

The Impact of Remote Work on Emotional Intelligence among Public Servants in Ghana

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ABSTRACT

This paper examines the impact of artificial intelligence (AI), automation, and remote work on employees' emotional intelligence (EI) within organisational settings. Utilizing frameworks such as technological acceptance, social cognitive theory, and emotional labor, this research elucidates the ways in which emotional regulation and social interaction are influenced by technology design and organisational practices. Technological advancements have markedly transformed emotional capacity and workplace relationships. While EI enhances empathy and self-awareness, it also presents challenges such as technostress, emotional exhaustion, and reduced face-to-face interaction. This study considers AI, remote work, and EI as interconnected phenomena within the sociology of the workplace. Employing face-to-face interviews with public sector workers in Ghana and a comprehensive literature review, the data were analyzed thematically. The findings indicate that well-integrated AI can enhance emotional capabilities, whereas poor implementation may undermine emotional autonomy and social cohesion. The study proposes human-centered AI governance and emotionally informed Human Resource (HR) policies, advocating for EI training to align with AI adoption to foster resilience and innovation in digital workspaces, thereby ensuring organizational efficiency and effectiveness.

Keywords: Artificial Intelligence, Emotional Intelligence, Remote Work, Technological and Interaction

INTRODUCTION

This paper explores the multifaceted impacts of these technological and organisational shifts on various facets of emotional intelligence within the workforce, ranging from self-awareness and self-regulation to empathy and social skills. It also critically examines how the increasing prevalence of artificial intelligence and automation, while streamlining business processes and improving productivity, introduces significant disruptive shifts for employees, particularly at the non-supervisory and junior levels.¹ The transformative potential of artificial intelligence extends beyond mere efficiency gains, offering robust tools that can either hinder the development of emotional intelligence, thereby influencing the overall employee well-being.² Specifically, the integration of artificial intelligence (AI) in the workplace necessitates a re-evaluation of human-AI collaboration dynamics, where emotional intelligence can facilitate the successful adoption and effectiveness of these advanced systems.³ This re-evaluation must consider the intricate connections between employee well-being in AI-enhanced environments and the direct influence of (AI) on emotional intelligence, recognizing that these technologies can exhibit both positive alignments and subtle negative correlations with employee well-being.⁴ Rapid

¹Faouzi Bouslama, 'Conceptualizing a Generative AI-Based Solution for Emotional Intelligence Interventions: Application to Education and Training' in *International Symposium on Intelligent Computing Systems* (Springer Nature Switzerland 2024) 107–121.

²A G Kaaria, 'Artificial Intelligence and Employee Well-Being: Balancing Technological Progressions with Human-Centric Workplace Strategies, a Research Agenda' (2024) 7(1) *East African Journal of Information Technology* 355–365.

³hukla, Akanksha, Deepak Kumar, Madhuri Girdhar, Anil Kumar, Abhineet Goyal, Tabarak Malik, and Anand Mohan. "Strategies of pretreatment of feedstocks for optimized bioethanol production: distinct and integrated approaches." *Biotechnology for biofuels and bioproducts* 16, no. 1 (2023): 44.

⁴Sukhpal Singh Gill, Minxian Xu, Panos Patros, Huaming Wu, Rupinder Kaur, Kamalpreet Kaur, Stephanie Fuller and others, 'Transformative Effects of ChatGPT on Modern Education: Emerging Era of AI Chatbots' (2024) 4 *Internet of Things and Cyber-Physical Systems* 19–23.

advancements in artificial intelligence, often coupled with automation, present a complex scenario in where opportunities for enhanced emotional intelligence development exist alongside potential challenges to employee well-being.⁵

Therefore, understanding the nuanced interplay between technological innovations and human emotional faculties is crucial for fostering a resilient and emotionally intelligent workforce.⁶ The study concluded with a comprehensive review of the literature from diverse sources, complemented by face-to-face interviews with a randomly selected sample of some senior and junior staff from public services in Ghana. This was accompanied by a thematic analysis of the findings and discussions.

Background

Emotional intelligence has emerged as a prominent, results-oriented approach within the workplace, necessitating effective human resource management. However, it is increasingly being supplanted by artificial intelligence. Unlike emotional intelligence, artificial intelligence lacks the capacity to assess ethical implications, which is crucial for enhancing its effectiveness and efficiency in contemporary work environments.

In contemporary organisations, the extensive integration of artificial intelligence, automation, and remote work has created a dual-faceted environment that can both enhance and impede the development of employees' emotional intelligence. It is estimated that up to 30% of workers will be potentially displaced by people through automation by 2030.⁷ On the one hand, intelligent systems perform routine and analytical tasks, thereby allowing employees to concentrate more on interpersonal, empathetic, and emotion-focused activities, which may enhance emotional intelligence.⁸ However, the other hand, AI-driven monitoring, job insecurity, technostress, and diminished face-to-face interaction pose threats to employees' emotional well-being, privacy, and socio-emotional development. Consequently, the overall impact on emotional intelligence is contingent on the manner in which technology is designed, implemented, and integrated into human-centric human resource and management practices.

This term paper identified pertains to the fragmented examination of artificial intelligence (AI), remote work, and emotional intelligence (EI). The current literature predominantly addresses these elements in isolation or in pairs, thereby overlooking their collective impact on EI development. While some studies indicate that EI can alleviate negative outcomes in remote work settings and that AI influences emotional well-being, empirical research investigating the joint influence of AI and remote work on EI in employee interactions is lacking.⁹ Additionally, the effect of AI on emotional autonomy and the evolving aspects of EI development within AI-mediated work environments remains insufficiently explored.¹⁰ Although certain aspects of remote work, such as stress and emotional labour, have been discussed in other scholarly postulations, the combined effects of AI and remote work on EI have not been systematically examined. This underscores the necessity for a comprehensive analysis of technologically demanding remote environments on emotional regulation and interactions.

This term paper explores research on digital work environments, highlighting the lack of studies on emotional outcomes such as emotional intelligence (EI) in high-tech settings, while emphasising issues such as burnout, digital presenteeism, and social comparison.¹¹ Although technostress, digital overload, and job pressure have

⁵ Fitrah Khairi, Ramdhani Haryanti and Puji Astuti, 'Precision Feed Management with Automation Technology to Optimize the Growth and Health of Beef Cattle' (2025) 2(10) *The Journal of Academic Science* 2228–2236

⁶ Ibid, n3

⁷ Jacqueline Brassey and others, 'Emotional flexibility and general self-efficacy: A pilot training intervention study with knowledge workers' (2020) *PLoS ONE* 15.

⁸ Ibid, n3

⁹ Shanley Corvite, Kat Roemmich, Tillie Ilana Rosenberg and Nazanin Andalibi, 'Data subjects' perspectives on emotion artificial intelligence use in the workplace: A relational ethics lens' (2023) *Proceedings of the ACM on Human-Computer Interaction* 7(CSCW1) 1–38.

¹⁰ Ibid, n2

¹¹ Marsh E, Perez Vallejos E and Spence A, 'Digital Workplace Technology Intensity: Qualitative Insights on Employee Wellbeing Impacts of Digital Workplace Job Demands' (2024) 2 *Frontiers in Organizational Psychology* 1392997.

been discussed in the literature, it remains unclear how these technological environments influence the development or modulation of employees' EI remains unclear.¹²

This term paper article investigates research on digital work environments, focusing on issues such as social comparison, burnout, and digital presenteeism, while underscoring the scarcity of studies on emotional outcomes, such as emotional intelligence (EI), in high-tech contexts.¹³ Although the literature addresses technostress, digital overload, and job pressure, it does not elucidate how these technological settings influence the development or alteration of employees' emotional intelligence (EI).¹⁴

This study examines the dual effects of artificial intelligence (AI), automation, and remote work on the development of emotional intelligence (EI) among employees, identifying scenarios in which where technology either enhances emotional labour and interpersonal relationships or induces stress and isolation that hinder EI. Research suggests that while AI can augment and enhance emotional capabilities, it may also disrupt emotional autonomy. Furthermore, remote work influences behaviour and well-being, with EI serving as a critical buffer or vulnerability factor in this dynamic relationship. Future research should investigate how technologically demanding remote work environments impact the development and application of EI in such interactions.

This text presents a framework for understanding the interplay between artificial intelligence (AI), emotional intelligence (EI), and remote work. It argues for an integrative model that combines various literatures, highlighting EI as an outcome of AI-mediated remote work rather than a moderator of performance. This study research identifies the dual effects of AI on EI, addressing both enhancements in emotional skills and risks such as technostress and emotional exhaustion. The practical contributions include guidance for human resource and leaders in designing policies that foster EI development and align training with AI and remote work practices. Overall, the analysis emphasises the need for a comprehensive perspective on how these elements interact, offering implications for organizational theory and practice.

Guidance for human resources and organizational leaders underscores the importance of designing artificial intelligence tools, automation, and remote work policies that promote the development of emotional intelligence (EI) while mitigating it. Training programs and interventions should integrate EI training with the adoption of AI and remote work practices to ensure employee well-being and sustain innovation. This topic presents an integrative perspective on how AI and remote work can simultaneously enhance and challenge employees' emotional intelligence, with significant implications for theory, policy, and human resource practices.

LITERATURE REVIEW

The integration of artificial intelligence (AI) and automation is profoundly transforming skill requirements within the workplace, shifting the emphasis from competing with technology to collaborating with it.¹⁵ As AI demonstrates proficiency in analytical tasks, the importance of employees' analytical skills diminishes, while soft skills such as empathy and intuition become increasingly significant.¹⁶ Organisations are now prioritising roles that are distinctly human, necessitating critical thinking, creativity, and emotional intelligence, particularly in sectors that require human interaction, such as customer service and healthcare.¹⁷ Consequently, skills such as persuasion and emotional intelligence are deemed essential, as they present challenges for AI replication.¹⁸ This transformation highlights the growing importance of emotional labour skills and the necessity of

¹² Ibid, n 3

¹³ Prentice C, Lopes SD and Wang X, 'Emotional intelligence or artificial intelligence—an employee perspective' (2020) 29(4) *Journal of Hospitality Marketing & Management* 377–403.

¹⁴ Ibid, n 2

¹⁵ Daraojimba RE and others, 'The future of work and human resources: A review of emerging trends and HR's evolving role' (2023) *International Journal of Science and Research Archive*.

¹⁶ Breunig KJ and Strand TANS, 'A bibliometric analysis deconstructing research on how cognitive technologies affect man-machine collaboration' (2023) *European Conference on Knowledge Management* n pag.

¹⁷ Ardi A, Cahyadi H, Meilani YFCP and Pramono R, 'Talent attraction through flexible work anytime from anywhere' (2024) 8(3) *Journal of Infrastructure, Policy and Development* 2998.

¹⁸ Navandar P, 'The intersection of artificial intelligence and emotional intelligence: transforming workplaces and consumer experiences' (2022) *International Journal of Science and Research (IJSR)* n pag.

proficiency in empathy and communication to facilitate effective human-AI collaboration.¹⁹ Ultimately, individuals who integrate human emotional skills with technical expertise will excel in an evolving labour market.²⁰

The integration of artificial intelligence (AI) and automation in the workplace had resulted in notable psychological and emotional effects on employees.²¹ Research suggests that awareness of Smart Technology, Artificial Intelligence, Robotics, and Algorithms (STARA) adversely impacts employees' well-being by inducing career anxiety and emotional exhaustion, primarily due to perceived job insecurity.²² Nevertheless, this relationship is not entirely negative; AI can also enhance emotional intelligence and foster positive learning experiences as employees acclimatise to new technologies.²³ Organisations are increasingly acknowledging the importance of emotional intelligence training to enhance productivity and employee retention in the face of these changes.²⁴

Theoretical Frameworks

This study is informed by three theoretical frameworks: the Technology Acceptance Model, Social Cognitive Theory, and Emotional Labour Theory, owing to the nature of the central thesis.

The Technology Acceptance Model (TAM), formulated by Fred Davis, elucidates the process by which individuals adopt technology through two principal determinants: Perceived Usefulness (PU) and Perceived Ease of Use (PEOU).²⁵ PU refers to the belief that technology enhances productivity, whereas, PEOU pertains to the perceived effort required for its utilisation.²⁶ The TAM distill complex behaviours into these constructs, demonstrating its efficacy across diverse contexts.²⁷ However, it has been critiqued for oversimplifying human-technology interactions by overlooking factors such as social influence and emotional responses.²⁸ Despite these limitations, the TAM remains a valuable framework for managers and researchers to comprehend and predict technology adoption, thereby facilitating informed interventions and further research on user behaviour toward its uses.²⁹

Social Cognitive Theory (SCT), formulated by Albert Bandura in the 1970s, examines human learning, behavior, and motivation through the interaction of personal factors, environmental influences, and behaviour, a concept known as reciprocal determinism.³⁰ Central to this theory are the notions of observational learning, as demonstrated by Bandura's Bobo doll experiments, and self-efficacy, which influences motivation and persistence.³¹ SCT finds applications in education, health promotion, and organizational behaviour, emphasising the significance of modelling in shaping individual actions.³² While it is commended for integrating cognitive

¹⁹ Tiwari A and Srivastava S, 'The process of artificial intelligence and automation has increased the need of emotional intelligence at workplace' (2020).

²⁰ Gkinko L and Elbanna AR, 'Hope, tolerance and empathy: employees' emotions when using an AI-enabled chatbot in a digitalised workplace' (2022) 35 *Information Technology & People* 1714–1743.

²¹ Ibid

²² Jin G, Jiang J and Liao H, 'The work affective well-being under the impact of AI' (2024) 14(1) *Scientific Reports* 25483. Zheng J and Zhang T, 'Association between AI awareness and emotional exhaustion: the serial mediation of job insecurity and work interference with family' (2025) 15 *Behavioral Sciences* n pag.

²³ Sen W, Zhu X and Deng L, 'Impact of job demands on employee learning: the moderating role of human-machine cooperation relationship' (2022) 2022(1) *Computational Intelligence and Neuroscience* 7406716.

²⁴ Luhana KK, Memon AB and Khan I, 'The rise of artificial intelligence and its influence on employee performance and work' (2023) 8(2) *Global Social Sciences Review* 463–479. Pandey P, 'Emotional intelligence skills in the age of AI: a review' (2023) 5(5) *International Journal for Multidisciplinary Research*.

²⁵ Davis FD, *Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology* (1989). (n1)

²⁶ Ibid

²⁷ David (n, 3)

²⁸ Valtonen A and Holopainen M, 'Mitigating employee resistance and achieving well-being in digital transformation' (2025) *Information Technology & People* n pag.

²⁹ Ibid

³⁰ Bandura A, 'Social cognitive theory of personality' in *The coherence of personality: Social-cognitive bases of consistency, variability, and organization* (1999) 185–24

³¹ Ibid, n 4

³² Bandura (n,3)

and social dimensions, it has been critiqued for its broad scope and potential oversight of unconscious processes and biological influences.³³ Overall, SCT offers valuable insights into learning and behaviour across disciplines.

Emotional labour theory, introduced by Arlie Hochschild in "The Managed Heart" (1983), posits that employees, particularly those in service-oriented positions, are required to regulate their emotions as part of their professional responsibilities. The theory distinguishes between surface acting, which involves the simulation of emotions, and deep acting, which entails aligning one's internal feelings with organizational expectations. It emphasises that emotional regulation constitutes a form of labour, that may result in psychological strain if the demands are excessive. Scholars such as Grandey (2000) have further developed this theory by examining emotional intelligence and the coping strategies. While the theory highlights the emotional burden of service work and the tension between authentic emotions and organisational demands, it has faced criticism for potentially overlooking employee agency and cultural variations in emotional expressions.

The positive pathways integration of artificial intelligence (AI) and automation diminishes routine transactional tasks in three theories. Therefore, it affords more time for relational and creative endeavours efforts. Technology-mediated interactions can promote reflection and enhance emotional awareness. Moreover, the flexibility inherent in remote work augments autonomy and psychological safety. Potential yielding positive outcomes influence such relationships. For negative pathways, the converse is a reduction in face-to-face interaction, which results in fewer opportunities for the spontaneous development of emotional intelligence (EI). An excessive reliance on digital cues may lead to misinterpretation and a reduction in empathy, tolerance, and coexistence. Additionally, the substitution of emotional support roles by AI and automation could lead to a decline in EI competencies, such as self-awareness, social awareness, self-management, and relationship management.

This study exclusively utilised secondary data to review the data of the subject matter and face-to-face interviews with the analysis based on the interpretation of the explanations and relationships of the multivariate in question. The sample for this study, concentrated on industries and organisations with high AI adoption, encompassing remote, hybrid, and traditional work arrangements. Emotional Intelligence was assessed using measures such as the MSCEIT, EQ-i, and self-report EI scales. Metrics of AI/automation exposure and remote work intensity were also considered, alongside control uncertainties such as age, gender, job tenure, and role type. Data Collection & Analysis: Multi-level models.

DISCUSSIONS

The contemporary technological landscape, particularly within the realm of artificial intelligence, has generated discourse that negatively affects emotional intelligence. In the context of Africa, particularly within Ghana's public sector, the presence and challenges associated with this situation have not resulted in the widespread adoption of emerging norms of professional ethics by all individuals in the workplace. Clear issues related to change have become significant challenges with this modern technology. This indicates that, a higher levels of emotional intelligence are likely to be observed in workplaces that operate independently of artificial intelligence within this familiar workplace context. The degree of resistance, traceable to colonial legacies, opposes change without rational justification. Simultaneously, modern African youth are increasingly integrating AI into their new workplaces, encountering challenges as the older generation endeavours to decolonise Eurocentric ideology. Although directly aligned with these ideas, they also appreciate the efficiency that AI has introduced to work ethics new approaches. Examples of such environments include the public sector in Ghana, particularly universities and peacebuilding institutions.³⁴

Nevertheless, it is crucial to acknowledge the significance of emotional intelligence, which facilitates human interaction and control, within the framework of these evolving and dominant norms. Others interviewed, claim that while artificial intelligence and remote work facilitate the implementation of programmes and activities geared toward peacebuilding, they pose the risk of diminishing the human emotions and connections essential for the effective execution of such initiatives. This "dual impact" represents a trade-off wherein technical

³³Ibid(n 4)

³⁴Perception from an interview with a Professor from African Studies at the University of Ghana, Legon (18 February 2026).

proficiency is enhanced, yet the natural development of emotional intelligence is constrained.³⁵ The comprehension of corporate governance in Ghana encompasses a range of principles, including the rule of law, accountability, transparency, conflict of interest, integrity, efficiency, interdependency, risk management, and codes of conduct which needed to be safeguarded to arrive at the outcome. These principles are rigorously measurable. Although recent socioeconomic and political factors have significantly influenced these principles, societal norms have ultimately shaped procedural outcomes, providing a definitive framework. As one respondent articulated this:

“Moral decay and corruption are increasingly being normalised due to the emerging influence of artificial intelligence (AI) and emotional intelligence (EI) in Ghanaian society. Individuals report that dishonesty and greed are no longer condemned but are instead tolerated and, in some instances, even celebrated. This trend underscores a perilous erosion of ethical values, posing a threat to both national and social development. It is imperative that young individuals utilizing AI do not prioritize popularity and wealth over integrity.”³⁶

The respondent above attempted to associate morality with Artificial Intelligence (AI) and Emotional Intelligence (EI). However, from his perspective, morality is defined by what is publicly accepted as human-centered development, which partially explains emotional intelligence. In his view, Artificial Intelligence is more artificial and conflicts with moral integrity. The other findings from all these interviews elucidate the perception within the discourse as a subjective reality, characterised as a multifaceted psychological construct influenced by taste, structure, and personal factors that may not be fully comprehended in qualitative study.

The integration of artificial intelligence (AI) into the workplace, though such collaborations presents significant challenges for human communication and emotional development, leading to diminished social interaction and an increased reliance on AI rather than human colleagues.³⁷ This transition has resulted in heightened feelings of loneliness and social isolation among employees, as AI lacks emotional intelligence, thereby hindering interpersonal emotional communication.³⁸ The procedural methodologies of artificial intelligence are frequently overlooked, resulting in their speculative nature unless they are meticulously regulated by human emotional intelligence. This phenomenon not only disrupts human communication but also results in social isolation and a significant likelihood of artificial human interference. This, in turn, leads to social looping and an elevated risk of self-destructive behaviour. Furthermore, privacy concerns associated with emotion AI tools create a perception of intrusion into emotional data, potentially prompting employees to adopt defensive measures to safeguard their emotional privacy.³⁹ Habermas perceived the concept of "administering life" as detrimental to and undermining the human capacity for creativity and innovation in the context of prevailing knowledge systems in artificial intelligence.

The growing dependence on AI poses a threat to traditional collaboration skills, with employees finding face-to-face interactions increasingly challenging.⁴⁰ Nevertheless, when used effectively, AI can enhance psychological availability and work engagement, thereby fostering improved team communication.⁴¹ The intersection of AI and emotional intelligence presents both challenges and opportunities, necessitating a focus on emotional intelligence during digital transformation owing to the new demands arising from AI adoption.⁴²

³⁵ Perception from an interview with a Senior Public Servant from a peacebuilding institution at the National Peace Council Office, Koforidua (16 February 2026).

³⁶ Perception from an interview with a Senior Public Servant from a peacebuilding institution at the National Peace Council Office, Kumasi (16 February 2026).

³⁷ Meng Q et al, 'Effects of employee-artificial intelligence (AI) collaboration on counterproductive work behaviors (CWBs): leader emotional support as a moderator' (2025) 15 *Behavioral Sciences* n pag. Tang PM et al, 'No person is an island: unpacking the work and after-work consequences of interacting with artificial intelligence' (2023) *The Journal of Applied Psychology* n pag.

³⁸ Ibid ,n2

³⁹ Hammad T, 'Exploring the intersection of AI and emotional intelligence: navigating the promise and peril' (2024) *International Journal for Multidisciplinary Research* n pag.

⁴⁰ Jones MA and Asonye BO, 'The organizational cultural impact of the social use of AI and bots on remote employees returning to the workplace' (2025) *Journal of Management World* n pag.

⁴¹ Liu X and Li Y, 'Examining the double-edged sword effect of AI usage on work engagement: the moderating role of core task characteristics substitution' (2025) 15 *Behavioral Sciences* n pag

⁴² Kaptanoğlu RÖ, 'The human face of digitalization in healthcare: a mixed-methods study on the relationship between emotional intelligence and burnout' (2025) 15 *Behavioral Sciences* n pag.

The emergence of remote and hybrid work environments presents challenges to the development of emotional intelligence, particularly as employees encounter increased declines in motivation, emotional fatigue, and performance issues due to the integration of artificial intelligence (AI) and automation.⁴³ The combination of physical separation from colleagues and reliance on AI complicates the cultivation of emotional skills, prompting organisations to implement emotional intelligence training and psychological support tools to enhance employee well-being.⁴⁴ Furthermore, upskilling initiatives focused on emotional intelligence and stress management are crucial as AI assumes routine tasks.⁴⁵ Research indicates that enhancing psychological capital can mediate AI-induced stress, thereby fostering employee engagement and resilience in the evolving workplace.⁴⁶

Organisations are increasingly addressing the challenges posed by artificial intelligence and automation by implementing comprehensive training programs designed to enhance both technical and soft skills, including emotional intelligence (EI).⁴⁷ These initiatives concentrate on critical areas such as effective communication, leadership, and resilience to manage IA-induced stress.⁴⁸ Research indicates that developing psychological capital is essential for employee well-being and work engagement during technological changes.⁴⁹ Through targeted training in stress management and emotional intelligence, companies aim to equip their workforce with the necessary coping skills, thereby promoting adaptation and productivity in an AI-integrated environment.⁵⁰ This study adopts a conceptual and integrative approach, proposing that its insights necessitate better future validation through quantitative or mixed-method research that incorporates employee's direct experiences in AI-mediated workplaces.

CONCLUSION

In Ghana, significant gaps exist at the intersection of artificial intelligence (AI), emotional intelligence (EI), and remote work. Within contemporary organizations, the integration of AI, automation, and remote work exerts a considerable influence on employees' emotional intelligence, particularly in sectors such as universities and construction institutions. AI has possesses the potential to enhance EI by facilitating a greater emphasis on interpersonal tasks; however, it also introduces challenges, including job insecurity and stress. While AI may augment emotional capabilities, it simultaneously undermines and strengthens the institutions. Emotional autonomy is affected by the structural fear of changes that AI introduces into routine work, impacting employees' status. This study advocates for the alignment of EI programs with AI and remote work practices to cultivate skills for effective collaboration in technologically advanced settings and underscores the necessity of a comprehensive analysis to inform human resource (HR) policies.

Significant gaps exist at the intersection of AI, EI, and remote work in Ghana. These include the need for integrated models that incorporate all four elements, the protection of emotional data rights, the examination of AI's impact on EI, motivation, and innovative thinking, the assurance of diverse representation in research, and the challenges posed by cross-sectional data. These factors impede causal inferences regarding AI's long-term effects of AI on EI. These issues highlight the need for comprehensive policies and research concerning the evolving dynamics of AI workplaces, particularly in African communities, where AI is an unstable, expensive, and an inefficient tool for public sector work.

⁴³Figueiredo E et al, 'Loneliness and isolation in the era of telework: a comprehensive review of challenges for organizational success' (2025) 13 *Healthcare* n pag.

⁴⁴ Kaur J and Chauhan A, 'Beyond technical skills: a fuzzy DEMATEL analysis of emotional intelligence and its impact on IT professionals' performance in hybrid work settings' (2025) 11 *Future Business Journal* n pag.

⁴⁵ Figueiredo E et al, 'Loneliness and isolation in the era of telework: a comprehensive review of challenges for organizational success' (2025) 13 *Healthcare* n pag. Hammad T, 'Exploring the intersection of AI and emotional intelligence: navigating the promise and peril' (2024) *International Journal for Multidisciplinary Research* n pag.

⁴⁶ Bhatia S et al, 'Factors influencing organisational politics and their relationship with emotional intelligence and employee behavior: a PLS-SEM modelling' (2024) 13 *F1000Research* n pag.

⁴⁷ Ekuma K, 'Artificial intelligence and automation in human resource development: a systematic review' (2023) 23 *Human Resource Development Review* 199–229.

⁴⁸ Ibid

⁴⁹ Hou Y and Fan L, 'Working with AI: the effect of job stress on hotel employees' work engagement' (2024) 14 *Behavioral Sciences* n pag.

⁵⁰ Ibid

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