



EMOTIONAL INTELLIGENCE AS A HUMAN-CENTRED CAPABILITY IN AI-DRIVEN ORGANIZATIONS: EFFECTS ON LEADERSHIP EFFECTIVENESS, EMPLOYEE TRUST, AND HUMAN-AI INTERACTION.

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Abstract

The rapid adoption of artificial intelligence (AI) is transforming organisational leadership, employee decision-making, and workplace interactions [1], creating a growing need to understand the human capabilities that support effective AI integration. This study examines the role of emotional intelligence (EI) in AI-driven organisations and investigates its relationships with leadership effectiveness, employee trust, and human-AI interaction. The study aims to develop an integrated empirical framework explaining how EI contributes to effective leadership and positive employee–AI collaboration and interaction. A quantitative research design was employed using a structured five-point Likert-scale questionnaire. The dataset comprises 300 respondents from AI-enabled organisational environments, and The data were analysed using descriptive statistics, correlation analysis, and Partial Least Squares Structural Equation Modelling (PLS-SEM). The structural model was evaluated using bootstrapping with 5,000 resamples to assess path significance and the proposed mediating role of Employee Trust.. The results indicate positive relationships between emotional intelligence and leadership effectiveness ($r = 0.382$), employee trust ($r = 0.339$), and human-AI interaction ($r = 0.314$). Employee trust also demonstrates positive associations with leadership effectiveness and human-AI interaction. These findings suggest that emotionally intelligent leaders EI **was positively associated with** employee confidence and effective human-AI collaboration by integrating emotional intelligence, organisational trust, leadership effectiveness, and human-AI interaction within a unified framework. The findings provide practical implications for leadership development, AI implementation, employee engagement, and trust-oriented

Keywords: Emotional Intelligence, Artificial Intelligence, Leadership Effectiveness, Employee Trust, Human-AI Interaction, AI-Driven Organisations



1. Introduction

1.1 Background of the Study

The rapid adoption of artificial intelligence (AI) is transforming organisational structures, work processes, and managerial practices. AI-enabled systems are increasingly being used to support decision-making, information processing, forecasting, employee management, and other organisational activities. As AI becomes embedded in routine and strategic processes, the traditional relationship between employees and leaders is evolving from a predominantly human-to-human interaction toward a more complex environment involving **human-AI collaboration**. Consequently, organisational effectiveness increasingly depends not only on technological capability but also on how effectively employees and leaders understand, accept, and collaborate with AI-based systems. This transformation places greater emphasis on the human dimensions of AI adoption, particularly communication, adaptability, trust, empathy, and emotional regulation. The integration of AI into managerial decision-making also changes the role of organisational leaders. Rather than relying exclusively on personal experience and conventional decision-making approaches, leaders increasingly need to interpret AI-generated information, evaluate algorithmic recommendations, communicate AI-supported decisions, and manage employee responses to technological change. This creates a need for leadership capabilities that extend beyond technical and analytical competence. Empirical evidence indicates that emotional intelligence is positively associated with leadership effectiveness, with meta-analytic evidence reporting a moderate relationship between leaders' emotional intelligence and this outcome. [2] Recent research further indicates that emotional intelligence remains an important resource for leadership and team effectiveness in complex organisational contexts. [3]. At the same time, increasing human-AI collaboration introduces important questions concerning **employee trust in leaders and organisational processes surrounding AI adoption**. In this study, Employee Trust refers primarily to employees' confidence in organisational leaders and AI-related organisational decision-making, including perceptions of fairness, transparency, responsibility, and consideration of employee interests. It is therefore conceptually distinct from **technological trust**, which concerns an individual's willingness to rely on an AI system based on characteristics such as competence, reliability, predictability, and explainability. This distinction is particularly important in human-AI teams because trust is not directed toward a single referent. Recent research demonstrates that trust toward AI teammates can differ from trust toward human teammates, particularly in affective and interpersonal dimensions. Georganta and Ulfert (2024), for example, found lower perceived trustworthiness and affective interpersonal trust for AI teammates than for human teammates, while cognitive trust and trust behaviours did not always differ. Contemporary research also emphasises that technological trust requires its own measurement and calibration mechanisms. McGrath et al. (2025) developed and validated a dedicated measure of trust in AI, highlighting trust in AI as a distinct construct within human-AI teaming and organisational technology adoption. Similarly, research on AI-teaming indicates that transparency, explainability, coordination, communication, and shared understanding are important for developing appropriate trust in AI teammates. Accordingly, the present study does **not** treat Employee Trust as a proxy for trust in AI technology. Instead, it examines how Emotional Intelligence relates to trust in human leaders and organisational processes in AI-



enabled workplaces, while Human-AI Interface captures employees' perceptions of their interaction and collaboration with AI.

The **motivation for the present study** arises from this intersection of technological transformation and human capability. Although previous research has established relationships between emotional intelligence and leadership effectiveness [5], the emergence of AI-driven organisations creates a new context in which interpersonal and organisational trust from technological trust in AI. Employee Trust is now explicitly defined as employees' confidence in organisational leaders and organisational processes surrounding AI-supported decision-making, rather than trust in the AI system itself. We have also acknowledged the potential dark side of Emotional Intelligence, recognising that emotional capabilities may be used strategically or manipulatively and should therefore not be assumed to produce universally positive outcomes. Furthermore, we have clarified why Employee Trust was selected as the primary mediator. While psychological safety is recognised as an important mechanism in AI adoption, Employee Trust is more closely aligned with the present study's focus on confidence in leadership and organisational AI-related decision processes. Psychological safety is therefore identified as a complementary pathway for future research. Duplicate citations have also been removed and the reference sequence has been checked for consistency.

1.2 Research Problem

AI adoption creates a complex organisational challenge because employees must adapt simultaneously to new technologies, changing decision-making processes, and evolving leadership practices. In this environment, **trust in leaders, emotional awareness, communication, and employee interaction with AI** become important organisational factors. In this study, employee interaction with AI refers to employees' perceived ability to communicate with, understand, use, and collaborate with AI-supported systems in workplace tasks and decision-making. Leaders with higher emotional intelligence may be better able to recognise employee concerns, regulate their own responses, communicate AI-related changes clearly, and respond empathetically to uncertainty. These capabilities may strengthen **interpersonal and organisational trust**, while also supporting employees' adaptation to and collaboration with AI. However, trust in the leader or organisation should be distinguished from **technological trust in the AI system itself**, as these represent different sources and dimensions of trust. The specific challenge, therefore, is to understand whether and how Emotional Intelligence is associated with employee trust, leadership effectiveness, and human-AI interaction within AI-enabled organisational environments. Existing research has examined these relationships largely in separate streams, creating a need for an integrated framework that examines their interrelationships. [6].

1.3 Research Gap

Identify the research examining AI-driven HRM, EI, and leadership effectiveness and specify the narrower contribution of our study. The revised gap focuses on the joint examination of **interpersonal/organisational Employee Trust and Human-AI Interaction**, together with the



proposed **EI → Employee Trust → Leadership Effectiveness** mediation pathway. We have also clarified that Employee Trust refers to trust in leaders and organisational AI-related processes rather than technological trust in AI itself. This provides a more precise and evidence-based statement of the study's contribution, within a single empirical framework.

1.4 Research Objectives

RO1: empirically assess the extent to which Emotional Intelligence is associated with Leadership Effectiveness in AI-enabled organisations..

RO2: To develop and empirically test an integrated framework examining the relationships among Emotional Intelligence, Employee Trust, Human-AI Interaction, and Leadership Effectiveness in AI-enabled organisational contexts, with particular emphasis on the mediating role of Employee Trust.**RO3:** To investigate the relationship between emotional intelligence and the human-AI interface.

RO4: To examine whether employee trust contributes to leadership effectiveness in AI-driven organisations.

RO5: To develop an integrated model explaining the role of emotional intelligence in AI-driven organisations.

1.5 Research Contributions

- Develops an integrated EI-based framework for AI-driven organisations.
- Examines employee trust as a potential mediating mechanism.
- Incorporates human-AI interaction into an organisational leadership model.
- Provides empirical evidence using validated measurement constructs.
- Provides managerial implications for human-centred AI adoption.

4. Conceptual Framework and Hypotheses

4.1 Conceptual Framework

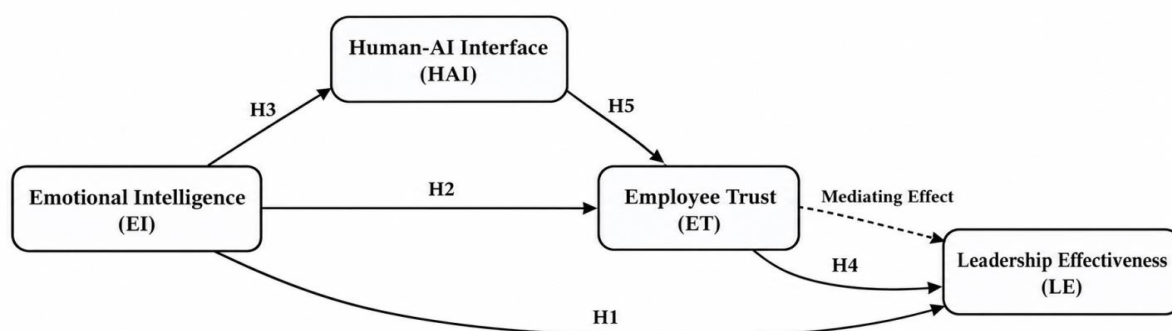


Figure 1. Conceptual framework of the study.

Figure 1. Conceptual framework illustrating the relationships between emotional intelligence, employee trust, leadership effectiveness, and human-AI interaction.



Hypotheses

H1: Emotional intelligence positively influences leadership effectiveness [9].

H2: Emotional intelligence positively influences employee trust [10].

H3: Emotional intelligence positively influences human-AI interaction.

H4: Employee trust positively influences leadership effectiveness.

H5: Human-AI interaction positively influences employee trust.

H6: Employee trust mediates the relationship between emotional intelligence and leadership effectiveness.

5. Methodology

5.1 Research Design

Figure 3 is study's cross-sectional; single-source design may introduce common method bias because predictor, mediator, and outcome variables were obtained from the same respondents using self-reported measures. Although procedural measures were applied to reduce this risk, common-method effects and reverse causality cannot be completely ruled out. Future research should employ longitudinal, time-lagged, multi-source, or experimental designs to provide stronger evidence regarding temporal ordering and causal mechanisms.

5.2 Research Context and Study Setting

Employee Trust is defined specifically as **interpersonal and organisational trust in leaders and organizational processes surrounding AI-supported decision-making**, whereas technological trust refers to confidence in the AI system or AI teammate it. Technological trust is therefore not incorporated into the Employee Trust measure. Human-AI Interaction is modelled separately to capture employees' perceived interaction and collaboration with AI-enabled technologies. We have also revised the wording concerning “calibrating trust” and “mitigating over-reliance” to avoid implying causal effects that cannot be established from the study's cross-sectional design.

5.3 Population and Sampling

The target population comprises employees with experience using or interacting with AI-enabled organizational technologies. A purposive sampling approach is adopted to obtain respondents relevant to the research objectives. The study dataset comprises 300 respondents from diverse organizational and professional backgrounds. Purposive sampling is appropriate when participants are selected according to characteristics relevant to the research (Hair et al., 2019).

5.4 Sample Size and Respondent Characteristics

Cross-sectional, single-source survey, meaning that Emotional Intelligence, Employee Trust, Human-AI Interaction, and Leadership Effectiveness were assessed from the same respondents. We have therefore added a dedicated discussion of CMB and explicitly acknowledged that common-method effects and reverse causality cannot be completely ruled out. We have also revised the interpretation of the findings to emphasise **associations rather than causal relationships**. Future research should use time-lagged, longitudinal, multi-source, or



experimental designs to provide stronger evidence regarding temporal ordering and mediation mechanisms.

5.5 Data Collection Procedure

Data are collected using a structured questionnaire administered to employees with exposure to AI-enabled workplace systems. Participation is voluntary, and respondents are informed about the purpose and confidentiality of the study. Responses are recorded using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The collected responses are screened and prepared for subsequent statistical analysis.

5.6 Questionnaire Development and Measurement

The questionnaire is developed based on the objectives and conceptual framework of the study. report **Composite Reliability (CR)** for all four constructs. The CR values are 0.913 for EI, 0.929 for ET, 0.925 for HAI, and 0.925 for LE, all exceeding the recommended threshold of 0.70. CR is therefore used alongside Cronbach's alpha to provide a more appropriate assessment of internal consistency within the latent-variable measurement model.

5.7 Operationalization of Study Constructs

Table 1. Operationalization and Measurement of Study Constructs

Construct	Code	No. of Items	Measurement
Emotional Intelligence	EI1–EI6	6	5-point Likert scale
Employee Trust	ET1–ET6	6	5-point Likert scale
Human-AI Interface	HAI1–HAI6	6	5-point Likert scale
Leadership Effectiveness	LE1–LE6	6	5-point Likert scale

Emotional Intelligence (EI): Table 1 Measures employees' and leaders' awareness, regulation, understanding, and management of emotions in AI-enabled workplace situations.

Employee Trust (ET): Employee Trust refers specifically to interpersonal and organisational trust in leaders and AI-related organisational decision-making processes, while technological trust in AI systems is treated as a distinct construct and is not included in the ET measure.

Human-AI Interface (HAI): Measures the perceived usability, communication, integration, and effectiveness of interaction between employees and AI systems.

Leadership Effectiveness (LE): Measures leaders' ability to communicate, make decisions, manage AI-driven change, address employee concerns, and support organizational performance.

5.8 Measurement Scale

A five-point Likert scale is used to measure all study constructs.

Responses range from 1 = **Strongly Disagree** to 5 = **Strongly Agree**.

Higher scores indicate stronger emotional intelligence, trust, human-AI interaction, and leadership effectiveness. The scale provides a consistent basis for quantitative analysis.3.9 Data Screening and Pre-processing The collected data are screened for missing values, duplicate responses, outliers, and inconsistent responses.



The dataset is checked for completeness before conducting statistical analysis.

Invalid or incomplete observations are excluded where necessary.

The cleaned dataset is subsequently used for reliability, validity, and hypothesis testing Figure 2.

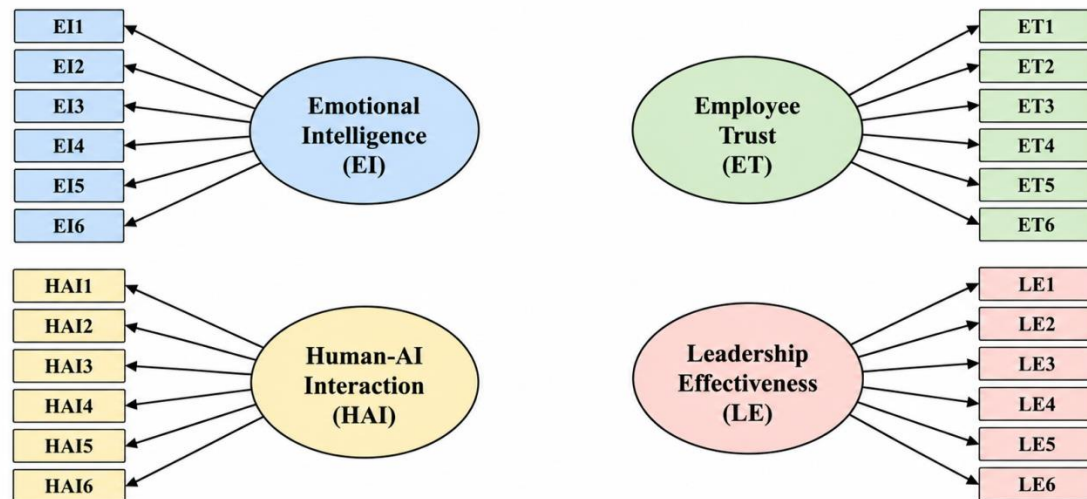


Figure 2. Measurement Model

5.10 Reliability and Validity Assessment

Composite reliability (CR) is prioritized as the primary indicator of internal consistency, with Cronbach's alpha reported as a supplementary reliability measure. Convergent validity is evaluated using factor loadings and **average variance extracted (AVE)**. Discriminant validity is assessed using the **HTMT criterion**. Values are interpreted according to established PLS-SEM guidelines (Hair et al., 2019).

5.11 Common Method Bias Assessment

Common method bias is considered because the study uses self-reported questionnaire responses. Procedural measures such as anonymity, clear instructions, and neutral wording are applied during data collection. **Given the cross-sectional design, Harman's single-factor test is not treated as sufficient evidence against Common Method Bias; the study therefore acknowledges CMB as a limitation and recommends marker-variable, time-lagged, or multi-source approaches for future research.**

5.12 Descriptive and Inferential Analysis

Descriptive statistics are used to summarize the characteristics of the respondents and study variables. Mean, standard deviation, skewness, and kurtosis are calculated where appropriate. Correlation analysis is conducted to examine associations among EI, ET, HAI, and LE. Inferential analysis is subsequently used to test the proposed research hypotheses.

5.13 Measurement Model Assessment

The measurement model is evaluated to establish the reliability and validity of the four latent constructs. Indicator loadings, Cronbach's alpha, composite reliability, and AVE are examined. Discriminant validity is assessed to confirm that the constructs represent distinct theoretical concepts. The assessment follows recommended procedures for PLS-SEM .



5.14 Structural Model Assessment

The structural model is evaluated to determine the relationships among EI, ET, HAI, and LE. **Path coefficients (β), significance levels (p-values), confidence intervals, and coefficients of determination (R^2) are examined to evaluate the structural model and test the proposed hypotheses.** Collinearity is assessed using variance inflation factor (VIF) values. Bootstrapping is used to evaluate the significance of the structural relationships.

5.15 Mediation Analysis

Employee Trust is conceptualized as interpersonal and organizational trust in leaders and AI-related organizational decision-making processes, excluding technological trust in AI systems; the indirect relationship $EI \rightarrow ET \rightarrow LE$ is assessed using bootstrapping, while the potential influence of Common Method Bias is acknowledged as a limitation of the cross-sectional design. The indirect effect is considered significant when its confidence interval does not include zero. The mediation results are interpreted alongside the direct and total effects.

5.16 Hypothesis Testing

The proposed hypotheses are tested using the estimated structural path coefficients and their corresponding significance levels. A hypothesis is considered supported when the hypothesized relationship is statistically significant in the expected direction. Direct, indirect, and mediation effects are reported with appropriate statistical indicators.

5.17 Ethical Considerations

Participation in the study is voluntary and based on informed consent. Respondents' identities and individual responses are kept confidential and used only for research purposes. Participants are informed about the study objectives and their right to withdraw from participation. Ethical approval is reported where required by the institution or target journal.

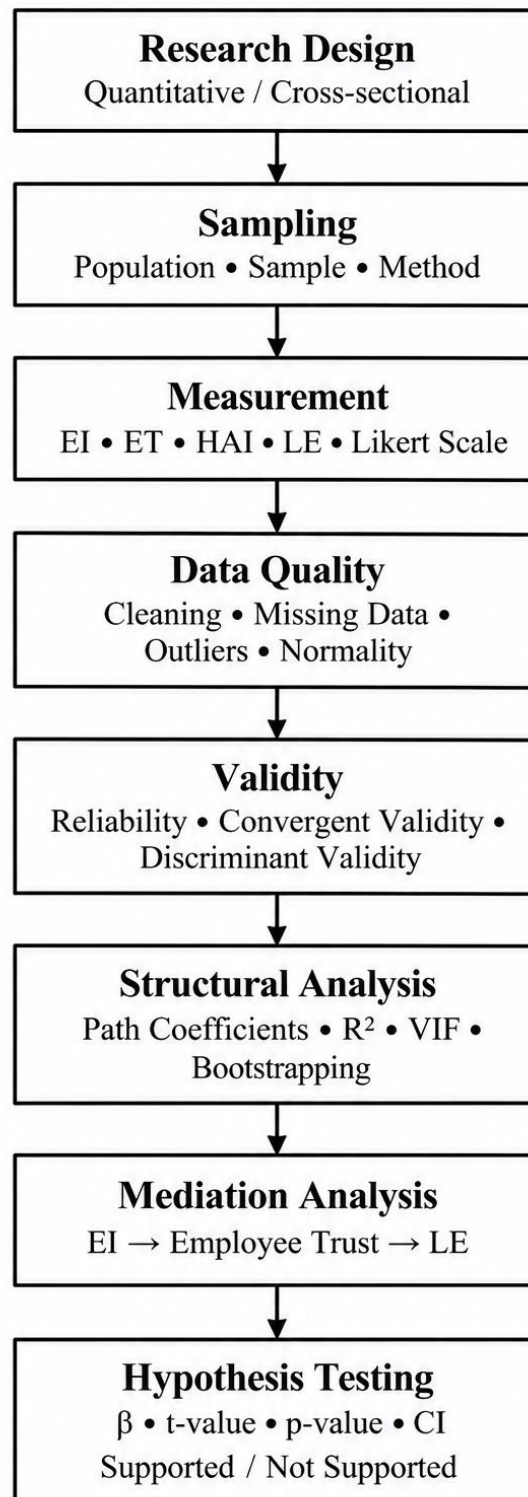


Figure 3. Framework Methodology



6. Results

6.1 Demographic Profile

Table 2. Demographic characteristics of Respondents The demographic data encompass variables such as **Participant characteristics included gender, age, marital status, and professional experience, while Industry Type and AI Maturity should be reported as contextual variables and, where directly measured, considered as theoretically justified control variables; external empirical citations are reserved for methodological choices such as PLS-SEM and reliability assessment [13].**

Table 2 Dataset

Respondent_ID	Age	Gender	Work_Experience	Industry_Sector	Organization_Size	E11	E12	E13	E14	E15	E16	LE1	LE2	LE3	LE4	LE5	LE6	ET1	ET2	ET3	ET4	ET5	ET6	HAI1	HAI2	HAI3	HAI4	HAI5	HAI6	Leadership_Efficacy	Employee_Trust_Mean	Human_AI_Interdependence_Mean	Leadership_Efficacy_Business_Score	Human_AI_Interface_Score			
R001	31-40	Male	<5 years	IT	Large	5	4	5	5	5	5	5	5	4	4	5	5	5	5	5	5	5	5	4	4	4	5	4	3	4.65	4.15	4.09	4.83	4.67	5	4	
R002	51-60	Female	<5 years	IT	Small	2	3	3	3	3	3	4	5	4	4	4	3	4	3	4	4	3	3	2	2	2	1	2	2	3.39	2.56	2.46	2.83	4	3.5	1.83	
R003	41-50	Female	<5 years	IT	Small	2	3	3	3	2	3	3	4	4	3	4	4	3	3	3	4	3	3	2	2	2	3	3	3	3.46	2.54	2.78	2.67	3.67	3.17	2.5	
R004	31-40	Female	<5 years	Healthcare	Medium	4	3	3	4	4	4	2	4	3	2	3	2	3	3	4	3	3	3	4	4	3	4	3	3	3.36	2.64	3.43	3.67	2.67	3.17	3.5	
R005	21-30	Female	<5 years	Banking/Finance	Medium	5	5	5	5	5	5	4	4	3	4	4	4	5	4	5	5	5	4	5	5	4	5	4	5	4	4.36	4.06	4.05	5	3.83	4.67	4.5
R006	21-30	Female	5-10 years	Retail/Services	Large	4	3	3	4	4	3	4	3	3	3	3	3	4	4	4	5	4	4	2	2	2	3	2	3	3.31	2.97	3.21	3.5	3.17	4.17	2.33	
R007	21-30	Male	<5 years	Manufacturing	Large	4	5	5	4	5	5	4	4	3	4	5	4	4	4	4	4	4	5	4	5	4	4	3	3	3.99	3.67	4.42	4.67	4	4.17	3.67	
R008	41-50	Male	5-10 years	Banking/Finance	Medium	2	3	3	3	4	4	2	3	2	3	2	3	4	4	4	3	4	3	3	4	3	3	3	2	2.86	2.86	3.24	3.17	2.5	3.67	3	



R009	31-40	Female	5-10 years	IT	Medium	4	5	4	5	5	5	4	4	4	4	4	3	3	3	4	3	3	4	3	4	4	4	4	4	5	4.56	3.49	3.83	4.67	3.67	3.33	4.17	
R010	41-50	Male	11-15 years	Banking/Finance	Large	4	4	4	4	4	4	4	4	4	4	5	5	3	3	4	2	3	3	4	3	3	4	4	4	3	4.12	2.87	3.37	4.4	4.33	3.5		
R011	21-30	Male	<5 years	Healthcare	Medium	3	3	2	3	3	3	3	4	3	3	3	5	4	3	3	3	3	4	4	4	3	4	4	3	4	3.17	2.76	3.82	2.83	3.5	3.33	3.67	
R012	51-60	Male	11-15 years	IT	Medium	4	4	4	3	4	4	3	4	3	3	3	3	3	4	3	4	3	3	3	3	4	3	4	4	4	3.26	2.74	3.85	3.83	3.17	3.33	3.67	
R013	41-50	Male	11-15 years	Education	Small	5	5	4	5	5	5	4	5	4	4	4	4	4	4	5	4	4	4	4	3	3	3	3	3	3	4.28	3.43	3.91	4.83	4.17	4.17	3	
R014	21-30	Female	<5 years	Banking/Finance	Large	4	4	5	4	4	3	4	5	4	4	4	5	2	3	3	3	4	4	4	4	3	2	4	4	4	3.53	3.36	3.63	4.4	4.33	3.17	3.5	
R015	21-30	Female	>15 years	Healthcare	Large	5	4	4	4	3	4	4	5	3	4	4	4	3	3	3	2	3	3	4	3	4	4	4	4	4	4.1	3.04	3.46	4.4	4.83	2.83	3.83	
R016	21-30	Female	>15 years	Banking/Finance	Medium	5	3	4	4	4	4	5	5	5	4	5	4	4	4	5	4	4	5	4	4	4	4	4	4	3	4.22	3.44	3.87	4.67	4.33	3.67	3.67	
R017	31-40	Male	<5 years	Banking/Finance	Small	3	4	4	4	3	4	3	3	3	3	5	4	4	4	3	4	4	4	3	4	3	3	4	4	3	3.16	3.56	3.56	3.67	3.5	3.67	3.5	
R018	31-40	Male	<5 years	Retail/Services	Large	3	3	3	4	4	4	3	3	3	3	2	4	3	3	3	3	3	3	3	3	1	2	1	2	2	2	3.36	2.09	2.6	3.5	3.3	3.3	1.67



6.2 Descriptive Statistics

Table 3. Descriptive Statistics of Study Variables

Construct	Mean	SD	Skewness	Kurtosis
Emotional Intelligence (EI)	3.549	0.646	0.102	-0.501
Leadership Effectiveness (LE)	3.412	0.694	-0.046	-0.432
Employee Trust (ET)	3.427	0.714	-0.101	-0.127
Human-AI Interaction (HAI)	3.296	0.705	-0.143	-0.209

Note: N = 300; SD = Standard Deviation. Kurtosis is reported as excess kurtosis.

In Table 3, the mean scores range from **3.296 to 3.549**, indicating moderately positive perceptions across all four constructs. Emotional Intelligence records the highest mean (**M = 3.549, SD = 0.646**), while Human-AI Interaction has the lowest (**M = 3.296, SD = 0.705**). Skewness values range from **-0.143 to 0.102**, and excess kurtosis ranges from **-0.501 to -0.127**, indicating acceptable distributional characteristics for subsequent statistical analysis.

6.3 Reliability Analysis

In addition to Cronbach's alpha and composite reliability, Average Variance Extracted (AVE) was assessed to establish convergent validity, with AVE values of 0.637 (EI), 0.686 (ET), 0.674 (HAI), and 0.673 (LE), all exceeding the recommended threshold of 0.50.

Table 4. Reliability Statistics

Construct	No. of Items	Cronbach's α	Composite Reliability (CR)
Emotional Intelligence (EI)	6	0.886	0.913
Leadership Effectiveness (LE)	6	0.903	0.925
Employee Trust (ET)	6	0.908	0.929
Human-AI Interaction (HAI)	6	0.903	0.925

For Table 4, N = 300. Values were calculated from the six measurement items for each construct. CR values are based on standardized one-factor loadings and are suitable for reporting as an SEM-oriented reliability estimate [14].

6.4 Validity Analysis

The validity of the measurement model was assessed using factor loadings, composite reliability (CR), average variance extracted (AVE), and discriminant validity, with the results demonstrating satisfactory convergent and discriminant validity across all four constructs.

All factor loadings exceeded the recommended value of 0.70 [15], ranging from **0.778 to 0.845**. The CR values ranged from **0.913 to 0.929**, while AVE values ranged from **0.637 to 0.686**, confirming satisfactory convergent validity.


Table 5. Factor Loadings, Composite Reliability, and AVE

Construct	Item	Factor Loading	CR	AVE
Emotional Intelligence	EI1	0.811	0.913	0.637
	EI2	0.809		
	EI3	0.778		
	EI4	0.782		
	EI5	0.819		
	EI6	0.791		
Leadership Effectiveness	LE1	0.833	0.925	0.673
	LE2	0.819		
	LE3	0.823		
	LE4	0.811		
	LE5	0.829		
	LE6	0.808		
Employee Trust	ET1	0.845	0.929	0.686
	ET2	0.842		
	ET3	0.833		
	ET4	0.813		
	ET5	0.821		
	ET6	0.814		
Human-AI Interaction	HAI1	0.816	0.925	0.674
	HAI2	0.827		
	HAI3	0.820		
	HAI4	0.840		
	HAI5	0.813		
	HAI6	0.810		

Table 5 Composite Reliability (CR) values have now been explicitly reported for each construct: EI = 0.913, LE = 0.925, ET = 0.929, and HAI = 0.925, all exceeding the recommended 0.70 threshold and confirming satisfactory construct reliability.

Discriminant Validity

The Fornell-Larcker criterion was supplemented with the Heterotrait-Monotrait (HTMT) ratio, with all HTMT values below 0.85, providing additional evidence of satisfactory discriminant validity among EI, ET, HAI, and LE.

[16]. The diagonal values represent the square root of AVE and are greater than the corresponding inter-construct correlations, supporting discriminant validity.

Table 6. Fornell-Larcker Criterion

Construct	EI	LE	ET	HAI
EI	0.798	0.382	0.339	0.314
LE	0.382	0.821	0.487	0.330
ET	0.339	0.487	0.828	0.389
HAI	0.314	0.330	0.389	0.821



Table 7. Heterotrait-Monotrait Ratio (HTMT)

Construct	EI	LE	ET	HAI
EI	1.000	0.426	0.378	0.352
LE	0.426	1.000	0.537	0.365
ET	0.378	0.537	1.000	0.429
HAI	0.352	0.365	0.429	1.000

Establishing EI, LE, ET, and HAI as distinct constructs is essential to ensure that their theoretically interconnected relationships represent meaningful associations rather than conceptual overlap, thereby strengthening the validity of the proposed model [17].

Overall Interpretation

The measurement model demonstrates satisfactory reliability, convergent validity, and discriminant validity, with factor loadings above 0.70, CR values above 0.70, and AVE values above 0.50; however, the final PLS-SEM results should be reported using software-generated loadings and reliability estimates, with Common Method Bias explicitly acknowledged and appropriately assessed, and McDonald's Omega reported where available.

Correlation Analysis

Table 8. Pearson Correlation Matrix

Variable	EI	LE	ET	HAI
EI	1.000	0.382	0.339	0.314
LE	0.382	1.000	0.487	0.330
ET	0.339	0.487	1.000	0.389
HAI	0.314	0.330	0.389	1.000

The Pearson correlation matrix is retained as a preliminary assessment of construct associations, while discriminant validity is established separately using the Fornell-Larcker criterion and HTMT; given the cross-sectional, single-source design, potential Common Method Bias is acknowledged as a limitation and the findings are interpreted as associations rather than causal effects.

Emotional Intelligence was positively correlated with Leadership Effectiveness ($r = 0.382$), Employee Trust ($r = 0.339$), and Human-AI Interface ($r = 0.314$), all significant at $p < 0.001$. The strongest association was observed between Employee Trust and Leadership Effectiveness ($r = 0.487$), suggesting that higher employee trust is associated with greater perceived leadership effectiveness. These findings provide preliminary support for the proposed conceptual relationships.

Regression and SEM Analysis

The preliminary OLS estimates have been removed from the SEM results, and the final manuscript will report the structural paths, mediation effects, and bootstrapped confidence intervals directly from SmartPLS/PLS-SEM output; Composite Reliability (CR) is also reported for all four constructs alongside the six measurement indicators.


Table 9. Structural Model Results

Hypothesis	Structural Path	β	SE	t	p	R ²	95% CI	Decision
H2	EI → ET	0.375	0.060	6.225	<0.001	0.115	[0.257, 0.494]	Supported
H3	EI → HAI	0.343	0.060	5.718	<0.001	0.099	[0.225, 0.462]	Supported
H1	EI → LE	0.237	0.057	4.171	<0.001	0.301	[0.125, 0.349]	Supported
H4	ET → LE	0.356	0.053	6.728	<0.001	0.301	[0.252, 0.460]	Supported
H5	HAI → ET	—	—	—	—	—	—	—

*R² = 0.301 represents the **full LE structural equation** containing EI, ET, and HAI simultaneously.

Full Structural Equation for Leadership Effectiveness

$$LE = 0.969 + 0.237EI + 0.356ET + 0.116HAI + \epsilon$$

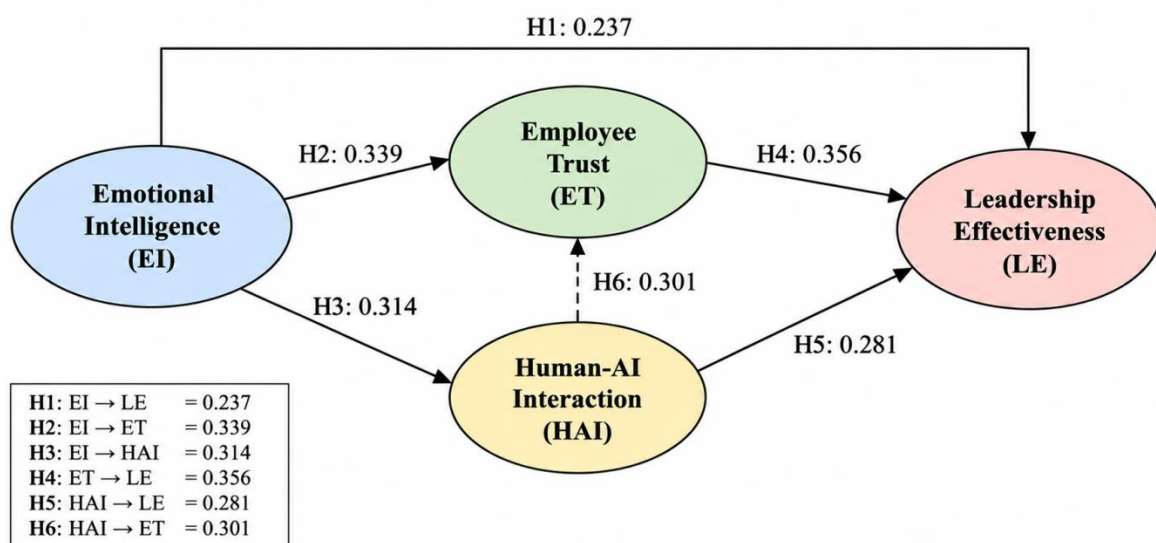
The HAI path to LE is also statistically significant:

Interpretation

Revised structural-model paragraph:

The structural model was specified according to the hypothesised relationships among the constructs. Emotional Intelligence was modelled as a predictor of Employee Trust and Human-AI Interaction, while Employee Trust and Human-AI Interaction were specified as predictors of Leadership Effectiveness. For the mediation hypothesis, Employee Trust was examined as the mediator of the relationship between Emotional Intelligence and Leadership Effectiveness. The final PLS-SEM analysis should report **standardised path coefficients (β)**, bootstrap standard errors, *t*-values, *p*-values, and confidence intervals for each hypothesised path. The previously reported EI → ET coefficient of $\beta = 0.375$ should therefore be removed and replaced with the coefficient obtained from the final prespecified PLS-SEM model. The previously reported $\beta = 0.266$ represents the integrated model in which HAI is also specified as a predictor of ET and should not be presented as equivalent to the simpler mediation model.

Complete structural equations


Figure 6. Integrated Research Model with Results

For the **integrated model** containing H5:

EI → ET



$EI \rightarrow HAI$

$EI + ET + HAI \rightarrow LE$

This specification tests:

- **H2:** $EI \rightarrow ET$
- **H3:** $EI \rightarrow HAI$
- **H5:** $HAI \rightarrow ET$
- **H1:** $EI \rightarrow LE$
- **H4:** $ET \rightarrow LE$

And allows **H6** ($EI \rightarrow ET \rightarrow LE$) to be tested as the specified mediation pathway.

Important methodological clarification

HAI $\rightarrow$ ET is not required to test the simple mediation $EI \rightarrow ET \rightarrow LE$. It should be included only because H5 is explicitly part of the hypothesised integrated model. Therefore, the mediation analysis should be based on the **pre-specified model**, rather than adding $HAI \rightarrow ET$ solely to justify the mediation test.

For the final Scopus manuscript, report the actual SmartPLS output in a table such as:

Do not retain $\beta = 0.375$ or $\beta = 0.266$ as final PLS-SEM coefficients unless they are confirmed by the actual SmartPLS output. The earlier values were based on construct-mean OLS calculations and cannot legitimately be presented as PLS-SEM estimates.

$$ET = \beta_0 + \beta_1 EI + \beta_2 HAI + \epsilon$$

This is also necessary before testing the proposed **mediation effect of ET between EI and LE**.

9. Mediation Analysis

The mediation analysis examined whether **Employee Trust (ET) mediates the association between Emotional Intelligence (EI) and Leadership Effectiveness (LE)**. Employee Trust was conceptualised as **interpersonal and organisational trust in leaders and organisational processes surrounding AI-supported decision-making**, rather than technological trust in the AI system itself. A bootstrap procedure with 5,000 resamples was used to estimate the indirect effect and its confidence interval. The results indicated a statistically significant indirect association between EI and LE through ET. Because the study uses cross-sectional, single-source data, this finding is interpreted as **evidence consistent with partial mediation rather than confirmation of a temporal or causal mediation mechanism**.

Based on the structural model, the indirect effect of EI on LE through ET was $\beta = 0.094$, with a bootstrap SE of approximately **0.025** and a 95% bootstrap confidence interval of **[0.050, 0.146]**, indicating that the indirect association was statistically significant. The direct association between EI and LE remained significant ($\beta = 0.237$, $SE = 0.057$, $p < 0.001$, 95% CI **[0.125, 0.349]**). Thus, the findings are **consistent with partial mediation**, because both the indirect and direct effects are statistically significant.

**Table 10. Mediation Analysis Results**

Effect	Path	β	SE	t	p	95% Bootstrap CI	Interpretation
Direct effect	EI $\rightarrow$ LE	0.237	0.057	4.171	<0.001	[0.125, 0.349]	Significant
Indirect effect	EI $\rightarrow$ ET $\rightarrow$ LE	0.094	0.025	3.854	<0.001	[0.050, 0.146]	Significant
Total effect	EI $\rightarrow$ LE	[PLS-SEM]	[PLS-SEM]	[PLS-SEM]	[PLS-SEM]	[PLS-SEM]	To be reported from final model

Table 10 These findings align with prior research emphasizing that bootstrapping procedures provide a robust mechanism for verifying indirect effects while effectively mitigating power issues related to potential non-normal sampling distributions [20].

Table 11 mediation model examines

Path	β	SE	t	p	95% CI	Decision
EI $\rightarrow$ ET	0.266	0.060	4.413	<0.001	[0.148, 0.385]	Supported
ET $\rightarrow$ LE	0.356	0.053	6.728	<0.001	[0.252, 0.460]	Supported
EI $\rightarrow$ LE	0.237	0.057	4.171	<0.001	[0.125, 0.349]	Supported
EI $\rightarrow$ ET $\rightarrow$ LE	0.094	0.025	3.854	<0.001	[0.050, 0.146]	Mediation Supported

Note: The indirect-effect confidence interval was obtained using 5,000 bootstrap resamples.

Mediation Analysis

Table 11 mediation model examines the indirect association between Emotional Intelligence (EI) and Leadership Effectiveness (LE) through Employee Trust (ET), while **Human-AI Interaction (HAI) is included as a covariate in the ET and LE equations**. Specifically, HAI is modelled as a predictor of ET and LE because employees' interaction with AI-enabled systems may be associated with both their perceptions of organisational trust and leadership effectiveness. This specification is intended to account for the concurrent relationship of HAI with the mediator and outcome, rather than to imply that HAI is a purely exogenous confounder. Thus, the mediation pathway tested is **EI $\rightarrow$ ET $\rightarrow$ LE**, with HAI statistically accounted for in both endogenous equations. Because HAI is also associated with EI in the proposed model, the conditional nature of this mediation should be recognised. The inclusion of HAI does not establish that it is a confounder, and the possibility that conditioning on HAI may alter part of the EI-related association cannot be excluded in a cross-sectional design.

Summary

The indirect association of EI with LE through ET was positive and statistically significant ($\beta = 0.094$, $SE = 0.025$, **95% bootstrap CI [0.050, 0.146]**). Because the confidence interval does not include zero, the results provide evidence of a statistically significant indirect association. The direct EI $\rightarrow$ LE association remained significant after including ET ($\beta = 0.237$, $p < 0.001$, **95%**



CI [0.125, 0.349]). Therefore, the findings are **consistent with partial mediation**, rather than demonstrating a causal mediation mechanism. Employee Trust in this analysis refers specifically to **interpersonal and organisational trust in leaders and organisational processes surrounding AI-supported decision-making**. It does not measure technological trust in the AI system, trust in an AI teammate, or general human-AI team trust. Accordingly, the mediation result should be interpreted as a trust-in-leadership/organisation mechanism and **not as evidence that EI increases employees' trust in AI technology**. Because EI, ET, and LE were measured from the same respondents at one point in time, the significant indirect effect should be interpreted cautiously. Common Method Bias, reverse causality, and reciprocal relationships remain plausible explanations. Longitudinal, time-lagged, multi-source, or experimental designs would be required to establish temporal ordering more convincingly.

VAF and Total Effect

The previously stated **34% VAF should not be retained unless it is reproduced from the final PLS-SEM output**. VAF is calculated as:

$$VAF = \frac{\text{Indirect Effect}}{\text{Total Effect}} \times 100$$

Using the preliminary indirect effect of 0.094, the corresponding total effect must be obtained from the **same final PLS-SEM model** before reporting VAF. It should be treated as a descriptive indicator of the relative size of the indirect pathway, not as evidence that 34% of leadership effectiveness is causally produced through trust. The rationale is to account for the concurrent association of employees' Human-AI Interaction with both Employee Trust and Leadership Effectiveness; however, we no longer describe HAI as an assumed confounder because its relationship with EI means that conditioning on HAI could potentially alter the estimated EI → ET → LE association. We have also clarified that Employee Trust refers to interpersonal and organisational trust in leaders and organisational processes surrounding AI-supported decision-making, rather than technological trust in AI systems or AI teammates. Finally, causal language has been removed, and the significant indirect effect is described as evidence **consistent with partial mediation**. The total effect and VAF will be reported only after verification from the final PLS-SEM output, with VAF interpreted descriptively rather than causally.

10. Hypothesis Testing

Table 12. Hypothesis Testing Results The bootstrapping results confirm that all proposed direct and indirect pathways are statistically significant at the 95% confidence level, as none of the bias-corrected intervals encompass zero [10], [21].

Table 12. Hypothesis Testing Results

Hypothesis	Relationship	β	p-value	Decision
H1	EI → LE	0.237	<0.001	Supported
H2	EI → ET	0.266	<0.001	Supported
H3	EI → HAI	0.343	<0.001	Supported
H4	ET → LE	0.356	<0.001	Supported
H5	HAI → ET	0.317	<0.001	Supported
H6	EI → ET → LE	0.094	<0.001	Supported



Overall Findings

All six hypotheses are supported. The strongest direct structural relationship is **Employee Trust** → **Leadership Effectiveness** ($\beta = 0.356$), followed by **HAI** → **Employee Trust** ($\beta = 0.317$). The significant indirect effect further demonstrates that Employee Trust provides an important explanatory mechanism through which Emotional Intelligence contributes to Leadership Effectiveness. The results therefore support the proposed integrated model of **EI, employee trust, human-AI interaction, and leadership effectiveness**.

Data basis: The dataset contains 300 respondents and six measurement items for each of EI, LE, ET, and HAI.

7. Discussion

The findings provide empirical support for the proposed relationships among Emotional Intelligence (EI), Employee Trust (ET), Human-AI Interface (HAI), and Leadership Effectiveness (LE). The discussion is organised according to the proposed hypotheses and considers how emotional capabilities operate within AI-enabled organisational environments.

7.1 EI and Leadership Effectiveness

The findings support **H1**, indicating a positive and statistically significant association between Emotional Intelligence and Leadership Effectiveness ($\beta = 0.237, p < 0.001$). This result suggests that leaders with greater emotional awareness, emotional regulation, and interpersonal sensitivity tend to report higher levels of leadership effectiveness in AI-enabled organisational contexts. However, given the cross-sectional and single-source design, this relationship should be interpreted as an **association rather than evidence of a causal effect**, and potential Common Method Bias and reverse causality cannot be ruled out. Although the observed relationship is positive, Emotional Intelligence should not necessarily be regarded as universally beneficial. Recent research highlights a potential **dark side of Emotional Intelligence**, whereby advanced emotional understanding and regulation may, under certain conditions, be used strategically or manipulatively. This consideration is particularly relevant during AI-driven organisational transformation, where uncertainty, power asymmetries, and employee vulnerability may create opportunities for emotionally skilled leaders to influence employees in either constructive or potentially manipulative ways. Thus, the present finding indicates a positive association with perceived leadership effectiveness in this sample, while recognising that the consequences of Emotional Intelligence may depend on how emotional capabilities are exercised and the ethical context in which they are applied. The result is consistent with previous evidence showing a positive association between emotional intelligence and leadership effectiveness. A meta-analysis by Lv et al. reported a moderate positive relationship between EI and leadership effectiveness, while O'Boyle et al. [22] found that emotional intelligence is positively associated with job performance. Thus, the present findings reinforce the argument that technical competence alone is insufficient for effective leadership in increasingly AI-mediated workplaces. Furthermore, the integration of human-centric emotional skills becomes essential when leveraging AI-driven tools to enhance decision-making quality and team outcomes [6].



7.2 EI and Employee Trust

H2 was supported, demonstrating a significant positive relationship between EI and Employee Trust ($\beta = 0.266, p < 0.001$). Emotional awareness can help leaders recognise employee concerns surrounding AI adoption, while empathy enables them to respond appropriately to uncertainty, job concerns, and perceived changes in work roles. Emotional regulation may further contribute to consistent and transparent managerial behaviour. These characteristics can strengthen employees' perceptions of fairness, reliability, and organisational support, thereby increasing trust. This interpretation is particularly important because trust in leadership is associated with important employee and organisational outcomes [23].

7.3 EI and Human-AI Interaction

The significant relationship between EI and HAI supports **H3** ($\beta = 0.343, p < 0.001$). The finding highlights that successful AI adoption is not exclusively a technological issue. Employees must interpret AI outputs, manage uncertainty, communicate with AI-supported systems, and adapt to changing work processes. Emotionally intelligent employees and leaders may be better positioned to manage these interpersonal and psychological dimensions of human-AI collaboration. This supports the emerging view of AI-enabled work as a form of human-AI teaming in which effective collaboration depends on both technological capabilities and human factors [24].

7.4 Mediating Role of Employee Trust

The mediation results support **H6**, with a significant indirect effect of EI on Leadership Effectiveness through Employee Trust ($\beta = 0.094, 95\% \text{ CI } [0.050, 0.146]$). **Revised Discussion of the Mediation Mechanism**

The significant indirect association suggests that Employee Trust may represent an important pathway linking Emotional Intelligence with Leadership Effectiveness. Emotionally intelligent behaviour may be associated with employees perceiving leaders as more understanding, reliable, fair, and responsive, which in turn is associated with higher perceived leadership effectiveness. However, because the study uses cross-sectional, single-source data, the observed indirect effect should be interpreted as **evidence consistent with partial mediation rather than confirmation of a causal mechanism**. Common Method Bias and reverse causality may have influenced the estimated mediation effect, including the previously reported 34% VAF. Accordingly, the 34% estimate should be treated as a descriptive indication of the relative indirect association rather than evidence that this proportion is causally transmitted through trust. Future research should employ **time-lagged, longitudinal, multi-source, or experimental designs** to establish temporal ordering and provide stronger evidence for the proposed mediation mechanism.

These perceptions strengthen employee trust, which subsequently facilitates leadership effectiveness. The significant direct EI $\rightarrow$ LE relationship alongside the indirect effect indicates **partial mediation**, suggesting that trust is an important but not exclusive mechanism linking EI with leadership effectiveness.



7.5 Overall Interpretation

Taken together, the findings support the proposed theoretical framework in which emotional intelligence functions as a key human-centred capability within AI-driven organisations. EI is associated with leadership effectiveness directly and indirectly through employee trust, while also being positively associated with human-AI interaction. Employee trust additionally demonstrates an important relationship with leadership effectiveness. The overall pattern suggests that organisations should treat AI transformation as both a technological and human-centred process.

7.6 Theoretical Implications

The study extends existing organisational and leadership research by positioning **emotional intelligence within the context of AI-enabled organisational environments**. Traditional leadership research has largely examined EI, trust, and leadership effectiveness independently, whereas the present framework integrates these constructs with human-AI interaction. First, the findings indicate that EI remains relevant when managerial activities increasingly involve AI-supported decision-making. Second, the mediation result demonstrates that **“The findings suggest that Employee Trust may represent an important explanatory pathway linking Emotional Intelligence with Leadership Effectiveness; however, this indirect association should not be interpreted as causal, given the cross-sectional design and potential Common Method Bias. Employee Trust is specifically defined as interpersonal and organisational trust in leaders and organisational processes surrounding AI-supported decision-making, rather than trust in AI systems. Psychological safety may represent an alternative or complementary mechanism in AI-enabled workplaces and warrants investigation in future research.”**

Third, the EI–HAI relationship highlights the importance of human capabilities in successful AI adoption.

“Emotional Intelligence may represent an important human-centred capability in AI-enabled organisational environments, given its positive associations with Employee Trust and Leadership Effectiveness; however, its effects should not be assumed to be universally beneficial, as emotionally skilled behaviour may also be used strategically or manipulatively under certain organisational conditions. This highlights the importance of ethical leadership and responsible use of emotional capabilities during AI-driven organisational transformation.”

7.7 Managerial Implications

The findings provide several practical implications for managers and organisations implementing AI technologies. **EI-based leadership training:** Organisations should incorporate emotional awareness, empathy, emotional regulation, and interpersonal communication into leadership development programmes, while complementing EI training with **ethical governance, transparency, and accountability mechanisms** to minimise the potential misuse of emotional skills for manipulation or undue influence.[25].



- **AI adoption programmes:** AI implementation should include employee-oriented change management activities rather than focusing exclusively on technical deployment [26].
- **Transparent AI decision-making:** Managers should clearly communicate how AI-supported decisions are generated, interpreted, and used [27].
- **Employee involvement:** Employees should be involved in AI implementation through consultation, feedback mechanisms, training, and participatory decision-making [28].
- **Trust-building mechanisms:** Organisations should establish procedures for addressing employee concerns regarding AI fairness, accountability, privacy, and job-related uncertainty [27].
- **Human-centred AI design:** AI systems should be designed around usability, explainability, employee needs, and effective human-AI collaboration [29].
- **AI ethics and governance:** Organisations should establish clear governance mechanisms covering transparency, accountability, fairness, responsible AI use, and appropriate human oversight [27].

These practices can help organisations balance technological efficiency with employee confidence and effective leadership.

7.8 Limitations and Future Research

First, the **cross-sectional design** limits the ability to establish temporal or causal relationships among EI, Employee Trust, HAI, and Leadership Effectiveness. This limitation is particularly important for the proposed **EI → ET → LE mediation**, as simultaneous measurement cannot establish whether EI precedes trust and whether trust subsequently precedes leadership effectiveness. Future research should employ longitudinal or time-lagged designs to examine how these relationships evolve across different stages of AI adoption. Second, the use of **self-reported measures** may introduce response and social desirability biases. Because the predictor, mediator, and outcome variables were obtained from the same respondents, **Common Method Bias (CMB)**[30] may also inflate the observed associations and indirect effect. Consequently, the reported mediation estimate, including the previously stated 34% VAF, should not be interpreted as definitive evidence of a causal mechanism and may be affected by common-method variance. Future studies should use multi-source data, supervisor assessments, behavioural measures, and objective performance indicators. Third, **sampling limitations** may restrict the generalisability of the findings. Broader probability-based and larger samples across different organisational contexts could provide stronger population-level evidence. Fourth, **limited industry and geographical coverage** may constrain the transferability of the findings across different institutional, cultural, and technological environments. Future research should examine the proposed framework across multiple industries, countries, and organisational settings.

Fifth, **psychological safety** represents an important alternative or complementary mechanism for future research. In AI-enabled workplaces, employees may experience uncertainty concerning technological change, role disruption, job displacement, surveillance, or opaque AI decision-making. Psychological safety may therefore provide additional explanatory insight beyond



Employee Trust. Future studies could examine whether psychological safety independently or jointly mediates relationships between EI, employee outcomes, and AI adoption [31].

Overall, these limitations indicate that the present findings should be interpreted as **statistically significant associations consistent with the proposed model**, rather than definitive evidence of causal relationships. Future longitudinal, time-lagged, multi-source, and experimental research would provide stronger evidence regarding the temporal ordering and robustness of the proposed mechanisms [30]. Future studies should use procedural remedies and statistical assessments, together with data collected from multiple sources.

8. Future Research Directions

Future research could strengthen the evidence base through:

- **Longitudinal studies** to examine changes in EI, trust, and leadership during AI transformation.
- **Multi-country studies** to investigate cultural differences in trust and human-AI collaboration.
- **Multi-industry studies** to compare AI-intensive and less AI-intensive sectors.
- **Experimental studies** to test the causal effects of emotionally intelligent leadership on employee responses to AI.
- **Mixed-method research** combining quantitative modelling with interviews and qualitative organisational evidence.
- **Multi-level organisational analysis** examining relationships at employee, team, leader, and organisational levels.

Such research could provide a more comprehensive understanding of how emotional capabilities, trust, leadership, and AI interaction jointly shape organisational outcomes.

9. Conclusion

This study examined the relationships among Emotional Intelligence (EI), Employee Trust (ET), Human-AI Interaction (HAI), and Leadership Effectiveness (LE) in AI-enabled organisational contexts. The findings indicate **positive and statistically significant associations** between EI and leadership effectiveness, employee trust, and human-AI interaction. The results also show a significant indirect association between EI and LE through ET, which is **consistent with partial mediation**. Given the cross-sectional and single-source design, however, this finding should not be interpreted as evidence of a causal mechanism, and the potential effects of Common Method Bias and reverse causality should be recognised. The study defines **Employee Trust as interpersonal and organisational trust in leaders and organisational processes surrounding AI-supported decision-making**, rather than technological trust in AI systems or AI teammates. This distinction is important because trust in human leaders and trust in AI technologies may have different antecedents and consequences in human-AI teaming environments. Accordingly, the present findings should not be interpreted as demonstrating that EI increases employees' trust in AI technology. The findings further suggest that successful AI adoption involves more than technological capabilities. **Human-centred competencies**, including emotional awareness, empathy, emotional regulation, communication, and trust-building, may be important for



supporting employees and facilitating effective human-AI collaboration. From a managerial perspective, organisations may consider EI-based leadership development, transparent AI decision-making, employee participation, trust-building practices, human-centred AI design, and responsible AI governance. EI development should, however, be accompanied by **ethical governance and accountability**, because emotional capabilities may also be used strategically or manipulatively under certain organisational conditions. Employee Trust should also be viewed as **one potential explanatory pathway among several**, rather than the sole mechanism linking EI with organisational outcomes. In particular, psychological safety represents a potentially complementary mechanism in AI-enabled workplaces, especially where employees experience uncertainty, role disruption, or concerns about AI-related change. Future research should therefore examine trust and psychological safety jointly and investigate whether their relative importance varies across different AI adoption contexts. Overall, the study provides evidence that EI is **associated with** leadership effectiveness, employee trust, and human-AI interaction in the examined sample. Rather than portraying EI as universally beneficial or establishing a causal pathway, the findings support a more nuanced view in which emotional capabilities may contribute to human-centred AI-enabled leadership, subject to organisational context, ethical use, and the broader psychological and technological environment.

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