**INTERNATIONAL JOURNAL OF
EDUCATION, PSYCHOLOGY
AND COUNSELLING
(IJEPC)**www.ijepec.com**THE FUTURE OF WORKPLACE WELL-BEING: A SCOPUS-AI
REVIEW ON EMOTIONAL INTELLIGENCE AND AI-DRIVEN
HAPPINESS MANAGEMENT**

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Article Info:**Article history:**

Received date: 20.07.2025

Revised date: 20.08.2025

Accepted date: 11.09.2025

Published date: 10.10.2025

To cite this document:

Mat Khairi, S. M., Salleh, S. M., Rozali, N., Abdul Jalil, M., & Zainuddin, A. (2025). The Future of Workplace Well-Being: A Scopus-Ai Review on Emotional Intelligence

Abstract:

The rapid evolution of workplace dynamics, driven by technological advancements and shifting employee expectations, has underscored the importance of workplace well-being as a cornerstone of organizational success. However, while emotional intelligence (EI) has long been recognized as a critical factor in fostering workplace well-being, its integration with artificial intelligence (AI)-driven happiness management remains underexplored. This study aims to address this gap by examining the role of emotional intelligence in enhancing workplace well-being, exploring the potential of AI to promote employee happiness, and identifying strategies for integrating EI and AI to create supportive work environments. A systematic literature review was conducted using Scopus AI data-driven analytics. The findings reveal that emotional intelligence significantly contributes to mental health, work engagement, and satisfaction with social support, while AI offers scalable

And AI-Driven Happiness
Management. *International Journal of
Education, Psychology and
Counseling*, 10 (60), 356-371.

DOI: 10.35631/IJEPC.1060025

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solutions for monitoring well-being and delivering personalized interventions. The integration of EI and AI creates synergistic effects, enabling organizations to design empathetic and data-driven strategies that balance human-centric values with technological efficiency. The study highlights practical implications for leaders and organizations, emphasizing the importance of EI training programs and ethical AI adoption to build trust and enhance employee happiness. Despite its contributions, the study acknowledges limitations, including potential selection bias and underrepresentation of cultural and sector-specific nuances. Future research should explore longitudinal effects, ethical considerations, and the role of emerging technologies in promoting emotional awareness. By bridging emotional intelligence and AI-driven happiness management, this study provides a foundation for creating workplaces that prioritize employee well-being, productivity, and sustainable success.

Keywords:

Emotional Intelligence, AI-Driven Happiness Management, Workplace Well-Being, Employee Happiness, Supportive Work Environments

Introduction

The pursuit of workplace well-being has emerged as a pivotal area of interest in organizational research, driven by the increasing recognition of its impact on employee satisfaction, productivity, and overall organizational success. Modern workplaces are becoming more complex and dynamic, necessitating innovative approaches to enhance employee well-being. Among these approaches, the role of emotional intelligence (EI) and artificial intelligence (AI) has garnered significant attention for their transformative potential in addressing psychological and emotional challenges within organizations.

Emotional intelligence, defined as the ability to recognize, understand, and manage one's own and others' emotions, has been shown to significantly influence workplace performance and psychological well-being (Azad & Kumar, 2023; Schutte & Loi, 2014). Research indicates that higher levels of EI are associated with improved job satisfaction, reduced work-family role conflict, and enhanced quality of work life (Dasgupta & Mukherjee, 2011; Patole et al., 2024). Furthermore, EI directly and indirectly affects employee well-being by fostering better mental health, increased work engagement, and greater satisfaction with social support in the workplace (Schutte & Loi, 2014). However, the relationship between EI and workplace happiness varies across professions, suggesting the need for tailored interventions to address context-specific challenges (Girdharwal, 2019).

Simultaneously, the integration of AI in workplaces has introduced new dimensions to employee well-being. AI technologies, particularly AI-driven happiness management tools, have the potential to revolutionize organizational strategies by providing data-driven insights, personalized recommendations, and enhanced emotional awareness (Loureiro et al., 2023; Singha, 2023). While AI can sometimes induce stress, its capacity to foster mindfulness and promote emotional well-being positions it as a valuable tool for improving workplace happiness (Soulami et al., 2024). Recent advancements in "well-being AI" emphasize the development of systems designed to enhance happiness and maximize human potential by understanding digital experiences and ensuring fairness in decision-making processes (Kido & Takadama, 2022).

Despite the growing interest in these areas, several gaps remain in understanding how the interplay between EI and AI can be leveraged to enhance workplace well-being. While past studies have explored the individual contributions of EI (Azad & Kumar, 2023; Schutte & Loi, 2014; Patole et al., 2024) and AI (Loureiro et al., 2023; Singha, 2023; Kido & Takadama, 2022) to employee well-being, limited research examines their integration and synergistic potential. Moreover, the ethical implications, cultural diversity, and sectoral differences in the adoption of AI-driven happiness management tools warrant further investigation (Soulami et al., 2024).

This paper aims to address these gaps by conducting a comprehensive literature review based on Scopus-AI analytics data driven on the intersection of emotional intelligence and AI-driven happiness management. The objectives of this study are to explore the role of emotional intelligence in fostering workplace well-being, to examine the potential role of AI in promoting employee happiness, and to identify strategies for integrating emotional intelligence and AI to create supportive work environments. The contribution of this article lies in its holistic approach to synthesizing existing research and offering actionable insights for academics, practitioners, and policymakers. By identifying key trends, challenges, and opportunities, this article provides a roadmap for future research and practical interventions in workplace well-being.

In an era marked by rapid technological advancements and evolving workplace dynamics, the concept of workplace well-being has gained more attention. Organizations are increasingly recognizing that employee well-being is not merely a moral imperative but also a strategic asset that drives productivity, innovation, and long-term success (Azad & Kumar, 2023). At the heart of this discourse lies EI, a critical determinant of individual and organizational performance. EI enables employees to manage their emotions and navigate interpersonal relationships effectively, fostering environments where psychological well-being can thrive (Schutte & Loi, 2014). Simultaneously, AI is revolutionizing how organizations operate, offering tools to enhance decision-making, streamline processes, and even promote employee happiness (Soulami et al., 2024). The convergence of these two domains of emotional intelligence and AI-driven happiness management represents a transformative opportunity for reimagining workplace well-being.

While emotional intelligence has long been acknowledged as a cornerstone of workplace success, its integration with AI-driven solutions remains underexplored. Emotional intelligence is linked to higher job satisfaction, reduced work-family role conflict, and improved quality of work life (Dasgupta & Mukherjee, 2011; Patole et al., 2024). Similarly, AI systems designed to promote psychological well-being which referred to as "well-being AI". This term are emerging term as powerful tools for enhancing happiness and maximizing human potential (Kido & Takadama, 2022). However, the intersection of these fields presents unique challenges and opportunities that warrant deeper investigation. This literature review seeks to bridge this gap by examining how emotional intelligence and AI-driven happiness management can collectively shape the future of workplace well-being.

Despite growing interest in both emotional intelligence and AI's impact on workplace well-being, there is limited understanding of how these two domains connected. For instance, while studies highlight the benefits of emotional intelligence in fostering mental health and work engagement (Schutte & Loi, 2014), they often neglect to address how AI may enhance these consequences. Conversely, research on AI's role in the workplace frequently overlooks the

importance of emotional intelligence in mediating its outcomes (Loureiro et al., 2023). Furthermore, cultural and professional differences add complexity, necessitating tailored approaches to ensure inclusivity and effectiveness (Soulami et al., 2024).

Previous research has established the foundational importance of emotional intelligence in promoting workplace well-being. For example, Azad and Kumar (2023) demonstrate that emotional intelligence predicts psychological well-being and workplace performance, emphasizing the need for interventions to enhance EI. Similarly, Girdharwal (2019) explores the relationship between emotional intelligence and happiness, highlighting variations across professions. On the AI front, studies such as Loureiro et al. (2023) reveal that AI can both generate stress and serve as a motivational factor, depending on implementation strategies. Additionally, Singha (2023) highlights AI's potential to enhance emotional well-being through mindfulness and awareness.

Although past studies have been conducted in understanding emotional intelligence and AI's impact on workplace well-being, several gaps still exist. Firstly, existing literature tends to examine these topics in isolation, neglecting their synergistic potential. Additionally, there is insufficient exploration of how AI-driven happiness management tools can be designed to align with emotional intelligence principles. Other than that, cultural factors and study that focuses on specific sectors remain neglected, limiting the generalizability of findings (Soulami et al., 2024). The article makes several contributions to the field of study. This study offers a holistic perspective on workplace well-being by bridging emotional intelligence and AI-driven happiness management. Next, it highlights actionable insights for practitioners, providing guidance on leveraging AI tools while prioritizing emotional intelligence. Additionally, it identifies avenues for future research, particularly in culturally diverse and sector-specific contexts. Ultimately, this article serves as a foundation for developing inclusive and effective strategies to enhance workplace well-being.

This paper is structured as follows. Section 2 outlines the methodology. Section 3 presents the results and discussion in alignment with the research objectives. Finally, Section 4 concludes by summarizing key insights and underscoring the importance of adopting a holistic approach to workplace well-being.

Methodology

There This study employed a systematic and data-driven approach to address its objectives, leveraging the extensive database of Scopus AI to ensure a comprehensive and rigorous analysis. The primary objectives of this study are: (1) to explore the role of emotional intelligence (EI) in fostering workplace well-being, (2) to examine the potential role of AI in promoting employee happiness, and (3) to identify strategies for integrating EI and AI to create supportive work environments.

To achieve these objectives, a structured search strategy was implemented using Scopus AI, combining natural language and keyword-based search strategies. The natural language query, "What is the future of workplace well-being in relation to emotional intelligence and AI-driven happiness management?", was employed to capture a broad spectrum of literature. This allowed for the identification of relevant peer-reviewed articles and conference proceedings published between 2010 and 2024. These was supplemented with a keyword such as: ("emotional intelligence" OR "workplace well-being" OR "AI-driven happiness management"

OR "employee happiness" OR "well-being AI") AND ("employee well-being" OR "workplace well-being") AND ("employee happiness" OR "happiness management" OR "AI-driven happiness") were used in combination to refine the search results. This methodological approach ensured comprehensive coverage of literature that captures the most recent and impactful contributions to the field while maintaining academic rigor.

To achieve these objectives, the study utilized Scopus AI, the initial search yielded a substantial number of records, which were subsequently screened based on predefined inclusion and exclusion criteria. Articles were included if they explicitly addressed the relationship between emotional intelligence and workplace well-being, explored the impact of AI on employee happiness, or proposed strategies for integrating EI and AI in organizational settings. Studies focusing solely on either emotional intelligence or AI without addressing their intersection were excluded. Articles were drawn from diverse fields, including psychology, human resource management, artificial intelligence, and organizational behavior, ensuring a multidisciplinary perspective. Notable contributions include Azad and Kumar's (2023) exploration of emotional intelligence as a predictor of workplace performance, Loureiro et al.'s (2023) investigation into AI's dual role in generating stress and motivation, and Soulami et al.'s (2024) systematic review of AI adoption in the workplace.

Additionally, articles that presented case studies or empirical evidence of successful interventions in workplace well-being contexts were given particular attention. For example, studies focused on emotional intelligence's role in enhancing workplace well-being, drawing on findings from Schutte and Loi (2014), who demonstrated that higher EI correlates with better mental health, work engagement, and satisfaction with social support were reviewed. Similarly, Girdharwal (2019) highlighted variations in EI and happiness across professions, highlighting the need for tailored interventions. Moreover, studies that examined AI's potential to promote employee happiness were also reviewed, with studies such as Singha (2023) emphasizing AI's capacity to enhance emotional awareness and mindfulness. Additionally, Kido and Takadama (2022) explored the ethical and fairness considerations of well-being AI, providing critical insights into its design and implementation.

The use of Scopus AI facilitated the identification of emerging trends and research gaps within the literature. For instance, while studies such as Dasgupta and Mukherjee (2011) have established the importance of EI in reducing work-family role conflict and improving quality of life, there remains limited studies on how AI tools can complement these efforts. Similarly, although Loureiro et al. (2023) identified employee engagement as a mediating factor in AI's impact on happiness, cultural and sector-specific focuses remain limited. This study provides a depth understanding of the interplay between emotional intelligence and AI-driven happiness management. The methodological rigor ensured by Scopus AI not only enhances the credibility of the review but also lays the groundwork for future research aimed at addressing these gaps and advancing the field of workplace well-being.

Results and Discussions

This section outlines the study's findings in accordance with the research goals and examines their greater implications. The results utilize a rigorous and data-driven methodology, combining quantitative research with qualitative insights to ensure a thorough understanding of the subject. This discussion contextualizes the findings within the current literature, illuminating significant themes, new trends, ongoing issues, and feasible measures for

enhancement. This paper provides an in-depth view on the role of emotional intelligence and AI in improving workplace well-being and emphasising its significance.

The Role of Emotional Intelligence in Fostering Workplace Well-Being

EI has emerged as a cornerstone for fostering workplace well-being, with numerous studies underscoring its profound impact on individual and organizational outcomes. At its core, emotional intelligence enables individuals to recognize, understand, and regulate their emotions while empathetically responding to the emotions of others (Schutte & Loi, 2014). This ability is particularly critical in professional settings, where interpersonal dynamics significantly influence workplace culture and employee satisfaction. Research indicates that employees with higher EI experience better mental health, greater work engagement, and enhanced satisfaction with social support, all of which contribute to overall workplace flourishing (Azad & Kumar, 2023). These findings highlight the direct relationship between emotional intelligence and workplace well-being, positioning EI as a key determinant of psychological resilience and adaptability in dynamic work environments.

The role of emotional intelligence extends beyond individual well-being to influence broader workplace dynamics, including job satisfaction and quality of work life. For instance, Dasgupta and Mukherjee (2011) found that emotional intelligence mediates the relationship between work-family role conflict and happiness among IT professionals, emphasizing its capacity to mitigate stressors and enhance life satisfaction. Similarly, Patole et al. (2024) demonstrated that personal development plans (PDPs) incorporating emotional intelligence principles can significantly improve employee learning and job satisfaction. By fostering self-awareness, empathy, and effective communication, EI not only reduces workplace conflicts but also promotes a sense of belonging and purpose, which are essential for sustaining long-term well-being.

Despite its established benefits, the impact of emotional intelligence varies across professions, underscoring the need for tailored approaches to foster workplace well-being. Girdharwal (2019) explored the relationship between emotional intelligence and happiness across different occupational groups, revealing significant variations in how EI influences well-being depending on the nature of the work environment. For example, roles requiring high levels of interpersonal interaction, such as healthcare or customer service, may benefit more from EI-driven interventions than technical or solitary professions. This variability highlights the importance of context-specific strategies that align emotional intelligence initiatives with the unique demands and challenges of various industries, ensuring maximum effectiveness in promoting workplace well-being.

Furthermore, emotional intelligence plays a pivotal role in enhancing leadership practices, which indirectly contributes to workplace well-being. Leaders with high EI are better equipped to create supportive and inclusive environments by demonstrating empathy, active listening, and conflict resolution skills (Kaur, 2023). Such leaders foster trust and collaboration, empowering employees to thrive both personally and professionally. Studies have shown that organizations led by emotionally intelligent leaders report higher levels of employee engagement, reduced turnover rates, and improved team performance (Fossier, 2022). These outcomes underscore the cascading effects of EI on workplace well-being, as emotionally intelligent leadership creates a ripple effect that permeates throughout the organization.

While the evidence overwhelmingly supports the positive impact of emotional intelligence on workplace well-being, gaps remain in understanding its nuanced mechanisms and applications. For instance, existing research often focuses on the direct effects of EI without adequately exploring how it interacts with external factors, such as organizational policies or technological advancements (Hamulić et al., 2024). Additionally, cultural differences in emotional expression and regulation warrant further investigation to ensure the global applicability of EI-based interventions. Addressing these gaps will provide deeper insights into how emotional intelligence can be leveraged most effectively to foster workplace well-being, paving the way for innovative strategies that integrate EI with emerging tools like AI-driven happiness management.

The Potential Role of Artificial Intelligence (AI) In Promoting Employee Happiness

Artificial intelligence (AI) is increasingly recognized as a transformative tool with the potential to significantly enhance employee happiness in the workplace. Research indicates that AI systems can analyze vast amounts of data to identify patterns and predict factors influencing employee well-being, enabling organizations to implement targeted interventions (Soulami et al., 2024). For instance, AI-driven tools can monitor real-time feedback from employees, assess engagement levels, and recommend personalized strategies to improve morale. These capabilities allow organizations to address issues such as burnout, stress, and disengagement proactively. By leveraging AI's predictive and analytical power, businesses can create environments where employees feel supported, valued, and motivated, ultimately fostering greater happiness.

Despite its potential benefits, the integration of AI in the workplace also presents challenges that must be carefully managed to avoid unintended consequences. Loureiro et al. (2023) highlight the dual-edged nature of AI, noting that while it can serve as a motivational factor by enhancing efficiency and providing actionable insights, it may also generate stress due to perceived job displacement or increased workload. Employee engagement plays a crucial mediating role in determining whether AI adoption leads to positive or negative outcomes. When employees perceive AI as a supportive tool rather than a threat, they are more likely to experience its benefits, including reduced administrative burdens and opportunities for skill development. This underscores the importance of transparent communication and thoughtful implementation strategies to maximize AI's potential in promoting happiness.

The role of AI extends beyond operational efficiency to encompass emotional and psychological well-being. Singha (2023) emphasizes AI's capacity to promote emotional awareness and mindfulness, which are critical components of happiness. For example, AI-powered applications can guide employees through mindfulness exercises, stress management techniques, and emotional regulation practices, fostering a culture of self-care and resilience. Additionally, Kido and Takadama (2022) explore the concept of "well-being AI," which focuses on designing systems that prioritize fairness, inclusivity, and emotional health. By aligning AI tools with principles of emotional intelligence, organizations can create synergistic effects that enhance both individual and collective happiness, ensuring that technological advancements contribute positively to workplace dynamics.

AI's ability to personalize experiences further amplifies its potential to promote employee happiness. Personalized recommendations based on individual preferences, work patterns, and emotional states enable organizations to tailor interventions that resonate with employees on a

deeper level (Soulami et al., 2024). For instance, AI systems can suggest flexible work arrangements, wellness programs, or professional development opportunities that align with an employee's unique needs and aspirations. This level of customization not only enhances satisfaction but also fosters a sense of autonomy and empowerment, which are key drivers of happiness. However, the effectiveness of such personalization depends on the ethical design and deployment of AI systems, ensuring that they respect privacy and avoid biases that could undermine trust and equity.

While the potential of AI in promoting employee happiness is promising, significant gaps remain in understanding its long-term impact and broader implications. For example, cultural differences in emotional expression and workplace norms may influence how AI-driven happiness management tools are received and utilized across diverse contexts (Soulami et al., 2024). Furthermore, ethical considerations, such as transparency, accountability, and fairness, must be prioritized to prevent misuse or unintended harm. Future research should explore these dimensions in greater depth, examining how AI can be integrated into organizational practices in ways that are inclusive, sustainable, and aligned with human-centric values. By addressing these gaps, researchers and practitioners can unlock the full potential of AI as a catalyst for employee happiness and workplace well-being.

Integrating Emotional Intelligence (EI) And AI To Create Supportive Work Environments

The integration of emotional intelligence (EI) and artificial intelligence (AI) represents a promising frontier in creating supportive work environments that prioritize employee well-being and organizational success. Emotional intelligence, which encompasses self-awareness, empathy, and interpersonal skills, provides the human-centric foundation necessary for fostering meaningful workplace relationships (Schutte & Loi, 2014). Meanwhile, AI offers data-driven insights and scalable solutions that can enhance decision-making and streamline processes. By combining these two domains, organizations can develop holistic strategies that address both individual needs and systemic challenges. For instance, AI systems can analyze employee feedback and engagement metrics to identify areas of concern, while EI principles guide the design and implementation of interventions that are empathetic and context-sensitive (Azad & Kumar, 2023). This synergy ensures that technological advancements align with human values, creating environments where employees feel understood and supported.

One effective strategy for integrating EI and AI involves leveraging AI tools to enhance emotional awareness and mindfulness at scale. Singha (2023) highlights how AI-powered applications can guide employees through mindfulness exercises, stress management techniques, and emotional regulation practices, fostering resilience and psychological well-being. These tools can be complemented by EI training programs that equip employees and leaders with the skills to recognize and manage emotions effectively. For example, leaders with high emotional intelligence can use AI-generated insights to tailor their communication and conflict resolution approaches, ensuring they address the unique emotional needs of their teams. This dual approach not only amplifies the benefits of both EI and AI but also creates a culture of continuous learning and emotional growth, which is essential for sustaining supportive work environments.

Another key strategy is the use of AI to personalize employee experiences while embedding emotional intelligence into the design and deployment of these systems. Personalized recommendations based on individual preferences, work patterns, and emotional states enable

organizations to provide tailored support that resonates with employees on a deeper level (Soulami et al., 2024). For instance, AI-driven platforms can suggest flexible work arrangements, wellness programs, or professional development opportunities that align with an employee's unique needs and aspirations. However, the effectiveness of such personalization depends on the ethical design of AI systems, ensuring they respect privacy, avoid biases, and promote fairness. By grounding these systems in EI principles, organizations can ensure that technological interventions are empathetic, inclusive, and aligned with human-centric values, thereby enhancing trust and satisfaction.

Leadership plays a pivotal role in successfully integrating emotional intelligence and AI to create supportive work environments. Leaders with high EI are better equipped to navigate the complexities of AI adoption, ensuring that technological advancements complement rather than undermine workplace dynamics (Kaur, 2023). For example, emotionally intelligent leaders can foster open communication about the benefits and challenges of AI, addressing employee concerns and building trust in new technologies. Additionally, leaders can use AI-generated insights to make informed decisions that prioritize employee well-being, such as identifying workload imbalances or predicting burnout risks. By modeling emotional intelligence and demonstrating a commitment to ethical AI use, leaders can inspire their teams to embrace technological innovations while maintaining a focus on human connection and well-being.

Despite the potential of integrating EI and AI, several challenges and gaps must be addressed to ensure their effective application. Cultural differences in emotional expression and workplace norms may influence how AI-driven happiness management tools are received and utilized across diverse contexts (Soulami et al., 2024). Furthermore, ethical considerations, such as transparency, accountability, and fairness, must be prioritized to prevent misuse or unintended harm. Future research should explore how organizations can balance the scalability of AI with the nuanced understanding provided by emotional intelligence, ensuring that interventions are both efficient and empathetic. By addressing these gaps, researchers and practitioners can develop strategies that leverage the strengths of both domains, creating supportive work environments that enhance employee happiness, performance, and overall well-being.

Connections to Key Themes (Workplace Well-Being, AI-Driven Happiness Management and Emotional Intelligence)

The pursuit of workplace well-being has emerged as a critical area of interest in organizational research, driven by the increasing recognition of its impact on employee satisfaction, productivity, and organizational success. As organizations adapt to the complexities of modern work environments, the integration of Emotional Intelligence (EI) and Artificial Intelligence (AI) has garnered substantial attention for its potential to revolutionize employee well-being.

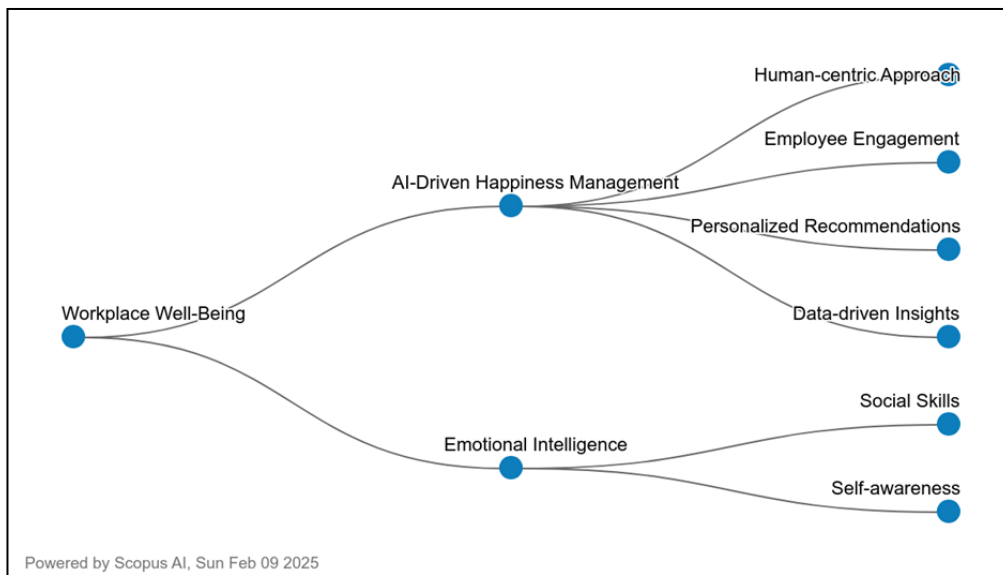


Figure 1 Concept Map of Workplace Well-Being and Its Key Themes

Emotional intelligence, characterized by social skills, self-awareness, and interpersonal dynamics, serves as a foundational component for fostering positive workplace environments. Concurrently, AI-driven happiness management tools leverage data-driven insights and personalized recommendations to enhance employee engagement and well-being. These tools adopt a human-centric approach, aiming to create tailored solutions that address the unique needs of employees while optimizing organizational outcomes.

This review synthesizes existing research at the intersection of emotional intelligence, workplace well-being, and AI-driven happiness management. The paper explores how advancements in AI technologies, combined with the principles of emotional intelligence, can offer innovative strategies for fostering a holistic and supportive workplace culture. Key themes include the role of data-driven insights, the importance of personalized recommendations, and the integration of a human-centric approach to employee engagement.

By mapping the interplay between these elements, this literature review aims to provide a comprehensive understanding of current advancements and identify gaps in the application of AI to emotional intelligence and workplace well-being. The graph above illustrates the multifaceted dimensions of Workplace Well-Being and its linkages with key themes that highlight its role in addressing workplace well-being. It begins with the central concept of AI-Driven happiness management and branching into four major themes: human-centric approach, employee engagement, personalized recommendations and data-driven insights. Additionally, the second central concept is emotional intelligence with two major themes: social skills and self-awareness.

Linkages Between Workplace Well-Being And AI-Driven Happiness Management

Workplace well-being has emerged as a critical focus for organizations seeking to enhance productivity, employee satisfaction, and long-term organizational success. Research underscores the importance of organizational commitment to fostering environments that prioritize employee happiness through strategic initiatives (Alnuaimi & Abou Assali, 2024). These efforts often integrate personal, organizational, and human resource management

(HRM) factors to create holistic frameworks for improving workplace well-being. However, with the advent of artificial intelligence (AI), new opportunities have arisen to refine these strategies further. AI-driven happiness management tools represent a transformative approach, leveraging data analytics, machine learning, and predictive modelling to identify patterns and interventions that directly impact employee well-being. By combining traditional HRM practices with cutting-edge technology, organizations can achieve unprecedented levels of precision in addressing workplace challenges.

The integration of AI into workplace dynamics introduces both opportunities and complexities regarding employee happiness. While some studies suggest that AI implementation may generate stress due to perceived job displacement or increased workload (Loureiro et al., 2023), others highlight its potential as a motivational factor when appropriately managed. For instance, AI systems can analyze real-time feedback from employees, monitor engagement metrics, and recommend tailored interventions to boost morale. This dual-edged nature of AI underscores the need for careful design and deployment of happiness management tools that align with emotional intelligence principles. Emotional intelligence—the ability to recognize, understand, and manage emotions—plays a pivotal role in ensuring that AI applications are empathetic and context-sensitive. When combined effectively, emotional intelligence and AI-driven solutions can create synergistic effects that enhance workplace well-being by addressing individual needs while maintaining organizational goals.

Strategic benefits of happiness initiatives underscore their value in driving employee engagement, productivity, and loyalty. Programs led by designated roles such as Chief Happiness Officers have demonstrated success in industries like oil, gas, and energy, where sustained happiness is linked to improved performance outcomes (Alzain et al., 2023). AI-driven happiness management amplifies these benefits by providing scalable and data-driven insights. For example, advanced algorithms can predict trends in employee satisfaction and proactively address issues before they escalate. Furthermore, conceptual frameworks emphasize the interconnectedness of happiness, organizational culture, and innovation (Wesarat et al., 2015; Mathew, 2023). By embedding AI tools within these frameworks, organizations can foster a culture of continuous improvement, empowering employees to thrive in dynamic work environments. Such innovations not only sustain happiness but also contribute to competitive advantage by aligning workforce capabilities with evolving market demands.

Empirical evidence consistently demonstrates the positive correlation between employee happiness and performance. Happy employees exhibit higher levels of productivity, job satisfaction, and overall well-being, which translate into tangible business outcomes such as profitability and value creation (Mathew, 2023). AI-driven happiness management enhances this relationship by offering personalized support and actionable recommendations based on granular data analysis. For instance, Ma et al. (2024) propose an improved particle swarm optimization model to analyze and predict employee happiness in large enterprises. This approach highlights the importance of understanding multifaceted factors influencing happiness, including work-life balance, recognition, and professional growth. By utilizing AI to uncover hidden patterns and correlations, organizations can implement targeted interventions that maximize employee well-being while minimizing resource expenditure. This evidence-based methodology ensures that happiness initiatives remain relevant and impactful over time.

In conclusion, the intersection of workplace well-being and AI-driven happiness management represents a promising frontier in organizational development. As highlighted throughout this discussion, AI tools offer unparalleled opportunities to enhance traditional happiness initiatives by incorporating emotional intelligence, predictive analytics, and scalable solutions. Organizations committed to fostering employee well-being must embrace these technological advancements while remaining mindful of ethical considerations and human-centric values. By doing so, they can unlock the full potential of their workforce, creating environments where individuals feel valued, motivated, and empowered to succeed. Future research should explore best practices for integrating AI-driven happiness management tools across diverse industries, ensuring equitable access to their benefits and addressing potential barriers to adoption. Ultimately, the convergence of AI and workplace well-being heralds a new era of innovation, one that prioritizes human flourishing alongside organizational excellence.

Table 1: The Summary of Workplace Well-Being and AI-Driven Happiness Management

Authors	Title	Source title	Year	Cited by
Wesarat P.-O.; Sharif M.Y.; Majid A.H.A.	A conceptual framework of happiness at the workplace	Asian Social Science	2015	49
Loureiro S.M.C.; Bilro R.G.; Neto D.	Working with AI: can stress bring happiness?	Service Business	2023	16
Kumar V.; Dhiman S.K.	Happiness and Workplace Well-Being: Transformational Leadership and the Role of Ethical and Spiritual Values	The Palgrave Handbook of Workplace Well-Being: With 80 Figures and 92 Tables	2021	2
Costa N.; Costa M.G.M.	Happiness management: How artificial intelligence can help managers	Complex AI Dynamics and Interactions in Management	2024	1
Alnuaimi A.; Abou Assali M.	Top-management attitudes toward workplace happiness: An exploratory case study at a semi-government organization in the United Arab Emirates (UAE)	Journal of Infrastructure, Policy and Development	2024	0
Alzain H.; AlGhazal R.; Qurain A.A.; Karkadan M.	Fostering and Sustaining Employees' Happiness in the Oil, Gas, and Energy Industry: the Role of Organizational Chief Happiness Officer in Implementing Happiness Initiatives and Programs	International Petroleum Technology Conference, IPTC 2023	2023	0

Linkages between Workplace Well-Being and Emotional Intelligence

Emotional intelligence (EI) has emerged as a cornerstone of workplace success, playing a pivotal role in fostering workplace well-being. EI refers to the ability to recognize, understand, and manage one's own emotions, as well as the emotions of others, enabling individuals to navigate interpersonal dynamics effectively (Kaur, 2023). In professional settings, technical expertise and academic credentials alone are insufficient for achieving optimal performance; strong interpersonal connections, self-control, and self-management skills—hallmarks of emotional intelligence—are equally critical (Fossier, 2022). These competencies contribute to a harmonious work environment by reducing conflicts, enhancing collaboration, and promoting psychological safety. As organizations increasingly prioritize employee well-being, understanding the role of EI becomes essential, as it serves as a foundation for creating supportive and resilient workplaces.

The impact of emotional intelligence on workplace performance is well-documented, with studies highlighting its positive effects on job satisfaction, productivity, and interpersonal relationships (Hamulić et al., 2024). Employees with higher EI are better equipped to manage stress, resolve conflicts, and communicate effectively, all of which contribute to a more cohesive and productive work environment. Moreover, research indicates that individuals with elevated emotional intelligence experience better mental health, greater work engagement, and enhanced satisfaction with social support in the workplace (Schutte & Loi, 2014). These factors collectively foster workplace flourishing, a state characterized by high levels of well-being and performance. By cultivating emotional intelligence, organizations can empower employees to thrive both personally and professionally, thereby enhancing overall workplace well-being.

From an organizational perspective, the implications of emotional intelligence extend beyond individual performance to influence broader workplace dynamics. Organizations are encouraged to recognize the importance of EI and implement targeted interventions, such as workshops and training programs, to enhance employees' emotional competencies (Kaur, 2023). Such initiatives not only improve individual capabilities but also create a culture of empathy and mutual respect, which are critical for sustaining workplace well-being. Furthermore, findings suggest that effective strategies to boost emotional intelligence can lead to improvements in overall well-being and work performance, underscoring the need for proactive measures (Azad & Kumar, 2023). By embedding EI into organizational policies and practices, businesses can foster environments where employees feel valued, supported, and motivated to excel.

Despite the growing body of evidence supporting the benefits of emotional intelligence, its specific relationship with workplace well-being remains underexplored in some contexts. While the abstracts reviewed provide valuable insights into the importance of EI in enhancing job satisfaction, mental health, and workplace flourishing, they do not explicitly address how EI directly impacts workplace well-being as a holistic construct (Hamulić et al., 2024; Schutte & Loi, 2014). This gap highlights the need for further research to examine the mechanisms through which emotional intelligence influences well-being outcomes, such as reduced burnout, increased resilience, and improved work-life balance. Understanding these linkages can inform the development of tailored interventions that leverage EI to promote comprehensive workplace well-being.

In conclusion, emotional intelligence is a critical determinant of workplace well-being, influencing individual and organizational outcomes through its effects on mental health, interpersonal relationships, and job satisfaction. By prioritizing the development of emotional intelligence, organizations can create environments that support employee well-being while driving performance and innovation. Future research should explore the nuanced connections between EI and workplace well-being, providing actionable insights for practitioners and policymakers. As workplaces continue to evolve in response to technological advancements and shifting societal expectations, emotional intelligence will remain a vital tool for fostering resilience, adaptability, and sustainable success.

Table 2: Summary of Workplace Well-Being and Emotional Intelligence

Authors	Title	Source title	Year	Cited by
Fossier K.B.	Emotional Intelligence	Radiologic Technology	2022	3
Kaur R.	Emotional intelligence at the workplace: The untapped edge for success	Leveraging AI and Emotional Intelligence in Contemporary Business Organizations	2023	1
Azad Y.; Kumar A.	Emotional intelligence as a predictor of psychological wellbeing and workplace performance	AI and Emotional Intelligence for Modern Business Management	2023	0
Hamulić R.; Bajrić A.; Sivić M.; Bajrić A.	The Importance of Emotional Intelligence in the Management of Stress at Work	Scripta Medica (Banja Luka)	2024	0

Conclusion

This study underlines the connection of emotional intelligence (EI) and AI-driven happiness management in fostering workplace well-being by revealing several key findings. The main findings of the study confirm that emotional intelligence emerged as a critical determinant of workplace well-being, with higher EI correlating to improved mental health, work engagement, and satisfaction with social support. Furthermore, AI demonstrated significant potential to enhance employee happiness by providing data-driven insights, personalized interventions, and tools for emotional awareness and mindfulness. Finally, the integration of EI and AI was shown to create synergistic effects, enabling organizations to design supportive work environments that balance technological efficiency with human-centric values.

The theoretical implications of this study contribute to the growing body of literature on workplace well-being by bridging two traditionally distinct domains, namely emotional intelligence and AI-driven happiness management. It highlights the importance of adopting a multidisciplinary approach to understanding workplace dynamics, emphasizing the interplay between human emotions and technological advancements. By integrating these domains, the study expands existing frameworks to include the role of AI as a catalyst for enhancing emotional and psychological well-being. Furthermore, it introduces the concept of "well-being

AI," which emphasizes fairness, inclusivity, and emotional health, offering a new lens through which researchers can explore the ethical and practical dimensions of AI adoption in organizational settings.

From a practical perspective, the study provides actionable insights for organizations seeking to enhance workplace well-being. Leaders are encouraged to prioritize emotional intelligence training programs to equip employees and managers with the skills needed to navigate interpersonal relationships effectively. Simultaneously, organizations should leverage AI tools to monitor employee well-being, predict potential stressors, and implement targeted interventions. For example, AI-powered platforms can offer personalized wellness programs or flexible work arrangements, while EI principles ensure these interventions are empathetic and inclusive. By adopting these strategies, organizations can create supportive work environments that promote employee happiness, productivity, and long-term success.

Despite its contributions, this study has its limitations. It is primarily based on existing literature and it may have introduced selection bias, as the review primarily included peer-reviewed articles. Moreover, the study's focus on the intersection of EI and AI is relatively novel, resulting in limited empirical evidence directly addressing their combined impact on workplace well-being. The study also does not take into account the cultural and sector-specific nuances of the studies reviewed and this potentially limiting the generalizability of the findings.

To address these limitations, future studies should explore several avenues. Firstly, longitudinal studies are needed to examine the long-term effects of integrating EI and AI on workplace well-being, particularly in diverse cultural and organizational contexts. Secondly, future studies should investigate the ethical implications of AI adoption, focusing on issues such as transparency, accountability, and fairness to ensure that technological advancements align with human-centric values. Another limitation of the studies should include experimental studies that could test the efficacy of specific interventions, such as AI-powered mindfulness apps or EI-based leadership training programs, in enhancing employee happiness and performance. Finally, future research should explore the role of emerging technologies, such as virtual reality or augmented reality, in promoting emotional awareness and well-being, further expanding the scope of AI-driven happiness management.

Acknowledgements

The authors would like to express their sincere gratitude to the Kedah State Research Committee, UiTM Kedah Branch, for the generous funding provided under the *Tabung Penyelidikan Am*. This support was crucial in facilitating the research and ensuring the successful publication of this article.

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