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Exploring the Nexus of Artificial Intelligence, Emotional Intelligence, and Leadership in the Business Landscape: Implications for AI Integration and Organizational Success

Vandana Jain* & Varsha A Malagi**

Assistant Professor, Dept of Psychology SDM College (Autonomous) Ujire, Affiliated to Mangalore University
**Assistant Professor, Department of Liberal Arts, Humanities & Social Sciences, Manipal Academy of Higher Education, Manipal, India.*

Abstract: The future of artificial intelligence (AI) is predicted to perform complex and crucial jobs for companies. We don't know how intelligent AI can grow or what its limits are today. AI development boosts productivity, efficiency, and company profits. Due to its efficiency, AI has already taken over and streamlined many human functions. As AI develops, human traits become rarer, making them more valuable. AI development also worries and frustrates some workers. Today's leaders must notice and immediately address AI opposition. Thus, emotional intelligence improves communication and understanding. This paper will analyze how business literature presents the influence of artificial intelligence on businesses and leadership, as well as how emotional intelligence might help firms better integrate AI. How will AI affect leadership? How will EI impact leaders' AI implementation and use? Qualitative text and phenomenography analyses of scientific and web articles address the paper's goal. This paper analyzes leadership and organization perceptions of AI and EI. From the paper, leaders and decision-makers can learn how to implement AI in enterprises. The paper also calls for more investigation.

Keywords: Leadership, leadership styles, artificial intelligence, machine learning, emotional intelligence, qualities, motivation

I. Introduction

The rapid technological development in today's world is something none of us has missed. The use of artificial intelligence (*hereinafter* referred to as AI) is advancing at a high rate, and new technologies and new areas of use are being established. Digitization is now an important part of our daily lives (Muljani & Ellitan, 2019; De Cremer, 2019; Schwab, 2016). All this is part of the fourth industrial revolution, also called the Industrial Revolution 4.0. This era is characterized by digitization and automation that cause rapid technological development to strengthen globalization and improve people's quality of life (Muljani & Ellitan, 2019). Today, many companies are already developing and introducing the application of AI. According to estimates made by PwC, advances in AI will lead to a 14% increase in global gross domestic product by 2030. This will be primarily due to productivity gains from companies automating processes and streamlining existing workforces with AI technology. As AI improves current products and services, it will increase demand for these (Strategy & PwC, u.å).

This development provides opportunities and challenges for industries and companies to survive global competition. Companies must adapt to the developments to keep up with the rapid and ongoing changes. This means that some companies and industries may slowly disappear. A simple example is the newspaper industry, which is almost completely replaced by online media (Muljani & Ellitan, 2019). According to Schwab (2016), the ongoing revolution transforms humanity because it changes our everyday lives at a speed we have not experienced before. It creates limitless possibilities and gives rise to life-changing technological breakthroughs in several fields, including robotics, automation, and AI. These innovations are still considered in their first stages and have a long way to go. This revolution affects all industries, and many new business models are emerging. In addition, a paradigm shift is taking place on the social front, which affects how we work, communicate, express ourselves, and develop our skills (Schwab, 2016).

A paradigm shift on the social front suggests that it's not just businesses that will face enormous challenges to keep up. Organizational leaders will, too, and leadership is facing new challenges. To be a successful leader in these times, it is required that they keep up with the rapid changes in the business climate that are taking place and that they can adapt leadership to fit into this era (Tulasi, Lukito, Wahyu & Ellitan, 2019). David Lancefield, a partner at PwC Strategy, believes that leaders face the real challenge with AI as they need to rethink the organizational structure within their business to ensure that AI is applied correctly. In this way, AI's benefits can be realized (Strategy and PwC et al.).

However, there is both a positive and a negative attitude towards AI. The negative attitude towards AI stems from people who point out the potential negative impact that AI can bring and also from certain concerns and uncertainty about the risks of AI (Strategy and PwC et al.). Many feel that humanity and soft values are slowly diminishing due to this revolution. This approach to AI increases the importance of leaders who are smart enough to work in a world almost dominated by AI and who simultaneously have the qualities that are in demand and that machines lack (De Cremer, 2019). Schwab (2016) states that the more digitized and technological the world becomes, the more the need to feel the human touch, human relationships, Empathy, social skills, and social contacts increases (Schwab, 2016).

De Cremer (2019) writes that it is very important that a leader is empathetic and able to handle and understand employees' feelings. A paper by Dietvorst, Simmons, and Massey (2015) shows that people often feel a certain algorithm aversion, which means they prefer feedback from other people rather than from a machine, even though feedback from algorithms and machines is usually more accurate. This leads us to emotional intelligence (*hereinafter* referred to as EI). Schwab (2016) highlights EI and emphasizes that to move forward in these times, leaders need to master four types of intelligence, which he believes are contextual, emotional, inspirational, and physical. De Cremer (2019) believes that the leader's understanding and communication with employees are becoming increasingly important, and EI is increasingly in demand (Dietvorst, Simmons & Massey, 2015).

Despite the negative attitudes and concerns of some, it is a matter of course that AI will make work easier for many, including leaders. AI will have a significant role for organizations in the future, and the leadership role will be affected by this development (Brynjolfsson & McAfee, 2016; Kolbjørnsrud, Amico, & Thomas, 2016; McAfee, Goldbloom, Brynjolfsson & Howard, 2014). It is, therefore, important for leaders to understand how and when to use AI and what kind of support it can give them. The new technology provides a lot and can improve and take over many tasks performed by humans (De Cremer, 2019). Brynjolfsson and McAfee (2016) write that

organizations must adapt their leadership and the qualities they look for in leaders when AI takes on an increasingly large role in organizations.

Today, much of a manager's time is spent on administrative work, coordinating employees, and monitoring work processes. These tasks will be facilitated by AI, which in turn frees up time for the leader to do other things (Kolbjornsrud et al. 2016). McAfee et al. (2014) believe that AI can present data and provide answers, but leaders must know what the data will be used for and what questions will be asked. The development must also be combined with leadership and characteristics of leaders who can maximize the efficiency in the use of AI and simultaneously of the organization's innovation capacity and the employees (Brynjolfsson & McAfee, 2016). McAfee et al. al (2014) believe that it is clear that AI will streamline processes and make it easier for leaders, but that there is a lack of understanding of how the leadership should implement and use AI and combine it with increasing innovativeness and motivation of the employees.

II. Problem discussion and problem formulation

With AI taking over more and more and different work tasks will be able to be carried out by AI in the coming years, it is interesting to ponder whether organizations will be run by robots that take over the leadership. Leadership, on the other hand, is complex, and for leaders to make decisions, an entire context, or the entire context, as well as social components, must be taken into account. A leader should possess key skills, such as emotions and Empathy, which are skills that robots today do not possess. Concerning robots, humans have a broader sense of certain types of intelligence that are crucial to being able to consider people's needs and values when decision-making takes place (De Cremer, 2019). Huang, Rust, and Maksimovic (2019) argue that simpler and repetitive tasks will be automated but that more complex and creative tasks will probably remain the responsibility of humans. The technological developments that are taking place indicate that soft values such as EI may become increasingly important for future leaders (Chamorro-Premuzic, Wade & Jordan, 2018). However, there are differing opinions here, as some believe that AI can also perform more human and creative tasks (Singh & Bera, 2020) because, for example, AI can already create art and music (Christies, 2018).

There is thus no ambiguity about the fact that AI is becoming more and more common and that it is being implemented more and more in companies around the world. Nor about the fact that it affects our everyday lives and will do so more and more in the future. Research on this subject takes place widely, and many researchers paper the field of leadership. On the other hand, there is uncertainty about the significance of AI's development for leadership roles in the future. Although AI will have a major impact on the leadership role, it is unclear what it will look like (Liboni et al., 2019; Brynjolfsson & McAfee, 2016). Regardless, AI is expected to change the leadership role and create certain problems for humans as AI threatens to take over certain tasks, which can lead to stress and lower productivity (Brougham & Haar, 2017). Relationships between AI and humans will develop more and more (Silva et al., 2017; Ferreira, Rabelo, Cavalcanti & Silva, 2020; Haenlein & Kaplan 2019), which should affect the role of leader. Even though a lot of research regarding AI, leadership, and EI exists regarding each subject, a lack of research connects them. This paper fills this gap through a literature review that connects the topics and studies how the role of leadership changes when AI is implemented and used.

III.   Theoretical Underpinnings

Leadership

According to Hunt and Fedynich (2019), scholars disagree on defining a leader and what attributes they should have, mainly because leadership is still being defined. Although there is no uniform definition of leadership, the authors believe it is vital to look at the evolution of leadership literature to understand contemporary leadership research and effective leadership strategies. Forslund (2016) defines leadership as influencing others to reach a goal. Cohen (1990) defines leadership as inspiring people to perform at their best. Leadership is ongoing, according to Jönnson and Strannegård (2014). Leadership requires balancing organizational and employee interests (Lindgren, 2012) and listening, supporting, and motivating employees (Jansson & Ljung, 2011). Leadership styles vary (Forslund, 2016; Lindgren, 2012; Bass & Riggio, 2014).

Leadership types

Coaching has its roots in athletics and competition, but it has become a major aspect of leadership and emphasizes helping employees achieve their goals (Forslund, 2016). The coach's job is to help each person reach their greatest potential (Berg, 2007). Forslund (2016) states that coaching usually involves positive feedback and development support. Coaching focuses on individual interactions between the leader and the people he coaches and is solution-oriented (Gjerde, 2012). scenario-based leadership holds that a leadership style's effectiveness depends on its environment and scenario (Forslund, 2016). Situation-based leadership means the leader adapts to his audience, expertise, personality, and situation (Forslund, 2016). Jansson and Ljung (2011) say situation-based leadership incorporates coaching and task delegation. Forslund (2016) describes two leadership adaption approaches. Hersey and Blanchard's method suggests that leaders should initially be clear and instructive, then become more participatory and focus on relationship building as the group matures. Fiedler's model bases leadership on three criteria: (1) the leader's relationship with employees, (2) how well the task is designed, and (3) the leader's authority. Leadership should focus on connection development if it's in the medium and task-oriented if it's extreme (Forslund, 2016).

Transformative leadership inspires, motivates, and values the leader-employee relationship (Forslund, 2016). The transformative leader is adept at expressing and sharing his visions, inspiring and motivating colleagues to be more committed (Forslund, 2016). According to Bass and Riggio (2014), transformative leaders inspire loyalty and trust and make people feel like their work is important, which improves performance. Transformative leaders listen as much as they talk and understand employees, which needs Empathy (Jansson & Ljung, 2011). Transformative leadership creates a feeling of community and motivates people to look out for the group rather than the leader (Bass & Riggio, 2014). Transaction-based leadership involves leaders and employees exchanging achievements and rewards or penalties based on performance (Jansson & Ljung, 2011). Positive feedback in the form of encouragement and reward must be repeated until the employee understands that high performance leads to more rewards (DuBrin, 2015). Transactional leaders provide explicit instructions on how to do tasks (Clegg, Kornberger & Pitsis, 2008). Transactional leaders must monitor and measure employee performance to reward or punish them (Zareen, Razzaq & Mujtaba, 2015).

Leadership traits

Leadership abilities can be learned, improved, and developed, but a leader's character and personality are harder to change (Northouse, 2018). Character and personality traits are harder to cultivate than leadership skills. Hence they are more significant in recruitment (Northouse, 2018). Leadership skills include planning, encouraging personnel, and strategic thinking, whereas character traits and personality include integrity, social ability, and extroversion or introversion

(Yukl & Kaulio, 2012). Bass et al. (2008) feel that leaders need different qualities in different organizations and scenarios and may need to update their attributes as the organization evolves and new situations arise. According to Mumford, Zaccaro, Harding, Jacobs, and Fleishman (2000), leaders must develop and change. The model is built by Mumford, Todd, Higgs, and McIntosh (2017). The three-skills model by Katz (1955) describes the attributes they think leaders need.

Artificial intelligence

AI is a popular term that lacks a unified definition, according to Velu and Vasanthi (2020). AI involves developing machines and making them more intelligent. The authors write, "Technically speaking, Artificial intelligence is an integration process between cloud computing, network devices, robots, computer, and digital content production and in various business processes, systems, and daily life operations" (Velu and Vasanthi 2020; p.392). Merriam-Webster (2018) describes AI as robots that can imitate human intelligence and human behavior, while Kokina and Davenport (2016) believe that AI includes any technology that can perform tasks that involve some form of cognitive ability. A problem with AI is that the technology included in the concept changes. Frankenfield (2020) writes that when AI technologies become part of everyday life and are taken for granted, they are no longer called AI because the term itself is associated with future technologies. Velu and Vasanthi (2020) also highlight that companies must embrace AI because it is a revolutionary technology that is changing many industries.

AI can bring a large number of opportunities to the business world, examples given by Velu and Vasanthi (2020) are that AI helps to reduce market risks by detecting trends in data, improves customer service by using virtual personal assistants, and AI also helps to detect compliance errors by to be able to analyze a huge amount of documents in a company's server. One reason AI can improve and streamline many processes in companies is its ability to quickly analyze large amounts of data; for example, AI works 10 million times faster than human neurons (Paasschen, 2017). AI uses various tools and technologies such as data mining, language processing, machine learning, robotics, and pattern recognition. Compared to human intelligence, AI is highly scalable and consistent, leading to major cost savings and the minimization of errors for businesses (Velu and Vasanthi, 2020).

Emotional Intelligence (EI)

Mayer et al. (2004) define EI as the ability to perceive, understand and manage emotions and use emotions to facilitate thinking. Goleman, Boyatzis, and McKee (2013) write that EI means the ability to motivate and feel Empathy for oneself and others and to manage impulses and frustration. EI is the ability to identify and respond to one's and other's emotions and the relationship between emotions and intelligence (Yukl & Kaulio, 2012; Schulze & Roberts, 2005). EI can analyze situations, make decisions, and helps build long-lasting and reciprocal relationships (Mayer et al. 2004). Schwab (2016) writes that EI is one of the most important characteristics in today's society, and EI can also contribute to a safer and better working environment (Lenka, 2021). Goleman (2001) also believes that EI is a more important factor for success for both organizations and individuals than IQ or education. Goleman (2004) made a model to explain EI, where EI is considered a set of social and emotional competencies that can contribute to better leadership.

IV. Methodology

The questions in this paper are answered from a qualitative perspective. When qualitative methods are used, the main purpose is to characterize and portray something. In other words, the characteristics of what the researchers choose to paper must be carefully described (Larsson, 1986).

Previous research on the subject is extensive. In this paper, a text analysis will be carried out to get an overall view of previous research and analyze empirical data using phenomenography. The paper has a deductive approach, starting from a theoretical frame of reference (Fejes & Thornberg, 2015). We start from the literature concerning a limited area as these sources are considered most relevant to the purpose of the paper and research questions. The theory is used partly to understand the research area and to analyze the empirical evidence (Kennedy & Thornberg, 2018).

We searched EMERALD and ScienceDirect for related publications. We used the keywords "((Leadership) AND (artificial intelligence) AND (emotional intelligence) AND (skill) AND (performance) AND (engagement))" and limited ourselves to the last 10 years (2012-2022) to find the most current and relevant articles. We also filtered out non-research articles. EMERALD returned 243 hits, and ScienceDirect 229 hits. We first selected relevant articles from all the hits after filtering out the ones we couldn't access. We then skimmed the abstracts and articles. Then 71 articles were chosen, and the others were discarded as irrelevant. The selected publications did not focus on business or were irrelevant to our paper. After carefully reading the 71 articles, we chose the ones that fit our objectives and queries. We found 18 scholarly papers for this paper. We used peer-reviewed, cited, and journal-published articles to confirm their reliability and importance.

In addition to these papers, we collected data from Retriever Research, a university library database. We searched for "leadership," "emotional intelligence," "artificial intelligence," "performance," and "skill" from 2012 to 2022. This initial search yielded 75 online items. We limited ourselves to "FORBES" and "Benzinga" because they had the most hits. We found 17 web articles, 1 of which was unavailable and 1 a duplicate. 15 web articles launched us. After filtering non-relevant articles using the above criteria, we have 6 web articles for the empirical component of this work. Text analysis collected data. Phenomenographic methods process empirical data. The paper's phenomenographic analysis relies on scientific journals, FORBES, and Benzinga online pieces. We found that since 2012, the quantity of articles written has steadily climbed. The table below shows an annual compilation of scientific and web articles from the media archive we found in our search from 2012 to 2022. However, until March 2022, this applies. Between 2019 and 2021, research articles increased considerably. Retriever Research's web articles show a rising interest and media coverage of this topic. From 3 meetings in 2012-2016 to 20 web pieces in 2017, interest has increased.

Article	EMERALD	ScienceDirect	Retriever Research
2012	3	3	NA
2013	4	4	NA
2014	4	5	3
2015	4	4	NA
2016	4	5	NA
2017	13	9	20
2018	26	16	9
2019	29	20	4
2020	60	44	18
2021	73	77	15
2022	23	42	6

Table 1a. Number of articles per year

Although the search was done on articles written in the last 10 years, the oldest of the 18 scientific articles selected was written in 2019, and the majority were written in 2021 and 2022. As for the

six web articles selected, the oldest was written in 2017. Hence, all the articles used to collect empirical evidence in this paper were written in the last five years. The table below shows how many used scientific and web articles were written in which year.

Article	Scientific articles	Web articles
2017	NA	1
2018	NA	1
2019	1	1
2020	1	2
2021	10	1
2022	6	0

Table 1b. The number of selected articles per year

V. Empiricism

AI for assistance

As AI advances, robots take over more tasks (Meister, 2019; Dwivedi, Hughes, Ismagilova, Aarts, Coombs, Crick & Williams, 2021). Even if AI takes some employment, new and old jobs are created. Thus, employees can view AI as a partner rather than a competitor (Yu, Xu & Ashton, 2022). Instead, people concentrate on cognitive tasks that need intellect that robots lack. Thus, AI and employees share tasks (Intel AI, 2018). Thus, firms must find the best balance between human and automated work. In today's society, AI is gradually replacing humans in various tasks (Intel AI, 2018; Dwivedi et al., 2021). AI will also require additional jobs. AI is expected to create more employment than it eliminates (Intel AI, 2018). AI will handle regular activities while humans focus on personal, human, and intuitive ones. AI assists with jobs that take too long for humans and frees up time for other things. PwC predicts that AI investments will enhance company earnings and revenues since AI is more effective and faster than humans at certain jobs (Meister, 2019). Most people are positive about AI and feel it will increase their efficiency, talents, and work quality (BusinessWire, 2017). According to Yu, Xu, and Ashton (2022), AI can boost employee performance and job satisfaction. It can improve service by making personnel focus more on human interactions.

Humans must support AI (Paesano, 2021; Dwivedi et al., 2021). The company's strategy and operations will be developed by analyzing and connecting AI data (Paesano, 2021). AI recommendations require human evaluation (Dwivedi et al., 2021). Leaders employ big data and AI algorithms to assess corporate microelements and foresee and reduce hazards (Shet and Pereira, 2021). Antony, Sony, McDermott, Jayaraman, and Flynn (2021) found that large data management is the most significant component of new technology and AI. They write that processing and reliably using vast data aids in planning, organization, coordination, and leadership. According to Qamar, Agrawal, Samad, and Chiappetta Jabbour (2021), AI's most important role is to support leaders and streamline decision-making. Dweivedi et al. (2021) write that AI can improve decision-making and enhance human analytical ability. Tongkachok et al. (2022) believe most organizations have huge amounts of data, allowing them to make efficient and competitive decisions. Big data speeds up analysis, which aids decision-making, according to the authors.

Paesano (2021) agrees with Meister (2019) and Tongkachok et al. (2022) that humans will make decisions using AI possibilities. Because humans are better problem solvers, Paesano (2021) says. AI helps solve big data difficulties. Organizations must be imaginative and adaptable to use AI's

aid and speedy decision-making. According to Gupta, Justy, Kamboj, Kumar & Kristoffersen (2021), big data is a knowledge-based resource that generates dynamic and flexible capabilities to aid strategic decision-making. Yu, Xu, and Ashton (2022) say AI will help leaders make decisions and analyze data. According to Loureiro, Guerreiro, and Tussyadiah (2021), technologies will assist people in capturing an overall view, summarizing messages, helping with marketing, and solving problems.

AI: obstacles, resistance, and Uncertainty

AI is becoming more widespread in society, and most organizations use AI technologies, although not to their full potential (Gordon, 2020). Gupta et al. (2021) found that employees struggle with AI and question large data and information management. Employees are wary of misinterpreting or misusing data. However, properly managed big data can help a corporation (Gupta et al., 2021). It improves strategic and operational decisions and information access for marketing performance. Despite this, corporations have struggled to manage and analyze large data and appreciate its value. Leaders must comprehend and address this to distribute resources efficiently. AI is employed for basic jobs, not corporate strategies. Business executives must understand, trust, and adopt technology to use AI most effectively. Employees must then participate (Gordon, 2020). The quality and use of staff training are low in most firms nowadays. 75% of CEOs are dissatisfied with their firms' learning programs, while only 12% of employees use their acquired skills. AI-powered learning systems can expedite and personalize Learning. These systems can identify personnel deficiencies and adjust recruitment to compensate (Fatemi, 2020).

Employees also resist AI, which cannot understand human behavior and emotions. As AI use rises, leaders will need to take on more resistance (Paesano, 2021). Leaders must also consider and improve employees' AI views (Qamar et al., 2021). Arslan, Cooper, Khan, Golgeci & Ali (2022) agree that many duties have been and will be automated. Back office and data entry work are examples of non-analytical tasks that can be automated and made more efficient. However, some impacted employees have resisted losing employment (Shet and Pereira, 2021). Arslan et al. (2022) call the resistance psychological obstacles caused by job loss fear.

Thus, proactive preparation before AI joins the team is needed to reduce resistance (Shet and Pereira, 2021; Arslan et al., 2022). Thus, leaders must consider AI as a collaborator rather than a tool. AI can help people, and people can benefit from AI, which improves collaboration. Even if AI joins a group, humans must teach it group dynamics and communication. The AI's performance and relationship to the group may still be the programmer's responsibility (Arslan et al., 2022). Yu, Xu, and Ashton (2022) claim that AI implementation has signaled to employees that they may lose their jobs and be replaced by AI, which has badly impacted their motivation and job satisfaction. When AI makes employees feel unappreciated and out of control, it may diminish work engagement and increase resignations (Yu, Xu & Ashton, 2022). Leaders must consider employees' fears of working with AI and losing employment (Arslan et al., 2022). Thus, leaders must be able to inspire faith in themselves, staff, and AI. Understanding and cohesion require strong communication and Empathy (Arslan et al., 2022).

Many AI applications require human evaluation, correction, and validation (Yogesh et al., 2021). Thus, human labor will increase. To maximize automation, one must understand the role of human labor alongside AI-enabled technology. Leaders face four barriers to maximizing AI-based

automation benefits. These problems include picking the proper jobs for automation, choosing a suitable amount of automation, managing the influence of automation on human performance, and managing automation failures (Yogesh et al., 2021). Ito et al. (2021) outline company resistance to new AI technology. That paper identifies opposition causes and leadership responses. Interviews reveal five sources: monitoring, uncertain values, feeling inadequate, anxieties about power and job loss, and overload. Leaders handle resistance through communication, participation, and training.

AI/soft talents

As AI and automation grow more ubiquitous, organizations focus on what AI can do better than humans, forgetting that humans have competitive advantages. AI lacks EI. Despite EI's importance in businesses and working life, minimal resources and time are allocated for teaching people (Fatemi, 2020). Innovation and collaboration, which require EI, are done by humans rather than robots (Gordon, 2020). EI is a "soft skill" crucial to job success and performance (Intel AI, 2018). Gordon (2020) feels that EI is one of the most critical traits of executives who successfully guide their organizations through a transition to AI and use AI effectively. EI—good communication, Empathy, and innovative decision-making—is crucial for leaders (Intel AI, 2018). Empathetic leaders outperform non-empathetic leaders (Intel AI, 2018). Empathetic leaders improve performance, coaching, planning, and decision-making by 40% (Intel AI, 2018). Thus, most industries require empathy training (Meister, 2019). Companies may lose competitiveness if they don't improve employees' human traits. EI affects self-esteem, Empathy, self-control, optimism, and adaptability. High EI helps workers learn, adapt, and handle obstacles (Duncan, 2021).

Leaders and frontline workers perform better with EI and Empathy (Meister, 2019). Paesano (2021) believes AI cannot replace all service professions, while Dwivedi et al. (2021) say firms that fully eliminate people from consumer touch risk losing confidence. The necessity for professionals who can solve cases and handle clients' emotions and requirements will persist. AI lacks emotion and imagination. Therefore it cannot understand human perspectives (Paesano 2021; Dwivedi et al. 2021). AI cannot change symbols with specific meanings (Holford, 2019). Yu, Xu, and Ashton (2021) believe that AI cannot replace social occupations. Loureiro, Guerreiro, and Tussyadiah (2021) also feel AI cannot replace creative employment soon.

Singh, Agrawal, and Modgil (2021) found that cognitive, emotional, and behavioral traits are the most important for leaders and employees implementing AI. AI lacks these traits (Singh et al., 2021). Human competencies and relationships will be prioritized as AI grows. This requires leadership. Leaders and employees value soft skills higher (Paesano, 2021). Human skills and imagination are needed to identify important and irrelevant information, investigate and interpret meaning, and connect things. Algorithms struggle to replicate these skills. AI undermines human creativity with computer reasoning that ignores the unpredictable and unmeasurable (Holford, 2019).

Teams in firms whose leaders include all employees have collaborated to use AI technologies successfully. Companies can use their knowledge. Organizations should capitalize on people's skills. Studies show that teamwork and openness to other opinions improve results and ideas. It enhances Learning and growth. Soft skills like Empathy, friendliness, openness, and the

willingness to comprehend others' viewpoints have helped leaders flourish (Shet and Pereira, 2021). According to Ngayo Fotso (2021), Empathy is crucial for leaders today.

AI implementation leadership

Antony et al. (2021) found that leadership is crucial to AI and technology adoption. If leaders don't show commitment, implementation will be delayed, won't spread, will cost the organization a lot, and will lose trust in the leader. AI application requires a good company culture (Antony et al., 2021). According to Loureiro, Guerreiro, and Tussyadiah (2021), AI will transform work and working techniques. Leaders encourage and engage people by giving tools and techniques and retaining crucial abilities, including problem-solving, creativity, EI, and critical thinking. They should also design essential roles and specific job duties, considering how work changes and workers and robots interact in the business.

According to Ngayo Fotso (2021), the fourth industrial revolution has driven corporations to digitize and use AI for daily work. Leaders must have the right knowledge to create the finest AI-human mix and be able to perceive and analyze things from diverse perspectives to succeed. When tasks change, leaders must explain and communicate expectations for AI and people (Arslan et al., 2022). Teaching AI skills will become increasingly vital as we enter the technology-dominated era. AI's problem-solving benefits must be taught to employees. Leaders must identify new professions and skills (Meister, 2019). Paesano (2021) believes that leadership styles and organizational paradigms must change as AI becomes more widespread.

Leaders must rethink work to unlock employee potential, and individuals must be retrained to adapt. Leaders who prioritize staff benefit greatly (BusinessWire, 2017). Yu, Xu, and Ashton (2022) believe managers should keep staff informed and teach them how to work with AI. Technical and social abilities matter. Employees must be encouraged to embrace AI and its benefits. Collaboration between AI and employees relies on knowledge exchange within a company, which Chowdhury et al. (2022) call collaborative intelligence. Chowdhury et al. (2022) state that knowledge exchange integrates knowledge, improving an organization's dynamic ability. Organizations can't improve performance without understanding, reflection, and commitment to restructuring business processes and improving AI-human collaboration (Chowdhury et al., 2022). According to Pereira et al. (2021), constant information exchange within an organization optimizes results and improves decision-making. According to Chowdhury et al. (2022), leaders must develop a strategy to increase corporate results through employee-AI collaboration. Pereira et al. (2021) also found that this improves organizational decision-making.

Employee knowledge sharing and AI comprehension help firms adjust swiftly to an uncertain and competitive business environment (Chowdhury et al., 2022). Employees must understand their function and how it is affected to overcome unfavorable impressions of AI taking over occupations. Employees may feel lost and uncertain if this perception is not addressed (Chowdhury et al., 2022; Loureiro, Guerreiro & Tussyadiah, 2021). Leaders struggle to integrate emerging AI technologies. "Disruptive leaders" can manage a fast-changing digital firm (Shet & Pereira, 2021). These leaders can guarantee that the right people are employed and that the workplace is structured properly. Leaders must understand digitization and organizational change. They must also be proactive, open to change, and eager to risk new and inventive ideas. Leaders must also inspire and collaborate (Shet & Pereira, 2021). Leaders must realize that workers want varied rewards, bonuses, and assistance. Well-being and involvement will outweigh income (BusinessWire, 2017).

Transformational leadership is also popular. Wijayati et al. (2021) found in a survey that employees believe change leadership improves AI implementation and staff commitment and performance.

Leadership improves efficiency and saves money, according to the paper. The leader prepares and talks with employees to build trust and commitment before implementing AI. Shet and Pereira (2021) note that organizational change requires agility. Agility is work flexibility. It's crucial to act swiftly in today's technology-driven environment. Agility aids multitasking and task switching. Global corporations use employee adaptability as strategic competence (Shet & Pereira, 2021). Thus, leaders must be able to help their staff gain it and promote AI-related improvements. Agility also spurs innovation and helps organizations track competition for data analysis, analytics, and forecasts (Shet & Pereira, 2021).

AI employees

Loureiro, Guerreiro, and Tussyadiah (2021) describe that robots can now feel their environment, which lets them interact with the world. People are creating AI technology more and more. People also fix technology issues. Shet and Pereira (2021) believe that individuals should be able to work with various AI technologies in digital integration. According to Meister (2019), AI will become more common in the workplace. Hence employees will need training on how to interact with AI. AI will be used in many ways. Thus workers need AI skills (Meister, 2019). Leaders should identify and solve doubts and challenges to improve integration. AI can collect data for human decision-making. Leaders must establish this equilibrium and work together (Shet and Pereira, 2021). Dwivedi et al. (2021) agree that organizations must strike a balance between people and machines to develop both.

Chowdhury et al. (2022) discuss AI-employee collaboration. According to the authors, leaders can better build a plan by understanding which aspects affect AI-employee collaboration and how this impacts results. This also reduces employee discord. Collaborative intelligence—a mix of human and artificial intelligence—is also covered. They think collaborative intelligence boosts productivity and quality. Leaders must comprehend the benefits and drawbacks of AI development and application to thrive. Analytical insights from AI can improve decision-making. Leaders must also strategize to help staff share knowledge. A solid grasp of job expectations and employee duties. It helps to specify AI's job and use. To help employees comprehend and trust the approach, the leader should let them ask questions and talk (Chowdhury et al., 2022).

Humans and AI will produce "hybrid intelligence" to create value for the enterprise. AI-human interactions will affect organizational cultures and the definitions of programs, tools, and colleagues (Paesano, 2021). Leaders who prepare their organizations and personnel for new technology today and educate and train current staff rather than employing people with those abilities later will have long-term advantages over the competition (Duncan, 2021). Organizational knowledge creates a durable competitive advantage. As it enhances digital preparedness, employees learn about AI technologies, their uses, and how they may affect work and performance. Employees will also understand the work's purpose and how it affects their roles. According to Paesano (2021), as AI improves, it may take over decision-making and make humans supervisors. The systems may become so sophisticated that people can't grasp AI's work or how it gets its results. Algorithms generate options that individuals choose. Paesano (2021) also feels that social factors hinder AI progress. Social pressures that construct AI so that a person must constantly control the system, make decisions, and take responsibility are holding AI back today. However, AI may soon be able to do more cognitive and creative work, allowing humans and AI to work together. Today, firms should train their staff in strategy and coordination and hold them accountable for strategic decisions, creative work, and organizational accountability (Paesano, 2021). Leaders can employ AI as an administrator, coworker, or "designer." Some executives utilize AI just for administrative work as an improved assistant to focus on strategy and decision-

making. Others may see AI as a coworker and advisor who may help make decisions and share ideas. Finally, leaders can employ AI as a designer to inspire creativity and innovation (Chang, 2020).

VI. Analysis

We found variances and similarities in the paper's articles using phenomenography. These categories were introduced in the previous part and will be connected to the paper's theoretical framework in this part. The frame of reference is the perception or ideal image in leadership, AI, and EI theories, while the outcome space is empirical data.

AI assistance

AI should benefit humans and generate business opportunities (Velu and Vasanthi, 2020). AI's capacity to swiftly evaluate vast amounts of data can help streamline and improve numerous company operations (Paasschen, 2017; Dwivedi et al., 2021; Tongkachok et al., 2022). AI saves companies money and reduces errors, Velu and Vasanthi (2020) say. Bataller and Harris (2016) propose that AI can automate or simplify labor tasks. The task's data and work complexity determine AI's function. The Bataller and Harris (2016) model's Efficiency category comprises the simplest, routine jobs that can be automated. This matches empirical research on which tasks AI can replace humans (Intel AI, 2018; Yogesh et al., 2021; Arslan et al., 2022). In Bataller and Harris's (2016) other three areas, AI can only streamline or simplify people. Efficiency, Expert, and Innovation encompass collaboration, communication, understanding, and innovation (Bataller & Harris, 2016), which Goleman's (2004) model links to emotional intelligence. In their empirical work, Arslan et al. (2022) write that AI will automate routine tasks, and Yu, Xu, and Ashton (2022) believe that AI will automate leaders' data collection and organization tasks.

This paper shows that AI is taking over more and more tasks, especially those that don't involve significant cognitive processing (Yu, Xu & Ashton, 2022; Dwivedi et al., 2021). Employees cooperate with AI technology, and firms attempt to identify the greatest and most efficient combination of human and automated work by redistributing job duties and striking a good balance (Intel AI, 2018; Dwivedi et al., 2021; Ngayo Fotso 2021). People can focus on personal, human, and intuitive jobs while AI handles time-consuming and repetitive duties (Intel AI, 2018). According to PwC studies, human-AI collaboration improves supplier quality, revenue, and company profits (Meister, 2019).

This paper analyzes several research demonstrating that humans need to support AI and make the final decisions. AI collects data and creates alternatives, which humans use to make good decisions (Paesano 2021; Shet and Pereira 2021; Qamar et al. 2021; Meister 2019; Gupta et al. 2021; Yu, Xu & Ashton 2022; Loureiro, Guerreiro & Tussyadiah, 2021; Dwivedi et al. 2021; Tongkachok et al., 2022). According to Paesano (2021), people are better problem solvers than AI, and AI is mostly used to process enormous volumes of data. Machine Learning in AI collects, compiles, and analyzes data (Mechelli & Vieira, 2019; Redman, 2018).

Deep Learning, which mimics the human brain and performs more complex and strategic tasks (Casey, 2019), is not used to its full potential because the leader is responsible for these tasks (Holford, 2019; Yu, Xu & Ashton, 2022; Paesano, 2021; Loureiro, Guerreiro & Tussyadiah, 2021). When AI takes over more analysis work, fewer people have access to information and participate in decision-making, concentrating power and decision-making within organizations and reducing

transparency in decision-making processes. AI helps firms streamline various procedures, according to actual research. AI also improves decision-making. To obtain the greatest results, companies blend human and AI work. The theoretical foundation of this paper shows AI as a tool that individuals may utilize to their advantage and that can provide various commercial opportunities. AI-human collaboration can be improved.

AI: obstacles, resistance, and Uncertainty

Employees are worried about losing their employment as AI takes over more responsibilities. This lowers motivation and mood (Yu, Xu & Ashton, 2022; Arslan et al., 2022). Gupta et al. (2021) found that employees have doubts and reservations about implementing and using AI technologies. Paesano (2021) also argues that employees resist AI because it lacks human traits. Leaders must address employees' AI skepticism (Qamar et al., 2021). Proactive work to prepare personnel for AI adoption is needed to reduce opposition (Shet and Pereira 2021, Arslan et al. 2022). Ito et al. (021) also recommend that leaders recognize and address resistance. Leadership, according to Forslund (2016), requires coaching. Berg (2007) states that executives must recognize that each employee has potential before coaching. The leader must also realize that employees cannot reach their full potential without help. Forslund (2016) states that leaders should help their employees grow. Gjerde (2012) believes good communication between employees and leaders is crucial for efficiency. Ito et al. (2021) that leaders employ communication, participation, and training to overcome resistance.

Situation-based leaders coach (Jansson and Ljung, 2011). Forslund (2013) defines scenario-based leadership as adapting to the person he's talking to and the situation. The author suggests Hersey and Blanchard's or Fiedler's approaches. Employees matter in both ways. However, situation-based leadership can help leaders overcome obstacles and resistance. It would help if you then adapt your leadership to the scenario. Leaders must help staff and overcome obstacles. This paper's empirical data reveals that AI implementation presents various hurdles for businesses and leaders. Ethical difficulties arise when AI makes a firm more efficient, but will AI, and leaders consider the affected employees? Several articles note that AI implementation can increase employee stress, job insecurity, and organizational devaluation. Several reasons cause resistance, and the literature suggests that the leader can mitigate Uncertainty. Comparing practical results with the theoretical framework, AI theory is prescriptive. Theories are positive, but actual data may disagree. AI helps streamline and optimize procedures, routines, and working ways, but theoretical literature should reflect a more negative stance.

Soft values and AI

AI helps organizations succeed, according to empirical studies. AI also outperforms humans in several tasks. Empirical data has revealed that AI cannot do specific tasks, and humans have a competitive edge over AI (Fatemi, 2020). AI lacks emotions, creativity, and a human perspective. Therefore Paesano (2021) believes it cannot replace customer-employee relationships. Thus, AI cannot replace all service jobs that require human consideration of consumer wants. According to Dwivedi et al. (2021), customers' faith in firms that fully exclude frontline workers may deteriorate, and you need human touch to maintain customer service's emotional side. Intel AI (2018) and Fatemi (2020) state that AI needs EI to execute cognitive activities like humans. Gordon (2020) emphasizes EI as a key trait of executives who successfully adopt AI in their organizations. Intel AI (2018) believes EI boosts performance. However, Fatemi (2020) feels that research reveals that organizations do not give EI the attention it needs and spend little time and money on teaching this trait.

In the theoretical section, Goleman's model of emotional intelligence (EI) breaks down EI into five areas: motivation, self-awareness, self-control, social ability, and Empathy (Goleman, 2004). EI relies on empathy and emotion management, according to Mayer et al. (2004). According to Goleman, Boyatzis, and McKee (2013), Yukl and Kaulio (2012), and Schulze and Roberts (2005), understanding, motivating, and empathizing reduce annoyance and irritation. Previous ection discusses AI opposition and the significance of leaders having soft skills like EI to handle it. Mayer et al. (2004) suggest using EI to analyze events and develop relationships. Leaders that want to launch anything new in their organization must know this.

Intel AI (2018) emphasizes EI leadership. In their research of 15,000 company leaders, empathic leaders had a 40% performance edge and made better decisions. Ngayo Fotso (2021) emphasizes Empathy as a key leadership trait. Duncan (2021) states that firms lose competitiveness if they don't invest in EI in their employees and that high EI people can handle adversities better. Goleman, Boyatzis, and McKee (2013) claim that self-awareness, one of the five domains of EI, helps people understand themselves and others, which boosts self-confidence and improves decision-making. Thus, understanding how emotions affect thoughts, actions, and performance is crucial. The theoretical framework also emphasizes EI in leadership and organizations (Mayer et al., 2004; Goleman, Boyatzis, and McKee, 2013). EI includes social skills, Empathy, self-awareness, and motivation (Goleman, 2004). Meister (2019) and Intel AI (2018) believe EI gives leaders a competitive edge. These traits are hard for AI to duplicate. Thus leaders may need them more in the future. This also relates to the Skills model (Mumford et al., 2017).

The Skills model's nine components of Problem-Solving tied to leadership can be handled by AI. Planning, Forecasting, Cause/goal analysis, and Constraint analysis all summarize and analyze data to plan and forecast (Mumford et al., 2017). (Arslan et al., 2022; Yogesh et al., 2021; Intel AI, 2018). Creative thinking, Wisdom, and Sensemaking, which include innovation and new thinking, may be harder for an AI to replace (Mumford et al., 2017). Goleman's (2004) model of EI includes these talents, as do Yukl and Kaulio's (2012) and Schulze and Roberts' (2005) descriptions. Emotion, Empathy, and self-awareness appear to be where humans outperform AI (Paesano, 2021; Holford, 2019; Yu, Xu & Ashton., 2022; Duncan, 2021; Meister, 2019). Paesano (2021) thinks AI could do creative work in the future, while Loureiroa et al. (2021) disagree. AI may also replace or improve social competence and knowledge. Social competency involves knowing others, communicating, and creating and sharing visions (Mumford et al., 2017). These traits are linked to Goleman's (2004) EI model and its subcategories of Motivation, Social ability, and Empathy. Knowledge includes the organization's operations, goods, industry, and competitors (Mumford et al., 2017). This knowledge comes from Arslan et al. (2022) 's description of AI-replaceable jobs, including data compilation and analysis. However, the Skills model's attribute Knowledge includes the ability of a leader to understand oneself, one's qualities and weaknesses, and how this affects the leader's environment (Mumford et al., 2017), which can be linked to Goleman's (2004) categories Self-insight and Self-control.

The paper's theoretical framework reveals that leaders spend much time on things AI could do better. This means firms can save money, and executives can use AI to spend more time engaging people and finding organizational possibilities (Velu & Vasanthi, 2020; Brynjolfsson & McAfee, 2016; Su, Lin & Chen, 2015). The empirical work of BusinessWire (2017) and Yu, Xu, and Ashton shows that AI improves organizational efficiency. (2022) think AI gives workers more time for complex tasks. Thus, AI can improve employee performance and organizational results. The theory part examines leadership styles and their effects on companies and employees. Transformative leadership, coaching, and situational leadership have higher EI (Bass & Riggio, 2014; Forslund,

2016; Jansson & Ljung, 2011), which empirical evidence suggests will be needed to implement and use AI in organizations (Gordon, 2020; Intel AI, 2018; Singh, Agrawal & Modgil, 2021). Paesano (2021) found that EI is becoming increasingly significant in employees and leaders, while Singh, Agrawal, and Modgil (2021) feel that EI is one of the most crucial traits of leaders when applying AI.

AI implementation leadership

In the paper's introduction and theoretical framework, Brynjolfsson and McAfee (2016) argue that leadership during the nineteenth-century industrial revolution differs from leadership during the fourth industrial revolution. According to Paesano (2021), AI changes leadership and organizational frameworks. Brynjolfsson and McAfee (2016) also feel that organizations and leaders must adapt to changes. Leaders must also realize that AI does some tasks better than humans. Tapscott (2014) believes that AI allows leaders to focus more on leading others, bringing people and information together, and on social competence and employee commitment. AI will assist executives in finding and using organizational opportunities and information, according to Su, Lin, and Chen (2015). The theoretical approach described above can be compared to empirical studies by Antony et al. (2021), Loureiro, Guerreiro, and Tussyadiah (2021), Arslan et al. (2022), and BusinessWire (2017). Antony et al. (2021) found that effective leadership helps implement new technology and AI. If the leader is unsuitable, the implementation may be too sluggish and expensive for the organization and decrease trust in the leader. Antony et al. (2021) agree with Loureiro, Guerreiro, and Tussyadiah (2021). They demonstrate that leaders must foster excellent AI-human relations for organizations to prosper. Arslan et al. (2022) demonstrate leaders' need to effectively express staff expectations and AI implementation modifications. Leaders have found this difficult. BusinessWire (2017) reveals that CEOs that reshape work and emphasize employee potential have a strategic advantage over those who don't.

Many studies show that excellent leadership simplifies AI implementation and reduces resistance. However, studies demonstrate that people resist change and that executing major organizational changes may be difficult. Some opposition is unavoidable. Leaders facing these problems might apply Mumford et al.'s (2017) skills model. The nine phases in the preceding section allow the leader to manage and solve challenges. The Skills Model by Mumford et al. (2017) requires leaders to identify an issue and understand how and why it arises. Shet and Pereira (2021) found the same. They believe a leader must first understand the meaning and limitations of new technology before adopting them. Then, employees may see and use the technologies. AI implementation will be difficult without the leader's understanding.

This relates to Mumford et al. (2017)'s theory of knowledge. The writers define knowledge as comprehending a company, its business, and practical management. Leaders need a certain understanding to apply it. Mumford et al. (2017) feel a leader's knowledge determines how well they handle problems. Leaders must also manage AI-related pushback. The writers also feel leaders need social skills to present the action plan to engage people. Prepared and informed employees are more confident and less resistant (Wijayati et al., 2021). Leaders must also prioritize knowledge exchange within the organization to foster AI-human collaboration and collaborative intelligence (Pereira et al., 2021; Chowdhury et al., 2021). Today's leaders struggle to collaborate (Chowdhury et al., 2021). The theoretical foundation and empirical results in this research agree. Organizational AI success requires leadership. Both theory and empirical evidence reveal that proper leadership varies over time and needs to be changed to external influences, such as technological growth. Leaders must adapt and improve as AI advances to keep up. Leaders must also balance work tasks

and develop a healthy relationship between people and AI to reduce resistance to AI installation and utilization.

The paper also highlights discrepancies between the theoretical framework and empirical evidence on critical AI installation and its implications. As described, the theoretical framework appears normative compared to empirical results. Thus, the theoretical framework emphasizes AI's benefits and organizational efficiency (Velu and Vasanthi, 2020; Paasschen, 2017). Experience suggests that AI can have negative effects that leaders should consider and manage. Implementation might stress and anxious staff, making them resistant to AI and its efficiency improvements.

AI as a worker

This paper's theoretical framework suggests that AI has automated easier jobs and may replace humans in other professions (Brynjolfsson & McAfee, 2016; Kokina & Davenport, 2017; Bataller & Harris, 2016). Bataller and Harris' (2016) model of how AI will affect businesses shows that AI will automate simple activities and take them from people. Several empirical studies show that AI automates work (Arslan et al., 2022; Yogesh, 2021; Meister, 2019; Yu, Xu & Ashton, 2022; Chowdhury, 2022; Loureiro, Guerreiro & Tussyadiah, 2021). As mentioned, empirical evidence shows that this perception exists among employees in several organizations, which leads to a perception that their work is threatened, which can lead to lower commitment, poorer performance, and resistance to AI implementation (Chowdhury et al., 2022; Loureiro, Guerreiro & Tussyadiah, 2021; Yu, Xu & Ashton, 2022; Arslan et al., 2022). However, the paper's theoretical framework suggests that AI will not replace some tasks but may redefine labor responsibilities (Kokina & Davenport, 2017; Bataller & Harris, 2016). Kokina and Davenport (2017) note that as AI takes over trivial and repetitive jobs, executives can focus on strategic tasks to build organizational commitment and decision-making. Bataller and Harris' (2016) approach reveals that complicated, collaborative, and experienced tasks are hard to automate. The model illustrates that AI can aid people in these jobs or assemble vast data (Bataller and Harris, 2016). The hypothesis states that AI struggles with EI tasks (Yukl & Kaulio, 2012; Schulze & Roberts, 2005). Numerous studies show that AI will not replace vocations that involve creativity, trust, or close human interaction (Loureiro, Guerreiro & Tussyadiah, 2021; Yu, Xu & Ashton, 2022; Holford, 2019; Paesano, 2021).

The idea of AI as a colleague rather than a tool is even less researched but recurs in empirical work (Meister, 2019; Arslan et al., 2022, Yu, Xu & Ashton, 2022). Shet and Pereira (2021) argue that AI use may transition to cooperation with AI, and Meister (2019) writes that AI as a team member in the workplace may become more prevalent, where humans are dependent on AI and AI is dependent on humans. Loureiro, Guerreiro, and Tussyadiah (2021) think AI will improve its senses and learn from colleagues and the environment. However, Arslan et al. (2022) note that humans program it even when AI works autonomously in a group. In the empirical work, Paesano (2021) and Meister (2019) believe that humans will still make decisions, but AI will provide them with more possibilities. Paesano (2021) considers this intimate connection between humans and AI a hybrid intelligence and suggests it may shift AI from a tool to a collaborating partner. Paesano (2021) writes that AIs may become so complex that they make decisions for people since they can consider more variables than humans. Chang (2020) writes that AI may become a coworker and part of a creative and imaginative team that generates new ideas.

According to research, leaders should prepare their organizations and workers to accept AI as a larger component of their operations (Shet & Pereira, 2021; Arslan et al., 2022; Duncan, 2021). Leaders must understand the organization, people, and AI to integrate AI and avoid opposition and

negative effects (Shet & Pereira, 2021). Transformative leadership can explain how AI in enterprises changes the organization, culture, and people. According to Forslund (2016), transformative leaders are good at sharing their objectives and motivating colleagues to expand the company culture. Bass and Riggio (2014) state that the transformative leader communicates with employees, building trust and reducing resistance to change. The coaching leadership style, where the leader coaches people and AI to attain their full potential, can be linked to the change in AI perception (Berg, 2007; Forslund, 2016). AI can also process large amounts of data (Yogesh et al., 2021; Meister, 2019; Yu, Xu & Ashton, 2022), which may make it easier for organizations to monitor and measure employee performance, which may help transactional leadership organizations (Jansson & Ljung, 2011).

VII.   Conclusion

Many researchers believe that today we live in a time when AI and technologies continuously develop. In both theory and practice, studies have indicated the importance of leadership linked to the implementation of AI. This paper has shown that the more AI develops, the more drastic changes will occur, and thus leadership will also need to evolve and adapt. Leaders need to understand that AI can be used as a tool for the organization, and as with all tools, the leader needs to understand how it works, what it will be used for, and what challenges it entails. The paper shows that most of the literature highlights certain characteristics as "human," which will be difficult for AI to replicate. These were also noted as the most important qualities for leaders as the development of AI moves forward and is implemented more in organizations. Since the most difficult characteristics for AI to replicate are also perceived as most important, there is little risk of leaders being replaced by AI shortly, even though this possibility is also discussed in several articles.

In addition to human characteristics, most of the literature also emphasizes creativity and innovation as characteristics that AI has difficulty imitating, and these characteristics should be given more weight in leaders in the future. However, differing opinions are demonstrated here as some articles observe that AI can demonstrate innovative properties, such as creating music or developing new, unconventional, and better chess-playing strategies. However, empirical evidence and theory agree that humans are more creative than AI. Even when AI can demonstrate creativity today, humans must set up frameworks within which an AI can be creative.

A leader's focus will shift, and leaders must anticipate and minimize possible undesired consequences. Resistance from employees is often a consequence of drastic changes, especially when employees are not sufficiently prepared for these changes and unaware of the possible consequences. This resistance becomes the leader's responsibility to manage, and here the leader must find a balance between efficiency and the possible resistance that may arise. To manage this, leaders must work proactively with the organization's culture and the employees so that the changes occur and have support and understanding from all parts of the organization. Furthermore, leaders need to be proactive and find alternative areas of use for the employees, understand how each employee should be motivated, and how the vision should be spread in the organization.

This paper also observed that the perception regarding how AI will affect decision-making differs in the articles. The articles believe that AI will streamline decision-making but differ on how AI will be included in decision-making. Most articles believe that AI will support leaders by collecting, processing, and to some extent analyzing data and can thus produce options for the leader, but that the leader himself will be the decision maker. The manager's more routine and less complex tasks will probably be automated. On the other hand, it is not seen as a threat to the leader's role or

relevance, but rather the leader's role is becoming increasingly important as complex tasks that require innovation or managing human relationships become increasingly important. The paper results show that the leader's role is changing; a large part lies in the leader's role as supervisor and controller, as AI will eventually handle these tasks. The implementation and use of AI thus mean that the leader's role becomes more focused on managing relationships in the organization, influencing the organizational culture, and supporting the employees. Qualities such as Empathy and understanding different perspectives within the organization are emerging as a greater part of the leader's responsibilities.

As a result of the literature review, it appears that most articles describe similar characteristics of leaders that should be suitable for the implementation and use of AI. There are different formulations and concepts, but the descriptions follow the same themes and emphasize the importance of leaders who are committed to the organization's culture and employees and thus can engage and motivate employees. Through this commitment, leaders can prepare the organization and employees through development and training, which contributes to reduced employee resistance. For the leader to have the opportunity to do this, the literature highlights social skills as essential. The paper demonstrates that the articles perceive that EI is and will remain an important factor for leaders when AI is implemented and used in organizations. Leaders who have and cultivate these qualities will have the necessary tools to manage the organizational changes that the implementation of AI entails. Leaders who possess EI will also be able to create understanding and support for the changes partly but also understand the shortcomings in the organization and have the opportunity to identify and employ the right skills.

Leaders who possess Empathy, social competence, communicative skills, and motivation will have the opportunity to influence how effectively their organizations and employees adapt to the new technology. EI in leaders will also make it easier for them to understand the importance of the organization and its culture being dynamic and promoting continuous development. Leaders who succeed in this will create an understanding among employees of the importance of constantly developing their knowledge and abilities to be competitive. A large part of the leader's role here is to support employees, not only during AI implementation but continuously as AI and employees develop. The tasks that are least complex and most routine are the tasks that AI will replace; they are also the tasks where EI is unnecessary.

Furthermore, this paper highlights that it is also important for organizations and leaders to train EI in employees so that they, too, can learn to understand and manage emotions. This also contributes to less irritation and resistance within the organization as people who possess EI tend to understand themselves better, have higher self-confidence, and can handle challenges better than those who do not possess EI.

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