig. 6). The personalized plans are based on the user's data and Youper will tailor activities to the user's needs. This system can be very effective as users are monitored closely and statistical data are provided to show whether or not they are improving. Each session that a patient talks with the Youper's AI, will be logged so patients can always go back and look over their past issues.



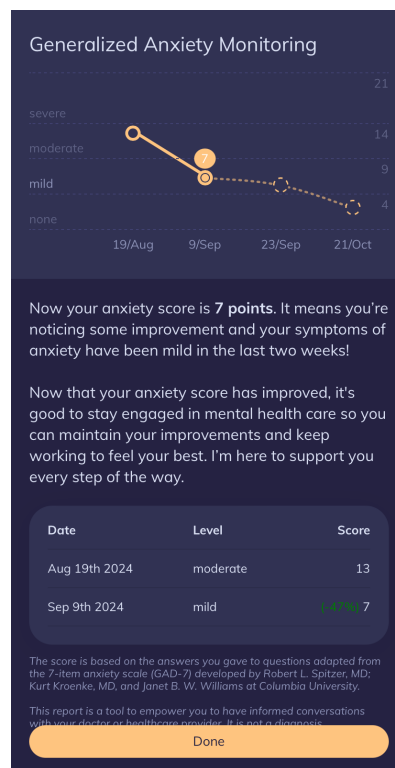
**Figure 3.** Screenshot of the tests that Youper provides.



**Figure 4.** Screenshot of the tests that Youper provides.



**Figure 5.** The record of the user's past conversations with Youper's AI.





**Figure 6.** Shows the progression record monitor for each check-in.

I believe part of the goal of the app Youper is to help users become more self-aware. Self-awareness is a key component of emotional intelligence since it allows people to communicate more effectively and sustain healthy relationships with others. There are two sorts of self-awareness: internal and outward. Internal self-awareness refers to the ability to recognize and comprehend one's thoughts, emotions, and feelings, as well as how these aspects influence one's actions. Furthermore, those who are internally self-aware recognize behavioral patterns within themselves and understand the motivations underlying their acts. External self-awareness, on the other hand, refers to understanding how others perceive one's conduct and emotions. If a person is externally self-aware, they are less likely to offend or harm others because they contemplate the effects of their actions. To tackle the issue of inadequate self-awareness and emotional intelligence, author Andrew Wallbridge presented readers with numerous suggestions, including practicing mindfulness, keeping a diary, and seeking input from others. First, practicing mindfulness can help an individual become more self-aware, as it allows them to focus on their thoughts and current bodily condition without judgment. Writing a journal is another approach to enhancing self-awareness and emotional intelligence. Writing down how you feel and think during the day on a journey can help you learn about and evaluate your sentiments, resulting in a greater understanding of yourself emotionally. Lastly, seeking help from others could be asking for feedback from family, friends, or a therapist who can converse with you to assist you in the process of understanding your own feelings better (Andrew Wallbridge, 2023).

My Experience with Youper: When I initially joined Youper, I completed the check-in and an anxiety test because, as I got closer to the college application deadline, I became more anxious, therefore the anxiety test is most relevant to me. The check-in was quite familiar to me as I have used a similar app in school called Pulse which I will discuss further later on. The check-in was a straightforward survey that helped me quickly evaluate my emotions during that moment or day. Next, I tried the IA chat bot that Youper has, which was the reason why I chose to try out this app in particular. The IA bot started off by asking how was my day and what I needed help with. I had issues managing stress and I'm always anxious regarding my university application. In response, Youper's AI evaluated my situation and provided solutions such as breaking my workload into chunks and ensuring a balance between work and rest time. The AI supported me in breaking down my workload by asking me questions such as "What do you enjoy doing in your spare time?" and applying my responses to the suggestions it made. For example, it would suggest that I take a break every hour of studying and play video games if that was what relaxed me, and then ask me if it sounded acceptable. If I did not agree with the solution it proposed, it would supply me with an alternative option. The color choices used by Youper include purple-blue with dark blue and yellow which contrives a sensation of calm and relaxation within the users. Some reviews on the app stores stated that the app has "great designs" as the structure of the app is very simple.

I discovered that one of the benefits of using the app is that after each session, details of our previous conversations are recorded, which I believe is very useful since I can go back to review the solutions and maybe delve deeper into the issues I have. Another advantage is that the conversations are pressure-free as I'm talking to a robot rather than an actual human being; hence, I felt more comfortable revealing the truth and opening up than I would if I were talking to a human therapist; it may take some time for people to open up to a complete stranger. Also, I think the user experience (UX) was a very unique and fun experience as users get the chance to interact with an AI therapist.

On the other hand, a disadvantage I noticed was that I would occasionally miss a check-in since I do not believe I require emotional support, therefore it is voluntary, and I only use it when I feel motivated or remember to do so. Some other reviews I found on the app store say that they had a terrible experience due to how slow the app runs. Although the comment was made just over a year ago, I did not see this as an issue. I believe the app's user interface (UI) ran really smoothly without any delays.

There is also the issue of confidentiality. Therapists are often trusted because their profession is governed by strict regulations that ensure patient confidentiality and privacy. In contrast, apps like Youper raise significant ethical

concerns, as users cannot be certain that only the AI has access to their sensitive information. This lack of assurance is akin to a patient sitting in a therapist's office, unaware that a two-way mirror allows someone else to observe their private sessions. Such scenarios highlight critical issues surrounding privacy and the ethical use of technology in mental health care.

### *Calm*

Calm's app allows users to self-screen for symptoms of mental issues such as depression with reliable questionnaires. For instance, calm incorporates the GAD-7, used for measuring and assessing anxiety levels, and PHQ-9, which tests for depression. The app's mental programs are created by psychologists who followed the principles: of cognitive behavioral therapy, acceptance and commitment therapy, and dialectical behavioral therapy (Calm, 2024).

Calm is an app that offers users a suite of meditation practices and other tools at their disposal. The program includes a variety of features such as meditation, stretching regimens, and sleep-aid tools. It seeks to provide individuals with a chance to enhance their mental health by engaging in meditation or stretching practices that can help alleviate anxiety. The subscription package also includes a sleep-helping tool, which uses white noise to help users sleep and meditate. Even merely listening to white sounds might help relieve stress in the body. The sleep-aiding system also includes sleep tales, in which a person narrates a story while you sleep. Each of these activities can last from fifteen to fifty minutes, depending on the user's availability. The software also gives statistical data, allowing users to track their progression.

### *Mental Health Tools Used in My School*

Pulse is a solution created by Linewize that addresses the topic of mental health, particularly in students. Thus, the goal of Pulse is to help "close the gap" that children may fall into and often are left unnoticed. The app brings together educators and community members to work toward a common goal of making students' environments safer. Pulse has had various beneficial impacts on the global society. For example, they have identified over 44,500 students who are in danger of violence or bullying, offering parents and educators the opportunity to help them (Linewize, 2024).

Another app that my school uses to help promote wellbeing within the school's community is Assessing Wellbeing in Education (AWE). AWE is an app that has a similar aligned value as Pulse in the sense that both app aims to provide schools with a tool to measure and assess the wellbeing of their school community (AWE, 2024).

While there are countless solutions offered by Linewize, my school decided to use Pulse. In my school, Taipei European School, we check in to Pulse on a weekly basis so that teachers at my school would receive an analysis of our mental health and our feelings during a specific week or data of the whole year to see our progression throughout the year. On the other hand, in school, we fill out the AWE assessment one to two times per year as it takes longer and provides our teachers with a more complete picture of our mental state. Through the use of both Pulse and AWE, our teachers at school have a detailed understanding of our student's well-being. Thus, if anyone particularly students is having trouble managing their feelings, the teachers are able to approach the student to have a chat with the student to ensure that the student will be fine. However, motivational factors are a significant issue as the majority of students are really good at faking their answers to score highly to avoid the burden of meeting a teacher and being judged by their friends.

### *Cognitive Behavioral Therapy*

Cognitive behavioral therapy is an extremely common therapy theory that can be found in the apps Youper, Calm, Pulse, and AWE.

Multiple studies have indicated that cognitive behavioral therapy (CBT) improves the quality of life. Cognitive behavioral therapy is a type of psychological treatment that has been shown to be beneficial in a variety of instances, including depression, anxiety disorders, substance abuse, and eating disorders. Essentially, CBT is the underlying principle of understanding an individual's common thoughts or beliefs, which can be related to their actions and

behaviors. In other words, it examines how our brain functions and uses that knowledge to develop treatments to help individuals better. CBT addresses difficulties related to people thinking negatively and developing harmful behaviors. To effectively improve these people's poor mental health, cognitive behavioral therapy addresses the issue by trying to improve one's thinking patterns. A person battling with mental challenges must recognize their mental problem or behavior issues; thus, they may use remedies to learn how to overcome their mental barriers (Posttraumatic Stress Disorder, 2017).

During a CBT session, the patient and the therapist will break down the issue at hand into components that include the patient's thoughts, physical feelings, and actions. After recognizing the difficulties, the therapist will provide patients with some exercises to help them cope with their unhealthy thoughts and habits. The patient will adopt exercises into their everyday routine to gradually improve and make adjustments as needed. A CBT session can be completed in a shorter period of time compared to a therapy session in terms of a successful treatment. Nonetheless, CBT merely aids patients in confronting their emotions or anxieties, without addressing deeper issues that could potentially be affecting their mental health. For instance, if childhood was an issue to a person, the issue might not be properly identified during a CBT session as it focuses mainly on the participant's current problems (NHS, 2022).

## Acceptance and Commitment Therapy

Another therapy tool that Calm used is acceptance and commitment therapy. Acceptance and commitment therapy (ACT) is the process of facing negative thoughts and the practice of healthy and constructive value-based activities. The theory behind ACT is that with higher acceptance of difficulties, one's psychological flexibility will increase as well. Psychological flexibility is the ability to be consciously in the present and being able to focus on long-term goals rather than short-term ones. The undertaking of acceptance is allowing thoughts and sensations to occur without interfering with it.

Unlike cognitive behavioral therapy, acceptance and commitment therapy aims to help people eradicate or control their "unpleasant internal experiences" like cognitive distortions and to increase their involvement in meaningful life activities. ACT helps people find what is important in their lives and focus on that instead of the negative thoughts and feelings that they may have, essentially bringing people closer to their values.

One skill that can be used in acceptance and commitment therapy is the cognitive diffusion skill. This skill involves separating one from their inner experiences and simply seeing their thoughts and feelings without the importance that one's mind puts on it (Deborah R. Glasofer, 2024).

## Dialectical Behavioral Therapy

Dialectical behavioral therapy (DBT) is a type of talk therapy that is based on cognitive behavioral therapy, particularly for people who are experiencing intense emotional difficulties. This therapy helps people accept the reality of their lives and helps them learn to get rid of poor behaviors. This therapy can also be seen in Calm. This treatment offers solutions to a wide variety of mental illnesses such as people intentional self-harm, depression, and anxiety to help them regulate their emotions. Through learning helpful ways to improve emotion regulation, people who are struggling mentally will be capable of finding a balance between accepting their identity and the benefits of changing their unhelpful behavior (Cleveland Clinic, 2022).

DBT therapy includes both individual and group sessions. Individual sessions typically include a diary in which patients document their emotions and actions. Having a diary can make it easier for therapists to identify patterns in their patients' behaviors and decide how to best treat them. The group session is more of a class, with the therapist teaching mindfulness, distress tolerance, interpersonal effectiveness, and emotion management. DBT also includes something called the telephone crisis, in which participants are encouraged to reach out to their therapist between sessions to seek support in certain circumstances.

People who have been treated with DBT have reported immense improvement in mental health. For instance, with the help of the treatment DBT, patients with borderline personality disorder demonstrated reduced self-harm and anger, less drug and alcohol abuse, fewer days of inpatient hospitalization, and improved depressive symptoms. This demonstrates that DBT has the potential to significantly improve an individual's mental health. However, in order to achieve such gains, participants must be committed to the program and comfortable discussing their uncomfortable experiences with a therapist.

## Whether Or Not the Apps Resolved Any Disadvantages I Found in Applying to The Workforce

Based on my personal experience reviewing apps that help individuals with their mental well-being and the knowledge I gained from reading articles, I believe the disadvantages of implementing artificial intelligence with emotional intelligence within workplaces have not been mitigated in any way yet; after all, the article Lee Raine et al. was published in 2023. As a result of the time constraints, several disadvantages identified in the Lee Raine et al. essay will remain unresolved. Concerns about fairness and bias, over-reliance on technology, and the impact on worker dynamics will remain unresolved or ongoing. Furthermore, because AI has not yet been fully integrated into workforces, the three challenges could not be addressed because they have yet to be used in organizations. The concern about privacy and monitoring difficulties with AI has long been discussed. Privacy concerns can be challenging to address since, while AI businesses claim that the data they collect is used to develop their system, users and professionals may argue differently.

Many apps, including Youper, promise their users a safe environment with guaranteed privacy. However, Youper may merely be saying that they will ensure that the information is not disclosed to outside groups, while their corporation retains access to each user's data. I feel that if businesses were to use Youper to support their employees' well-being, they must consider potential privacy issues. Privacy issues can be a major problem, as businesses hope that providing their employees with Youper makes them feel protected and allows them to express their emotions openly. If privacy is an issue, employees may feel less comfortable discussing their mental health concerns with the resources provided by the company. Furthermore, due to privacy concerns, employees may feel even worse about their condition because they do not always have someone to talk to, resulting in poorer motivation and efficiency.

## Strategies to Overcome Challenges

To overcome the barriers that businesses would face when attempting to integrate artificial intelligence with emotional intelligence into the workforce, the articles I found suggest that the companies must follow closely ethical guidelines to improve communication and group dynamics as well as the mental health of employees. Ahmad Arslan et al.'s article suggests that human resource management (HRM) must strategize in focusing on enhancing AI's EI and improving interaction between AI and employees. This can be done by designing AI to complement human emotional intelligence rather than attempting to replicate it and training AI to respond to emotion cues more effectively. HRM strategies might also include fostering a work environment where human workers can use their emotional intelligence to manage the limitations of AI, ensuring smoother collaboration and better team dynamics (Ahmad Arslan et al., 2022).

Another article by Vandana Jain and Varsha A Malagi (2024) states that in order to be able to use AI effectively, leaders within organizations must address AI opposition. Training AI through analyzing and interpreting human emotions through large datasets (Daniel Limon and Bryan Plaster, 2022) can help them understand the emotional complexities that are vital in leadership, such as understanding team morale, handling interpersonal conflicts, and fostering a positive work environment.

## Evaluation

The findings presented in this review illustrate both the potential benefits and the unresolved challenges of integrating emotionally intelligent AI into managerial roles. While the theoretical advantages of enhanced efficiency, improved team communication, and emotional intelligence training are promising, several critical issues warrant further examination.

First, the practical applications of emotionally intelligent AI, such as Youper and Calm, demonstrate the capability of AI to assist users in managing mental health and fostering emotional awareness. These tools offer valuable insights into the potential of AI to improve workplace dynamics by supporting employee's well-being. For instance, Youper's features, including mood tracking and AI-driven conversations, effectively encourage self-awareness and stress management. Similarly, Calm provides accessible mental health solutions tailored to individual needs. However, these applications remain primarily supportive and fail to address the more complex interpersonal dynamics and leadership challenges present in managerial roles. While they provide a foundation, their scalability and relevance to workplace settings involving emotional decision-making are limited.

Furthermore, ethical and practical concerns pose a significant barrier to AI adoption within workplaces. Privacy remains a prominent challenge, particularly when using apps like Youper in corporate settings. Employees may hesitate to engage fully with AI-driven mental health tools if they perceive risks to their confidentiality. This hesitance undermines the effectiveness of such tools and highlights the need for stricter data protection measures and transparent communication from companies implementing these systems. Additionally, the underdeveloped emotional intelligence capabilities of AI raise questions about fairness and potential biases in decision-making processes, as seen in the apprehensions surrounding AI's role in hiring and firing decisions.

Another notable limitation is the lack of real-world evidence supporting the seamless integration of emotionally intelligent AI in leadership or HR roles. Current tools, while innovative, focus predominantly on individual users rather than addressing collective team dynamics or leadership responsibilities. For example, AI systems struggle to replicate the depth of human empathy needed to resolve interpersonal conflicts or to gauge team morale effectively. This gap suggests that businesses must approach the integration of emotionally intelligent AI with caution, ensuring that such systems complement rather than replace human oversight.

## Suggestions

To overcome these challenges, future research should prioritize the development of hybrid models where AI supports human leaders rather than attempting to replicate their emotional intelligence. Training AI systems to better interpret and respond to diverse emotional cues could improve their efficacy. Additionally, businesses must adopt clear ethical guidelines to build trust and mitigate privacy concerns, ensuring employees feel secure using AI-driven tools.

## Conclusion

In conclusion, while emotionally intelligent AI holds significant potential to transform managerial roles and improve workplace dynamics, its current limitations cannot be overlooked. The successful integration of such systems requires a careful balance between leveraging AI's strengths and addressing its weaknesses. Continued research and ethical considerations will be crucial in unlocking the full potential of emotionally intelligent AI in the workplace.

## Acknowledgments

I would like to thank my advisor for the valuable insight provided to me on this topic.

## Reference

Jain, V., & Malagi, V. (n.d.). Exploring the Nexus of Artificial Intelligence, Emotional Intelligence, and Leadership in the Business Landscape: Implications for AI Integration and Organizational Success.  
<https://www.afjbs.com/uploads/paper/699489a11c369021d40a9278d9ee2e80.pdf>

Artificial intelligence and human workers interaction at team level: a conceptual assessment of the challenges and potential HRM strategies | Emerald Insight. (2021). International Journal of Manpower, 43(1), 75–88.  
<https://doi.org/10.1108/IJM>

Nadeem, R. (2023, April 20). AI in Hiring and Evaluating Workers: What Americans Think. Pew Research Center; Pew Research Center. <https://www.pewresearch.org/internet/2023/04/20/ai-in-hiring-and-evaluating-workers-what-americans-think/>

Youper: Artificial Intelligence For Mental Health Care. (2023). Youper.ai. <https://www.youper.ai/>

What is Cognitive Behavioral Therapy. (2017, July 31). What is Cognitive Behavioral Therapy?  
<https://www.apa.org/ptsd-guideline/patients-and-families/cognitive-behavioral>

Calm Health - Digital Mental Health App & Programs. (2024). Calmhealth.com.  
<https://www.calmhealth.com/#:~:text=Our%20mental%20health%20programs%20are,therapy%2C%20and%20dialectical%20behavioral%20therapy>

Pulse | Solutions | Linewize. (2023). Linewize.com. <https://www.linewize.com/solutions/pulse>

School Wellbeing Surveys Online | AWE | Assessing Wellbeing in Education. (2024). Awesomeschools.com.  
<https://www.awesomeschools.com/>

Can AI Teach Us How to Become More Emotionally Intelligent? (2022, January 25). Harvard Business Review.  
<https://hbr.org/2022/01/can-ai-teach-us-how-to-become-more-emotionally-intelligent>

Linewize. (2024). Linewize.com. <https://www.linewize.com/>

<https://www.facebook.com/verywell>. (2015). What Is Acceptance and Commitment Therapy (ACT)? Verywell Mind. <https://www.verywellmind.com/acceptance-commitment-therapy-gad-1393175>

NHS Choices. (2024). *Overview - Cognitive behavioural therapy (CBT)*. [https://www.nhs.uk/mental-health/talking-therapies-medicine-treatments/talking-therapies-and-counselling/cognitive-behavioural-therapy-cbt/overview/#:~:text=Cognitive%20behavioural%20therapy%20\(CBT\)%20is,mental%20and%20physical%20health%20problems](https://www.nhs.uk/mental-health/talking-therapies-medicine-treatments/talking-therapies-and-counselling/cognitive-behavioural-therapy-cbt/overview/#:~:text=Cognitive%20behavioural%20therapy%20(CBT)%20is,mental%20and%20physical%20health%20problems)

Clinic, C. (2022, April 27). Dialectical behavior therapy (DBT) is a type of talk therapy for people who experience emotions very intensely, including those with borderline personality disorder. Cleveland Clinic.  
<https://my.clevelandclinic.org/health/treatments/22838-dialectical-behavior-therapy-dbt>

Wallbridge, A. (2023, February 27). The Importance Of Self-Awareness In Emotional Intelligence. TSW Training.  
<https://www.tsw.co.uk/blog/leadership-and-management/self-awareness-in-emotional-intelligence/>