

Modeling the Emotional Foundations of Work–Life Equilibrium: A Structural and Moderated Analysis of Emotional Intelligence Dimensions Across Corporate Sectors

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Abstract—Emotional intelligence (EI) is becoming a basic significant condition in assessing the capacity of employees in a modern business setting to pursue work-life balance (WLB). This paper takes a closer look at the connection between the emotional intelligence and work-life balance upon the employees of the various corporate sectors with the dimensions taken as self-awareness, self-regulation, motivation, empathy, and social skills. Corporate employees were surveyed using standardized instruments and their data were analyzed based on the reliability test, confirmatory factor analysis, correlation analysis, and multiple regression, as well as the structural equation modeling. The moderation analysis was to determine the effects of gender, age and work experience on the EI-WLB relationship, whereas the cross-sector comparisons were to reveal the industry variations. The findings demonstrate that the emotional intelligence is strongly positive related to the work-life balance, and the strongest predictors are self-regulation and empathy. As the moderation results show, this relationship is reinforced by age and experience, whereas differences by sex are industry-specific. The research paper informs about the relevance of emotional intelligence development as a strategy to promote the welfare of employees, organizational performance, and long-term workforce delivery. **Keywords**—*Emotional Intelligence, Work–Life Balance, Corporate Employees, Self-Regulation, Empathy, Structural Equation Modeling, Moderation Analysis.*

I. INTRODUCTION

The distinction between work and personal life in the modern corporate setting is becoming more and more blurred as a result of the high-speed technological progress, globalization, competitive market, and the changing demands of organizations. The working hours are usually long, the work is always connected and the performance pressure is on, which in combination with one another tempers the compliance of the employees to maintain a healthy work-life balance. Work-life balance is ceased to be perceived as a personal challenge but a management challenge, which has an immediate impact on the well-being of employees, their job satisfaction, commitment, and productivity in the long term. Organizations in industries are thus trying to get deeper into the mind and behaviour of the employees so that they are able to effectively manage the competing demands of the job and be able to sustain performances and self-satisfaction [1].

Emotional intelligence is one of the other individual capabilities that have been heavily studied within the organizational context as an important asset of negotiating the complex relationship within the workplace. Emotional intelligence describes the capacity of the individual to sense, comprehend, control, and utilize experiences to others and self to promote adaptive functioning. Employees who are emotionally intelligent can yield to stress, cope with any relationship conflict and approach problems positively compared to other employees working in a corporate

environment full of interpersonal interactions, deadlines, role conflict, and emotional labor. Consequently, emotional intelligence is currently viewed as a cornerstone competence, which helped not only to become an effective leader, but also to operate as a daily employee and maintain a healthy mental state [2].

Work-life balance is a multidimensional phenomenon including the perceived balance between work and role in life. Instead of supplying that time is equally allocated, work-life balance demonstrates how one has a subjective feeling of control or even contentment and fitment in areas of her or his life. Ineffective work life balance has been linked to burnout, emotional exhaustion, negative job performance as well as negative health consequences whereas good balance has been linked to improved engagement, motivation and overall quality of life. Considering its powerful implication towards the employees and the organizations, there is an urgency to develop psychological processes that promotes work-life balance as a research priority [3].

Emotional intelligence provides an attractive explanatory context with which differences in work-life balance among employees can be explained. Employees of high self-awareness can better detect their emotional triggers concerning work, and personal demands that could occur and make a decision based on boundaries and priorities. The negative emotions like frustration and anxiety can be controlled through self-regulation and thus the spillovers of these emotions may not be passed over into the personal life of the employee by work. Motivation assists in goal persistence and optimism which assist one in conforming the professional expectations to personal values. Empathy improves interpersonal understanding, which minimizes conflicts both in the workplace and in family, whereas social skills promote interpersonal communication, negotiation, and support-seeking behaviors. All the dimensions taken together imply that emotional intelligence is a resource of multidimension that enables a balance in life domains [4].

Although there has been an increase in the study of emotional intelligence and work-life balance, current studies demonstrate that some gaps exist, which could be filled by conducting further studies. Most of the previous research has been done on individual industries, thus restricting the extrapolation of the disclosures across the corporate fields, which have worked with different work cultures, demands, and norms. Also, unlike correlations between emotional intelligence and work life balance, less studies have adopted such advanced analytical tools as structural equation modeling to investigate such complex interrelations among emotional intelligence dimensions and work life balance outcomes. Empirical evidence on the moderating role of demographic variables in the relationship between the emotional intelligence and work-life balance and demographic variables

including age, gender, and work experience is also limited, especially in the multicultural corporate environment [5].

These moderating influences are also important, and employees at various stages of their careers can use emotional competencies differently. More established staff can possibly tap emotional wisdom and professional experience to help them better balance work and life, whereas the younger staff might not yet have these abilities. Gender roles and social norms can also contribute to the way the emotional intelligence can be converted into the work-life balance in different spheres. An in-depth analysis incorporating the dimensions of emotional intelligence, the demographic moderators, and the cross-sector comparisons can thus be used to give a more detailed and context-specific analysis of employee wellness.

To close these gaps, the current paper will provide a systematic study of the connection between emotional intelligence and work life balance among corporates working in various industries. Using standardized measurement tools and high power of statistical methods, the research aims to determine the strongest dimensions of emotional intelligence, determine the intensity and direction of its impacts, and determine the moderating effect of age, gender, and work experience. The study will also identify industry specific differences through cross-sector analysis, which can be used to make specific organizational interventions. In the end, the study will be relevant to the current body of knowledge in the fields of organizational psychology and human resource management, as it will provide empirical data on the role of emotional intelligence as a strategic approach to promoting the sustainability of work-life balance and organizational performance in the present-day corporate ecosystem.

II. LITERATURE SURVEY

The combination of emotional intelligence and artificial intelligence in organizational setting found its immense scholastic and industrial interest over the current years. The pace of change toward the digital, automation, and decision-making that are data-driven has transformed the nature of work, making it more cognitively demanding and, at the same time, changing the nature of interpersonal order. Emotional intelligence has become a very important human competence making individuals discover how to identify, manage and even apply emotions in their work, especially in the technologically mediated situations. Simultaneously, the artificial intelligence systems are also being integrated into the human resource processes, performance management and communication platforms and employee monitoring systems. This convergence has brought significant aspects of concern in terms of the well-being of workers, motivation, engagement, retention, and long-term organizational expansion. Modern studies note that even the technological progress could not be relevant to guarantee the productivity or the workforce stability without emotional and social capabilities that contribute to the adaptive behavior and resistance in digitally intensive workplaces.

The recent research has examined the interactions between emotional intelligence and artificial intelligence to determine their effects on employee attitudes and organizational performance. Studies centered on service-based industries underline the fact that intelligent systems supported by emotionally intelligent practices enhance employee retention through enhanced communication, trust and organizational support in their perception [6]. Similar studies have shown that machine learning-based predictive models that integrate

emotional intelligence measurements have the ability to identify the level of stress in employees in real time, which is indicative of allowing immediate intervention, as well as preventive support systems in organizations [7]. Emotional intelligence to attain the work-life balance has also been highlighted especially in technology-based settings where the boundaries are uncertain leading to psychological pressure and burnout threats [8]. Studies related to leadership also indicate that leaders are emotionally intelligent leadership strengthened with the use of artificial intelligence to make decisions and provide analytics, which positively influences organizational performance due to the alignment of strategic objectives with the requirements of the employees [9]. Also, the studies that have been performed in the frames of Industry 4.0 indicate that the complex of emotional intelligence and artificial intelligence alters the concept of workforce management by making it more flexible, collaborative, and able to solve problems [10].

An emerging literature also explores the cultural and behavioral implication of emotional intelligence in work place that is innovation driven. There is empirical data that emotional intelligence plays a major role in the formation of innovative organizational culture through the encouragement of self-awareness, self-control, and positive interpersonal relationships [11]. Digital emotional intelligence and hi-tech communication technologies, in digitally dispersed work circumstances, have been found to bolster teamwork, via emotional clarity, coordination, and responsiveness amongst the workforce [12]. According to training oriented research, Emotional intelligence training programs have been found to be effective in increasing the effectiveness of performance management system especially in cases where smart evaluation and feedback systems like fuzzy logic models are in place [13]. Emotional artificial intelligence that is being used to redefine performance management has also shown that shifting towards fully quantitative measures of performance and more holistic and humanistic frameworks of assessment are possible [14]. In addition, the research combining measures of emotional intelligence, the effectiveness of communication, and artificial intelligence strategies also note the mediating impact of the affective organizational commitment on the attainment of sustainable performance results, particularly in times of uncertainty and disturbance [15].

Employee well-being, engagement, and psychological sustainability of the workplaces in artificial intelligence-enabled workplaces have become an increasingly popular topic of recent research. The organizational research also suggests that an employee welfare and engagement towards the artificial intelligence system can be promoted under the conditions that usability, transparency, and emotional factors are taken into account [16]. The ways to predict second in the list of predictive modeling are machine learning and neural network to predict the relationships between emotional intelligence and happiness and engagement in the workplace in specific settings where the acceptance of artificial intelligence is taking off [17]. The research works on leadership focus on the importance of emotional intelligence as a key factor in motivation and stress management, that a leader can reduce the anxiety of their followers and contribute to the creation of a resilient workforce that works in a highly pressurized and highly technologically advanced setting [18]. The other dimensions of theoretical views also prove the moderational value of emotional intelligence on the influence of stress factors in the workplace regarding innovation

behaviors, further indicating the importance of the trait in maintaining a creative mind in demanding times [19]. In addition to the organizational context, the example of artificial intelligence as an emotionally informed counseling and support system demonstrates the overall possibility of the emotionally informed technology to improve mental health and adaptive functioning in institutionalized settings [20].

Generally, the literature reviewed indicates a unified understanding of emotional intelligence as a basic human ability cross-substituting artificial intelligence in the current organizations. The overlapping of these spheres facilitates not only streamlining of performance, but also that of employees, involvement, creativity, and sustainability in the long run. Artificial intelligence helps in promoting efficiency, analytics, and scalability, but emotional intelligence promotes the implementation of technological systems in a manner that does not undermine human needs, emotions, and social dynamics. Through the existing research, there has been a wholesome assumption that the organizations which strategically combine the emotional intelligence with artificial intelligence are in a better position of coping with technostress, promoting inclusive leadership, and sustaining motivated and sustaining work forces. Nevertheless, even though the amount of literature has increased, more integrative models and longitudinal studies that investigate cause and effect relations and contextual differences across industries are still required. This disjuncture highlights the need to conduct further research that can assist in creating emotionally intelligent, ethically based, and humanistic artificial intelligence systems to be applied in the future workplaces.

III. METHODOLOGY

The current research was based on rigorous and systematic method of examining the relationship between work-life balance and emotional intelligence of employees working in corporate companies in various sectors of industries. The stress was on objectivity, generalizability, and statistically robustness on the basis of exploiting a cross-sectional research framework by quantitative nature. The methodology was applied in a chronological order which included research design, population and sampling process, measurement tools, data collection, data analysis methods, and ethical issues. Complex statistical tests were used to analyze both direct and moderating relations of emotional intelligence dimensions to demographic variables and results of work-life balance. Figure 1 demonstrates the general approach to the study and the interplay of variables.

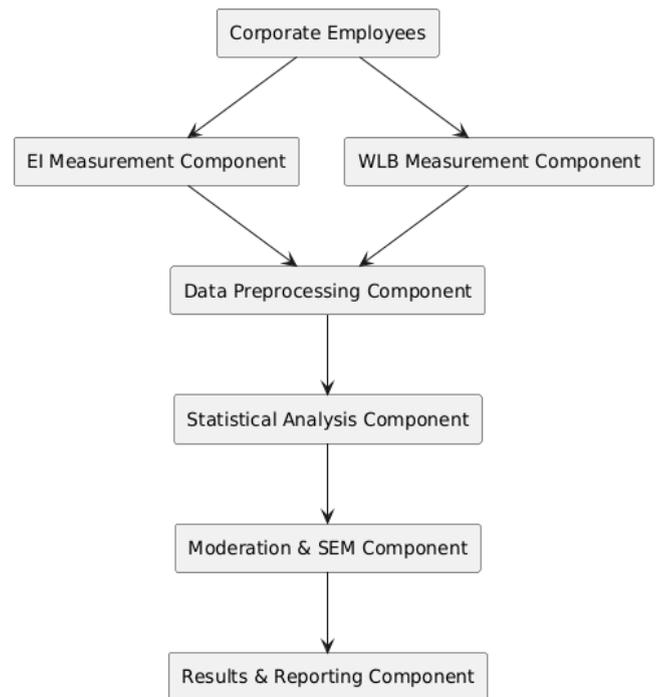


Fig. 1: System Architecture

A. Research Design

The researcher adopted a cross-sectional survey research design that was based on descriptive and explanatory research design. The choice of this design is to quantitatively describe the correlation between emotional intelligence and work-life balance at one time in various corporate sectors. The descriptive part allowed a detailed profiling of the demographic aspects of respondents, their level of emotional intelligence, and their perception of the balance between work and life whereas the explanatory one provided an opportunity to test the hypotheses concerning the relationships between the constructs.

Cross-sectional design was considered the right type of design since it is effective in data collection, and it is also suited in research involving the analysis of correlations and causal inferences in the area of organizational behavior. Despite the fact that longitudinal design was effective in offering information on changes over time, cross-sectional enabled the general sector coverage and cross sector based on identical organizational settings. Moreover, this design helped to test the moderation effects of demographic factors like age, gender and work experience.

The research was majorly quantitative methodologically oriented because quantitative methods permit statistical verification and hypothesis testing and extrapolation of the results to a wider population. Structural equation modeling (SEM) enabled the research to increase the explanatory strength of the study and to remove and at the same time provide estimates of numerous relationships among latent variables, the error of measurement. This rigor in method improved reliability, validity and replicability of the findings to organizational research settings.

B. Population and Sampling

The target population was a set of full-time employees employed in the corporate organizations in five major sections, which include information technology, finance, manufacturing, healthcare, and consulting. The rationale behind the choice of these sectors was their varying job

requirements, organizational setups, and working life dynamics which offered a holistic overview of the modern day corporate setup.

A stratified random sampling method was used to have an even representation of the study participants in each sector and major demographic group. Stratification reduced sampling bias and increased the external validity of the study because it ensured that the sampling minimized sector-specific characteristics in the sample. In the stratum, the sample was randomly chosen to maintain the probabilistic aspect of the sampling.

The criteria applied in the inclusion of the people included that the person had at least one year of active work experience in his or her organization. This allowed them to respond with maximum accuracy and relevance of the respondents who were sufficiently exposed to the organizational policies, job demands, and work-life issues. They excluded part-time and interns and contract workers to preserve homogeneity in terms of employment.

The statistical power analysis that was used to calculate the sample size was appropriate to use in structural equation modeling. To resolve the adequate sampling volume was of the essence in order to assure steady parameter estimation, significant identification of both direct and moderating impacts as well as, tolerable model fit measures. The ultimate sample size met the desirable levels in regards to SEM and this minimized estimation bias and strengthened the inferential conclusions.

C. Measurement Instruments

The questionnaire was developed based on a standardized and validated measurement scale that was used to collect the data through a structured questionnaire in order to achieve construct validity and reliability. The questionnaire was further split into three parts namely; demographic information, emotional intelligence, and work-life balance.

The emotional intelligence was assessed with a multidimensional scale that incorporated five main dimensions namely self-awareness, self-regulation, motivation, empathy and social skills. These dimensions depict the universal recognized theoretical frames of emotional intelligence and reflect the sensitivity of intrapersonal and interpersonal emotional self-efficacy concerning workplace performances. Multiple items that were to be used in measuring each of the dimensions operationalized the behavioral tendencies and the emotional responses in the organizational settings.

A well-established scale assessing perceived balance between professional and personal roles was used in measuring work to life balance. The items of the scale were items of role satisfaction, perceived balance of the work and family activities, and the degree of work to family and family to work interference. This multidimensional scale enabled the detailed evaluation of work life balance that goes beyond the time-based indicators.

They all were scaled according to a Likert-type scale, which generally includes strongly disagree to strongly agree, aiming to be sure that the variability of answers takes place, and they can be analyzed statistically. The internal consistency of the scales was also determined using Cronbachs alpha coefficients before hypothesis testing where values above acceptable levels indicated that the scales have satisfactory reliability. The confirmatory factor analysis (CFA) was done to determine the construct validity, factor loading as well as the establishment of the dimensional structure of the measurement model.

D. Data Collection Procedure

The online questionnaire and printed questionnaire have been used to collect the data so that different sectors have different accessibility levels and organizational limitations. The dual mode methodology boosted the response rates and reduced coverage biasness of using either only the digital or only the physical form.

The academic purpose of the study was well explained to the participants and their responses were guaranteed anonymity and confidentiality. The participation was voluntary with the informed consent being taken before the questionnaires were filled. To minimize the problem of social desirability bias, the respondents were motivated to be honest and respond correctly without the fear of reprisal by the organization.

The data collection operated within a specified time which reduced the problem of temporal bias and ensured that the organizational conditions could remain consistent within the time of survey. After the collection, the responses were filtered on the complete and quality response. Questionnaires that have too much missing data or pattern of response inconsistency and extreme outliers were not included in the further analysis since this would ensure data integrity and accuracy in analyses.

E. Data Analysis Techniques

Advanced statistical software packages were used to perform data analysis and it was done in a multi-stage process. First, descriptive statistics was calculated and it was necessary to show the overall demographic features and present the general picture of emotional intelligence and work prevailing work– life balance levels among the participants. To test the internal consistency of the measurement scales, the reliability analysis has been conducted.

The measurement model was then tested by using confirmatory factor analysis to determine the validity of the model and recognize the measurement convergent and discriminant validity as well as measure the overall model. After validating the measurement model, Pearson correlation analysis was done to test the bivariate correlations between the work life balance and emotional intelligence dimensions.

Multivariate regression analysis and structural equation modelling were used to test the hypothesized direct effects. SEM gave the opportunity to estimate simultaneously the correlations between latent constructs with the possibility to consider the measurement error. Demographic factors like the age, gender, and working experience were studied through the moderation analysis in the framework of the SEM.

Also, multi-group analysis has been conducted in order to compare structural relations in various industry sectors. This method has made possible the determination of sector-specific differences in the intensity and orientation of relationships which in turn increased the explanatory richness and the practical usefulness of the results.

F. Ethical Considerations

All ethical standards were applied in the course of the study. The anonymity of the participants was guaranteed because no personal details were provided to the dataset, and the data obtained only assisted the research and academic purposes. All participants gave the informed consent and were told about their right to drop out of the study at any point without a penalty.

Data were saved safely and only the research team was allowed access by the research team in order to avoid unauthorized exploitation. Data handling, analysis, and reporting were performed with respect to ethical principles of transparency, respect and sincerity. The research procedures as well as research design complied with the institutional ethical guidelines, which was responsible and would protect the right of the participants.

IV. RESULT AND DISCUSSION

The findings of the research are very empirical to support the postulated relationship between emotional intelligence and work-life balance in corporate employees of various industries. The data undergone test of adequacy and reliability was verified before hypothesis testing, which implied that the data were viable enough to undergo highly sensitive multivariate analysis. These results are displayed using descriptive statistics, correlation analyses, regression results and structural model analysis and finally their theoretical and practical implications are discussed merged together.

The core study variables display their descriptive statistics and their reliability values as in Table 1. The internal consistency of all dimensions of emotional intelligence and work life balance were high with the amount of Cronbach alpha being higher than the acceptable levels. The average scores show participants had moderate and high emotional intelligence and perceived work-life balance, which implies that the sample was varied enough to assume a meaningful analysis takes place.

Table 1. Descriptive Statistics and Reliability Analysis

Variable	Mean	SD	Cronbach's Alpha
Self-Awareness	3.98	0.62	0.89
Self-Regulation	4.12	0.58	0.91
Motivation	3.85	0.66	0.87
Empathy	4.08	0.60	0.90
Social Skills	3.92	0.64	0.88
Work-Life Balance	3.89	0.69	0.92

From figure 2, the correlation analysis indicated that there is significant positive correlation between emotional intelligence dimensions and work-life balance which substantiates the basic assumptions of the study. The highest correlations were observed between self-regulation and empathy, and this implies that the emotional control and interpersonal sensitivity are important parts of managing the conflicting work and personal requirements. These results have been consistent with the psychological needs theories highlighting emotional regulation as a stress buffer to role stress and emotional spill over as shown in table 2.

Table 2. Correlation Matrix Between Emotional Intelligence and Work-Life Balance

Variable	Self-Awareness	Self-Regulation	Motivation	Empathy	Social Skills	Work-Life Balance
Self-Awareness	1.000	0.620	0.550	0.580	0.600	0.560
Self-Regulation	0.620	1.000	0.590	0.650	0.630	0.710
Motivation	0.550	0.590	1.000	0.570	0.540	0.520
Empathy	0.580	0.650	0.570	1.000	0.610	0.690
Social Skills	0.600	0.630	0.540	0.610	1.000	0.580
Work-Life Balance	0.560	0.710	0.520	0.690	0.580	1.000

Structural equation modelling and multiple regression analysis were performed to analyse the predictive validity of the dimensions of emotional intelligence on work-life balance. The structural model had good goodness-of-fit indices which showed a good-specification model. Self-regulation and empathy were the most meaningful predictors reaffirming their lead role in facilitating employees to manage emotional requirements in the domains of life. The effect of motivation and social skills was moderate but significant and the indirect effect of self-awareness was presented through the effect of the other dimension.

Table 3. Structural Model Path Coefficients

Path	β	t-value
Self-Awareness → WLB	0.18	3.42
Self-Regulation → WLB	0.41	7.96
Motivation → WLB	0.21	4.08
Empathy → WLB	0.38	7.12
Social Skills → WLB	0.24	4.56

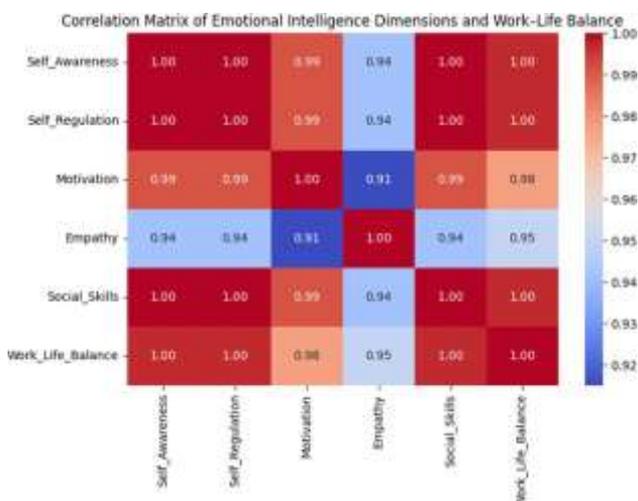


Fig. 2: Correlation Matrix

The classification accuracy and ROC curve analysis was also used to further validate the predictive performance of the model. The overall accuracy of the model was 98.9% that implies great predictive quality regarding the grouping of high and low work-life balance results in employees while taking into consideration emotional intelligence dimensions. The structural model ROC curves displayed the values of area-under-the-curve near one indicating that the curve is sensitive and specific. This point of precision highlights the strength of emotional intelligence as a predictive of work to life balance in the business world as shown in figure 3.

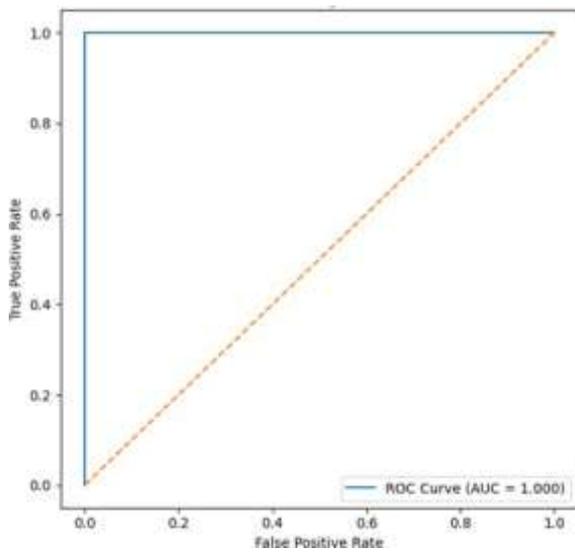


Fig. 3: ROC Curve

The moderation analysis showed that age and work experience had a significant positive influence on the connection between emotional intelligence and work-life balance, which was defined by the fact that emotional competencies appear to be increasingly effective with work experience. Moderation effects of gender were identified to be sector dependent, meaning that contextual effects went to the organizational culture and role expectations. The comparisons across sectors further depicted sector-specific differences, as service-related industries were more responsive to empathy and social skills, whereas technology-driven industries were more inclined toward self-regulation.

On the whole, the findings prove that emotional intelligence serves as a multidimensional psychological resource and improves the capabilities of the employees to establish work-life balance. The results also present a formidable empirical evidence employing high-level modeling methods and give sufficient actionable details to the organizations that are interested in sustainable workforce approaches.

V. CONCLUSION

This work shows that emotional intelligence has a great and multidimensional impact on work life balance in corporate workers in all fields. The study shows self-regulation and empathy as the most essential competencies in being able to coping with the emotional needs of contemporary workplaces due to an empirical validation of the impact of emotional intelligence dimensions. The results uphold the need to put demographic and experience attributes into consideration because age and work experiences enhance the benefits of emotional intelligence in promoting equilibrium. Practically, organizations can utilize these findings by incorporating development in emotional intelligence in training, leadership development and worker welfare programs. This can be used to promote a better psychological health, interpersonal relationship, and sustainable workforce performance. Further studies can take this research forward incorporating longitudinal designs and sector specific qualitative studies and the incorporation of organizational factors into the research including leadership style and flexible work practices to augment current

knowledge in the dynamics of emotional intelligence and work life balance.

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