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Harmonizing Organizational Culture: The Role of Emotional Intelligence in the Era of Artificial Intelligence

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Abstract. With technology evolving so quickly in today's world, incorporating artificial intelligence (AI) into organizational settings presents opportunities and challenges for fostering a cohesive and thriving organizational culture. This article explores the pivotal role of emotional intelligence (EI) in harmonizing organizational culture within the era of computational intelligence. The infusion of AI technologies into workplaces is redefining traditional organizational dynamics, impacting how employees interact, collaborate, and make decisions. While AI offers unprecedented efficiency and automation, it also introduces complexities related to human-machine interactions and organizational dynamics. Emotional intelligence catalyzes fostering a positive and adaptive organizational culture amid AI integration. Leaders and employees with high EI are better equipped to navigate ambiguity, build trust, and cultivate meaningful relationships, which are essential in a technology-driven environment. Moreover, emotional intelligence complements AI by emphasizing human-centric skills that are difficult to replicate through automation. Furthermore, it explores how organizations can integrate EI assessments into recruitment, training, and performance management processes to foster a culture that values emotional intelligence alongside technical proficiency. By emphasizing the symbiotic relationship between emotional intelligence and AI, organizations can cultivate environments that embrace innovation while preserving human-centered values. This approach is essential for nurturing resilient and adaptive organizational cultures that thrive in an era characterized by technological disruption and rapid change.

Keywords. Organizational Culture, Emotional Intelligence, Artificial Intelligence, Employees.

INTRODUCTION

In the process of change that occurs in modern society, organizational culture is a major influence in transforming the human factor. Culture is a crucial and indispensable ingredient for organizational advancement. It is one of the variables that define the performance and success of the organization's activity. Businesses understand that they cannot advance solely through technology or tools; instead, people's skills and performance can have a significant influence. [3]. Information technology (IT) has advanced recently, changing the way society, the economy and the public sector are developing economically. The fourth industrial revolution's emerging wave (4IR)), has made it imperative for the business sector to employ artificial intelligence (AI) practices to open new and innovative opportunities to their existing capabilities. These days, AI-assisted analysis, simulation, and hypothesis are crucial for strategy, innovation, and decision-making at all organizational levels. To put it briefly, the advent of AI has created previously unheard-of opportunities to raise the value of already-existing firms. The primary cause of the current adoption obstacles and problems is a lack of knowledge about how AI resources affect different organizational environments [14]. Therefore, to ensure the success of integration, it becomes essential to comprehend and recognize the relationships between corporate culture and AI resources.

Similar to earlier innovative technologies, artificial intelligence (AI) and machine learning are developing rapidly, which is both exciting and unsettling [4, 5, 6]. It's exciting to think about all the ways our lives could be made better, from scheduling to medical diagnosis, but it's unsettling to think about the social and emotional fallout, especially when it comes to our work [9]. As a machine learning advances, we all need to acquire new skills to differentiate ourselves from the herd. Which ones, though? It has long been anticipated how AI and automation/robotics would affect labor markets and workforces [16]. More than three thousand truck drivers will need to search for other work due to self-driving cars while manufacturing jobs—which already number 12 million and are declining—will continue to be eliminated by robotic production lines like Teslas. However, this is only the start of the disturbance. This is

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going to be a far greater variety of "thought" employment as opposed to "executing" jobs that are affected by AI's rapid advancement [18]. We are discussing things that, at one point, we would not have believed we could accomplish without the help of a real, competent person, positions as a teacher, physician, a stockbroker, financial advisor, marketer, and business consultant.

These three qualities allow these highly qualified individuals to command hefty prices. Their speed and accuracy in completing the early rote duties; their judgment and expertise in selecting a course of action and their deftness in directing clients in that direction. AI and machine learning will quickly surpass the previous two capabilities, which will change the skill set needed by workers who want to remain in these fields as AI transforms them. Some may argue that we will never be able to trust computers to make crucial decisions about our finances and health, but this is 20th-century thinking. Yet, a new generation is interacting with intelligent devices that they value and frequently find appealing. Moreover, it's difficult for anyone to contest the outcomes. Investors are switching from pricey, actively managed funds to better-performing passive ones, while IBM's Watson is already solving medical issues that doctors find impossible to solve. Some of our most cherished job pathways are already losing significance.

METHODOLOGY

Reviewing the literature while utilizing a secondary data is the study method. Databases and libraries were used to gather the literature for this study. Well-known worldwide databases including Emerald, Science Direct, ProQuest, Ebsco, Springer Link, and JSTOR were used to gather information and also from international journals. In addition, literature that touched on the subject was reviewed.

LITERATURE REVIEW

Primary Objective of the Study

To do an in-depth literature review assessing how to harmonies the Organizational Culture with Emotional Intelligence and Artificial Intelligence. Conceptual Framework of the Study shown in Fig. 1.

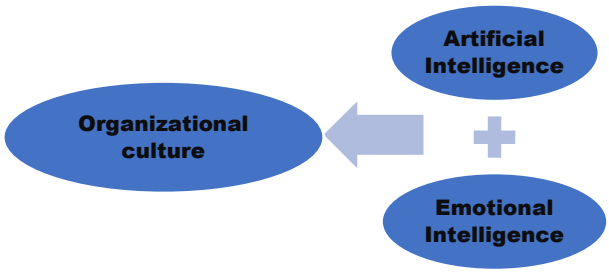

FIGURE 1. Conceptual Framework of the Study

Organizational Culture

An author described organizational culture as a collection of core values that a group acquires via problem-solving processes that involve internal integration and external adaptation. The method is then judged legitimate and sufficient to be taught to new group members so that they will experience and respond to those issues in a similar manner. Organizational culture provides the core values, beliefs, and concepts that support an organization's management system. Furthermore, individual and collective behaviors, perspectives, and ideas, and values are shaped through methods of management and actions that support and exemplify these fundamental ideas [7] [2]. An organization's culture consists of the following four basic elements are typically as follows [8].

1. Strategic and policy – refer to the rules that establish how employees interpret the organization's vision, a mission, and values and how to translate them into measurable objectives for groups.
2. Management procedures - The procedures used by a company to manage and organize changes, human resources, administrative, goal-setting, breakthroughs, and interaction
3. People - The blending of the needs and requests of the workforce with those of the business, including a balance between work and life, a tangible physical workspace, and direct communication between managers and staff, particularly when it comes to handling conflict, diversity, and interdepartmental relations [20].
4. Leadership: How staff members feel about bolstering the leadership in particular sectors. As Individuals and guidance are regarded as the cornerstones of an unofficial grouping that exert a significant impact on the staff member's behavior, an employee's preferred management style and their interactions with the primary leadership style also contribute to the development of an organization's culture [7].

Interactions between people and organizations shape organizational culture, a social phenomenon. It is impossible for organizational culture to exist without individuals and the traits that could be used to explain it, such as subjectivity, irrationality, and emotionality. In light of this, emotional intelligence became increasingly important in order to empower the organization to influence its culture and the actions of all levels of employees. It is generally acknowledged that EI has a crucial function in occupational settings, despite the paucity of research on the subject.

To determine the connections between corporate culture and types and emotional intelligence competencies, Tolmats and Reino conducted a study in two Estonian business sectors using Framework of Dual Values. The study's findings indicate that those with more emotional intelligence rated organizational culture more highly than those with reduced capacity for emotional awareness. Findings from the research validate the theory that raising employees' emotional intelligence can help the business develop its organizational culture because it is typically positively correlated with Organizational cultures are based on rational goals, open systems, and human relations. While the Open System organizational culture promotes growth, dynamics, imagination, and adaptability, the Human Relations organizational culture places a higher priority on morale and leadership, and the Rational Goal organizational culture is concerned with achieving high performance, productivity, and efficiency [11].

Another study by [10] aimed to look into the relationship between organizational learning, Corporate culture and mental capacity in Kermanshah's service-oriented enterprises. The results demonstrated that emotional intelligence influences things effectively in Corporate society. The results of this research demonstrate a clear correlation within the elements of Corporate society & emotional intelligence, with the largest correlation being found between self-stimulation and organizational culture. In this situation, developing emotional intelligence may open the door for the company's organizational culture to emerge [10].

EMOTIONAL INTELLIGENCE

In previous research, the potential to observe and distinguish the Empathy and attitude of a person and others, where the information is used to direct one's activities and beliefs. Meanwhile, according to [17], The capacity to comprehend one's own emotions as well as those of others stay motivated, & effectively control feelings, both personal and those of others is known as emotional intelligence. For example, someone who has a high emotional quotient, the capacity to sympathize with others, and the capacity to quickly adapt to new situations. For example, an individual may control their emotions, feel satisfied, and create the desired atmosphere with good emotional intelligence. In previous research they explain that the ability to identify feelings, connect with and elicit feelings to support thoughts, comprehend feelings and their significance, and genuinely regulate feelings to support intellectual and emotional development is known as emotional intelligence. They also say that the capacity to sense, comprehend, and use emotions as a selected the wellspring of human authority and power is known as emotional intelligence. Conversely, they explain that emotional intelligence is the capacity of an individual to recognize and control emotional cues and information. Goleman [19] mentions five aspects of emotional intelligence as follows: 1) identifying feelings. The capacity to identify emotions as they arise is known as self-recognition. This capacity or awareness of one's personal emotions is the cornerstone of emotional intelligence known as meta mood. 2) Control your feelings. The capacity to control one's feelings to get them out properly to achieve balance within oneself. This capacity is the capacity to console oneself, let go of tension, irritability, or anxiety and the negative effects it has, and rise from a bad situation. 3) Motivate Yourself. Self-control or refraining from complacency and controlling impulses are the cornerstones of success. One must have the motivation and positive feelings within. 4) Empathy. The capacity to identify other persons or show concern is a sign of empathy. People with empathy, for instance, are able to read social cues that show all that others require in order to accept different viewpoints and be attentive to their feelings. 5. Social Competencies.

Building relationships is a skill that contributes to success, popularity, and leadership. The ability to communicate is an essential skill in an successful relationship building.

ARTIFICIAL INTELLIGENCE

The method of imbuing machines or computers with anthropomorphic characteristics is known as artificial intelligence. Put another way, artificial intelligence is the engineering and scientific of building devices that represent the essential characteristics of People. In the current STEM landscape, artificial intelligence is a commonly utilized vertical. An AI-equipped machine's primary functions include gaining knowledge, researching, delving into issues, coming up with accurate fixes, performing entity-level predictive analysis, and enhancing risk evaluations for particular features. Artificial intelligence is a composite of multiple fields, not simply one vertical. The automation of building a machine with human-like characteristics comes from the disciplines of biology, arithmetic, math, biology, neuroscience, computer science, philosophy, psychology, and sociology [3].

A Machine Learning

The science of Computers may now learn without explicit programming thanks to machine learning. AI is the primary application for it. Computers may now learn from experience and comprehend hierarchy thanks to machine learning. Put differently, machine intelligence is demonstrated to improve the effectiveness and execution of a specific collection of experience-based knowing. Machine learning has several uses, including pattern identification in handwriting from pens and pencils, handwritten zip codes from envelopes, character recognition in letter gaps, and font size differentiation [15]. Other significant uses are for the weather, banking statements, mechanical device diagnostics, preventing electric transformer failures, accelerating natural language interfaces, and testing spacecraft engines for space shuttles. Nowadays, machine learning is applied in a wide range of fields and, as it develops, provides us with security, stability, and dependability.

Deep Learning

Artificial intelligence has seen a breakthrough in deep learning, which is more sophisticated than traditional machine learning algorithms. Multiple processing layer computational models is made possible by deep learning, which also learns a wide variety of high-level abstraction data representations. Another method for expanding the technological potential of machine learning is deep learning. Among the uses are enhanced speech recognition, object detection, visual object recognition, and booming image, video, and noise tampering. Among the essential benefits of In-Depth Education is that its performance increases faster the more compressed data it gets.

Artificial Emotional Intelligence: Initiation, Research Insight

Well-known The MIT professor Marvin Minsky, who is credited with creating artificial intelligence, first suggested in "The Society of Mind" that computers should be able to feel emotions. He later released "The Emotion Machine: Logic Thought, Intelligent Machines, and the Next Generation of the Human Thought." Based on that point on, scientists and tech companies became interested in integrating the capacity for understanding and expressing emotions into machines. Only after the 1990s did the incorporating emotion into artificial intelligence begin to receive significant attention. Simultaneously, other researchers began developing machines that could induce, detect, manage, understand, and convey emotions.

Kansei engineering, a technique that blends emotion with engineering and is marketed as a "happy and comfortable" science, is another noteworthy achievement in this field. The resultant product or consequence of this technology is referred to as a "Kansei commodity." The "emotional information and psychology" initiative was first supported by the Japanese Ministry of Education in 1996. The initiative's goal is to study emotional information from the perspectives of psychology, information science and other important associated fields of study, as well as from a cross-disciplinary perspective. After established a structure for creating computers with emotional intelligence, several other researchers created machines that could perceive, interpret, control, and communicate emotions. In addition, it is undeniable that Japan has pioneered artificial emotion technologies globally. Significant advancements were achieved in the Industrial growth of personal robots, investigation, and Kansei engineering manufacture. With the well-known "Sony's Aibo robotic dog," which sold 6 million copies and generated a profit of USD 1 billion, robotics reached a new level. Other well-known products in this field are the emotional robots SDR-4X and QRIO. As artificial

emotional intelligence research advances, machines can now more effectively detect and identify human feelings, respond with improved abilities to prevent the worsening of negative feelings, and assist people in evaluating the skills and behaviors that can contribute to emotional intelligence. Applications' interactions with users is being altered by these skills; agents will now take human emotions into account and try to be less irksome. The diagram below effectively illustrates how a variety of disciplines, including Digital science, computational science, the field of psychology, physiological science, neuroscience, cognitive science, legislation, ethics, and aesthetic science, come together to produce the topic of affective computing, also known as artificial Emotional Intelligence.

The objective is to teach systems to communicate, reason, and think more organically in order to develop artificial emotional intelligence (AEI), as Microsoft research makes abundantly evident. bringing together specialists in a variety of fields, such as psychology, design, computational linguistics, using neural networks, reinforcement learning, and neural networks for language processing (NLP), researchers may address a range of problems, including creative HCI (human-computer interface) and conversational agents with emotional systems. Applying machine learning to the classification and modeling of multimodal emotional data streams as input to improve communication and human-computer interaction (HCI). They are utilizing deep neural networks that have been trained using methods from supervised, unsupervised, and reinforcement learning to build based on a substantial collection of multivariate emotion data and a robust tool platform. This is a rare chance to alter how systems are trained to comprehend and interact with others more naturally, leading to more intelligent communication. AI with EI shown in Fig. 2.[1]

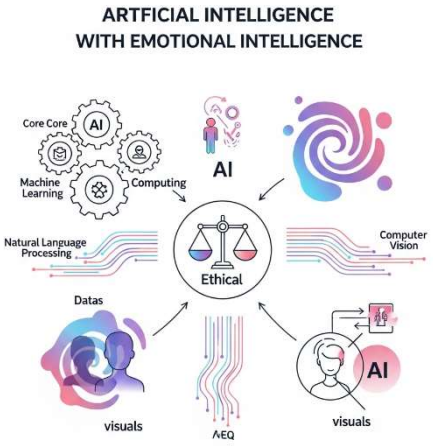

FIGURE 2. AI with EI

People convey their emotions through a variety of non-verbal clues, gestures, and body language, including voice intonation and facial expressions. Therefore, just like humans, artificial emotional intelligence ought to be able to perceive emotion through a variety of channels. Data has turned into the capital in today's technological and business environment, and it is vital to the success of the enterprise. Without question, "big data" had a major impact on the development of AI & EI. "Big data" is a large quantity, high-speed, and high-variety data resources that call for innovative, cost-effective information processing techniques to enhance comprehension and make decisions as the three Vs arrive at ever-higher velocities and in ever-larger volumes.

1. Volume, which describes the whole amount of big data, both organized and unorganized.
2. Velocity, or the rate at which information is obtained.
3. The term "variety" describes a range of data kinds, including unstructured, semi-structured, and standard-structured data as well as a text, video, and audio that need metadata to be analyzed.

Advanced learning algorithms that can record, analyze, and store peoples behaviors—such as desires, emotional triggers, prejudices, and behaviors based on friendships, communication, and cultural context—are being developed thanks to the emergence and support of big data. In order to build products and technologies in the structure of AI and artificial emotional intelligence, a multitude of data and information amassed by internet behemoths like Facebook,

Google, Microsoft, and Twitter from billions of people, and others is being exploited. AI is able to use a person's whole internet history, which typically contains more information about friends than a person can recall.

In Action: Artificial Emotional Intelligence and Organization

The vice president of research made the following prediction: "By 2022, more about your emotional condition will be known by your personal device than by your own family." in addition to Harvard Business Review Two months later, the University of Ohio published a landmark paper claiming that their method could now identify emotions more accurately than human subjects. Huang, et al., focused on the architecture of learning companion agents with emotion-filled facial expressions when working in the emotional intelligence earning area. The most significant finding in this study was the actualization of the change between the facial expression space in the facial expression module and the emotion space in the emotion module. AI Applications that can Support the Social Side of Work shown in Fig. 3.[13].

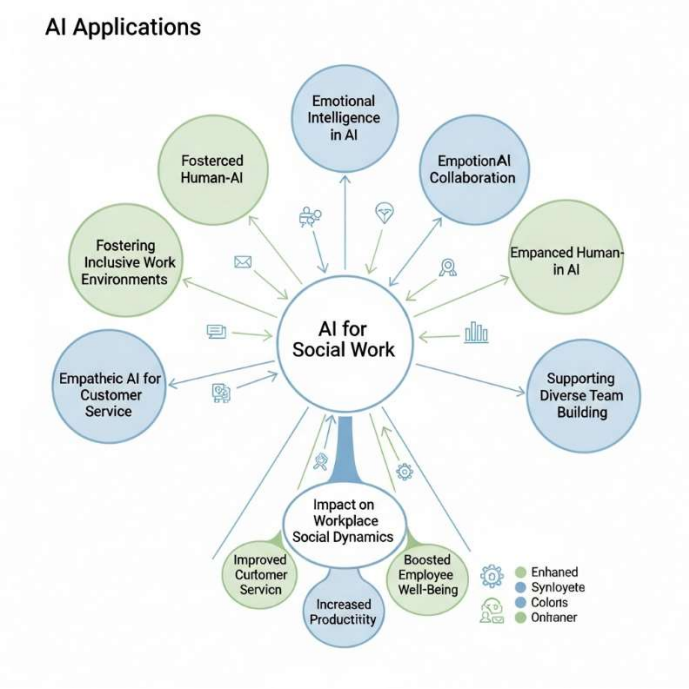

FIGURE 3. AI Applications that can Support the Social Side of Work

A model of a decision support system in a disaster setting was developed [12]. It integrates emotional behavior, personality traits, and external events that can impact an agent. An avatar of a teacher in virtual reality can control students' gaining knowledge of psychology by using the concept of affective learning, which the author proposed as an emotive roaming agent electronic learning system that can recognize & analyze students' various nostalgic states based on learning styles. An author conducted research on integrating several elements such as voice recognition, emotion inference, virtual agents, and speech recognition into an educational setting for students. Despite the fact that the voice capture analysis was effective in identifying the student's emotional state and providing relevant dialogue in response to agent-student interaction described a fuzzy-logic-based system designed to elicit feelings from an online retailer or the avatar.

By precisely interpreting environmental input, a successful webpage can be recommended by a system of recommendations built on an emotional internet surfer developed by previous research. on users' emotions. To handle emotional data efficiently, the author suggested a Distributed environment with MAS that uses agents. In the crucial field of multi-agent systems (MAS), attempts are being made to take advantage of logical techniques that offer strict details of how feelings ought to be expressed in a synthetic agent. Enabling software representatives to identify emotions using verbal, nonverbal, and textual clues and convey emotions through gestures and voice has been the main focus of recent research in this field. In the Harvard Business Review, previous research discusses the present uses for Emotional AI.

DISCUSSION & CONCLUSION

Comparing the use of Emotional Artificial Intelligence to more conventional forms of AI today, the former offers a far more comprehensive perspective on how machines may assist people. Conventional AI, which deals with mathematical computations in scientific domains, and reasoning to solve problems and become experts in a short amount of time. AI can expand into new fields of research if emotional intelligence is incorporated into it. There are other fields that can be discovered, including construction, healthcare, education, and consulting. Emotional bias is used in all of the areas to help those who are struggling with emotional issues become more stable. Emotional intelligence (EI) has gained popularity as a new field of human ability to foresee achievement on an individual and organizational level, in both scientific and non-scientific settings. Artificial Intelligence has become a ubiquitous phenomenon in business, replacing human labor with machines.

We must implement the ideal artificial intelligence agent with cutting-edge emotional intelligence recognition to provide superior results and accelerate the development of artificial intelligence technology across all academic domains. This will resolve the issues that people deal with daily and build a relationship between people and machines to improve comprehension of difficult circumstances. Future generations of workers may benefit from effective and organized approach thanks to the development of AI in the area of organizational culture. The article on Towards-Data Science claims that employees who are having trouble adjusting to the culture can benefit from the use of applications and personalized forms of artificial intelligence, which produce digital processing technology. Depending on the kind of learner each employee is, this approach can be tailored to suit their needs. for AI to cross-reference the student(s)' strengths and weaknesses. This will have a significant effect on the foundation of learning.

These days, the use of virtual assistants like Sophia and Artificial Intelligence portrays emotional intelligence. Speech, voice, and joint movements can all be used to track an agent's emotions in these highly developed machines. This acknowledges that virtual assistants can identify emotions based on speech tonality, which improves user interaction precision. Humanoid robots and autonomous vehicles will be able to usher in a new era of technological advancement shortly. Organizational culture involves the automation of mundane and repetitive tasks, freeing up the employees' time to concentrate on more crucial responsibilities. Artificial Intelligence technologies in day-to-day HR practices. Digitalization and Artificial Intelligence are the need of the hour for every business to survive and compete in the market. As humans are the major resources of any organization, a manifestation of digitalization and Artificial Intelligence in Human Resource practices is beneficial. This article's main goal is to comprehensively examine how organizational culture plays a role in Artificial Intelligence and Emotional Intelligence in focus to improve the efficiency of the organization. The main the objective of this review article is to enrich the existing kinds of literature related to the topic. In the end, the researchers concluded that Organizational Culture ensures that transition is managed effectively to minimize disruption and maximize the benefits derived from emotional Intelligence and Artificial Intelligence. Furthermore, it was discovered that emotional intelligence and artificial intelligence work best together because they promote creativity, data-driven decision-making, and constructive organizational improvements.

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