

Managing Thought and Emotional Intelligence for Organizational Sustainability

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ABSTRACT

In the current era of Artificial Intelligence (AI), Human Resources are expected to apply their Emotional Intelligence (EI) to perform better. Higher standards are set for the competence, where employees not only have to learn the use and usage of various AI tools, but also, they are supposed to work with diligence. They need to rewire their thoughts to improve their emotional intelligence. A balance of all the four aspects of EI, i.e., Self Awareness, Self-Management, Social Awareness and Relationship Management is to be maintained. EI is a competence expected from the employees over and above their functional competencies. This is the area, where Human are always ahead of machine. AI cannot compete with Human Resources for their Thought and Emotional Management. Several studies have been done on role and application of EI for a better performance outcome. But the study of thought and emotional intelligence on performance of employees is yet to be explored. This paper encompasses the study on the impact of Thought Intelligence over Performance Management (PM) through EI to achieve Organizational Sustainability.

Keywords: Emotional Intelligence, Artificial Intelligence, Thought Intelligence, Organizational Sustainability

INTRODUCTION

Human Resources are the biggest asset to an organization, which needs to be identified, developed and retained for the current and future growth and sustainability of the organization. With the coming up of various Artificial Intelligence (AI) tools, several discussions started as is it going to reduce the need of manpower and thus affect employment in the corporate world. Many organizations have already reduced their manpower as if AI has taken their jobs. It is a matter of concern for the current economic and social environment. Employees are using AI for their routine jobs for getting the results more accurately and faster. Thousands of people are losing their jobs and facing unemployment due to lack of awareness about uses and usage of these AI tools.

But the question arises that:

- What is the impact of AI on performance of Human Resources?
- Does it really affect the employment?
- What is the role of HR in this current AI era?
- What is the competence expected from the employees in this AI world?
- How important is to develop the Thought Intelligence (TI) over Emotional Intelligence (EI) for Human Resources?

Purpose of research

This study is done to answer the questions mentioned above. The purpose is to find an answer and recommend the possible solutions to manage human resources with respect to their functional and behavioural abilities.

This study also provides recommendations towards Talent Development to prepare the human resources with upcoming competencies to sustain and continual growth for every organization. This study discusses about the role of Thought Intelligence (TI) over Emotional Intelligence (EI) for managing performance of an employee and achieving Organizational Sustainability in Artificial Intelligence (AI) era. The objective of the whole exercise is to find out the impact of Emotional Intelligence (EI) and Thought Intelligence (TI) on Performance Management, through decision making and actions of human resources in an organization and thus affecting Organizational Sustainability (OS). At the end, this study will provide recommendations for the leaders to apply AI and EI together and use their TI to improve their Performance and thus achieving Organizational Sustainability in the AI world.

LITERATURE REVIEW & DISCUSSIONS

There are several studies done recently on AI. Also, there are various studies on Emotional Intelligence, and few are covering Thought Intelligence too. But the idea of combining these three and their impact on Organizational Sustainability has not been explored.

Temitope Ayodeji Atoyebi and Joshua Sopuru in their article “Humanizing AI in Service Workplaces: Exploring Supervisor Support as a Moderator in HPWSs” offers practical and theoretical insights into integrating AI and human resource strategies in support of socially sustainable service systems. (Atoyebi & Sopuru, 2025). However, this paper does not explore the application of Thought Intelligence over Performance Management of the employees.

Krešimir Ćosić, Vanja Kopilaš & Tanja Jovanović in their paper “Importance of mental readiness in highly stressful professions” explores the role of mental readiness in high-stress professions, emphasizing its impact on performance, safety, and mental health. It also examines emerging AI-based methodologies and psychological strategies designed to enhance resilience, improve decision making, and foster long-term occupational sustainability. By integrating these approaches, organizations can better prepare individuals and team members for the psychological demands of their roles, reducing the likelihood of stress-induced errors and improving overall professional effectiveness. (Ćosić et al., 2025). This paper, however, does not explore the impact of AI, EI and TI on Organizational Sustainability.

Amal Alnamrouti, Husam Rjoub and Hale Ozgit in their study titled “Do Strategic Human Resources and Artificial Intelligence Help to Make Organisations More Sustainable? Evidence from Non-Governmental Organisations” provides theoretical and practical guidance on how to apply the findings to assist non-profit organisations’ management in utilising organisational learning, corporate social responsibility, artificial intelligence, and strategic resource management practices to help them run their internal operations in a more efficient and sustainable manner over time. (Alnamrouti et al., 2022). Though this paper very well covers the role of HR in Learning and Development of employees, the impact of Strategic Human Resources by applying EI along with AI is not covered. However, it discusses the ideas to make non-profit organizations sustainable.

Nadin Alherimi, Sara Abdulmaksoud, Vian Ahmed and Zied Bahroun in their study titled “A Systematic Literature Review of Artificial Intelligence Advancements in Green Human Resource Management” analysed and revealed five primary research themes, highlighting AI’s significant role in enhancing green recruitment, training, and performance management, while also underscoring critical challenges related to ethical considerations and organizational readiness.

Moreover, this study directly contributes to the United Nations Sustainable Development Goals (SDGs), particularly SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure), and SDG 12 (Responsible Consumption and Production), through emphasizing the strategic significance of AI-enabled Green HRM in fostering organizational sustainability. (Alherimi et al., 2025). The study discusses the ethical role, SDGs in particular, and application of AI in Green Human Resource Management. But it does not touch the Emotional Intelligence part.

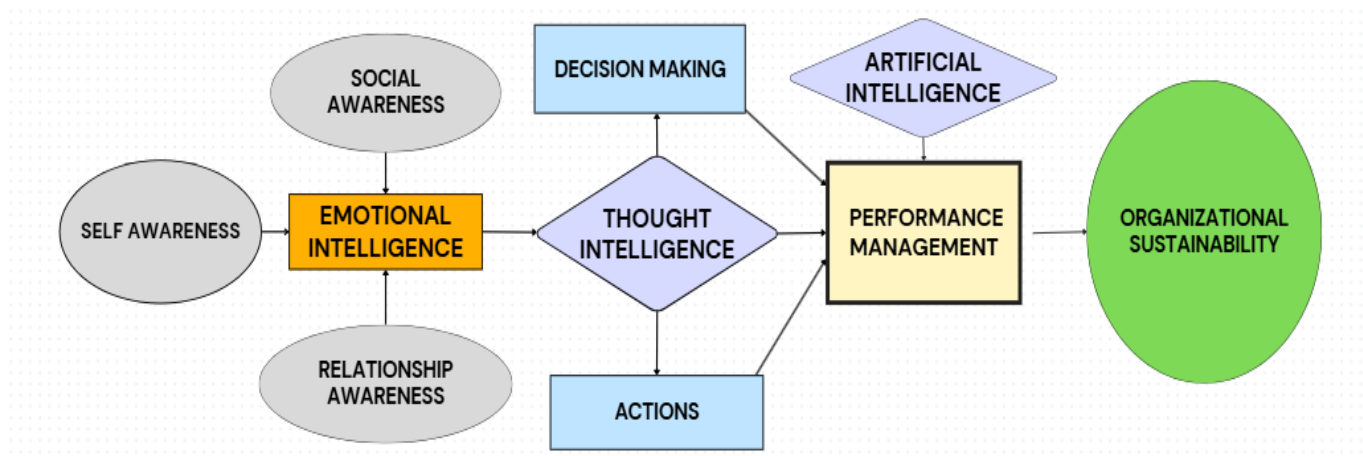
There are many more papers elaborating the concept and details about EI with different models. But the idea of integrating AI, EI and TI with the Organizational Sustainability (OS) is yet to be explored and studied for a better understanding. This paper tries to find out the relationship between these variables with a study on impact on performance by using AI, EI and TI together.

METHODOLOGY

The study is done by collecting primary data from top 10 Indian Public Sector Units (PSU) based on number of employees on their pay-role. Questionnaire was sent to 85 respondents of the sample organizations from Middle, Senior and Top management and their responses were collected through survey. The questionnaire was prepared to receive the feedback of respondents about their perception of Self Awareness (SA1), Social Awareness (SA2) and Relationship Awareness (RA) for measuring Emotional Intelligence (EI). Feedback on use of AI, TI and EI by employees was also taken. However, Performance Management is assessed as secondary data collected based on number of employees promoted in last 3 years in these organizations. The reliability of questionnaire framework with the primary data was tested by measuring Cronbach's Alfa. The value of alpha was found as 0.87 (good), which means that there is a strong reliability and it is perfectly suitable for academic and research purposes. Descriptive analysis was done with statistical method. The data collected was analysed to establish the impact of independent variables on mediating variables (AI, EI and TI) by establishing correlation between them. Also, the impact of these mediating variables was analysed for their significance and impact on Performance Management and Organizational Sustainability as dependant variable.

CONCEPTUAL FRAMEWORK

The following diagram shows the process, how sustainability can be achieved through proper action and decision making by applying Thought Intelligence based on Emotional Intelligence.



Emotional Intelligence (EI) can be achieved by self-management having a balance of Self Awareness, Social Awareness and Relationship Awareness. The thought can be rewired based on EI and thus decision making and actions along with the rewired thought can lead to performance of an employee. The performance of each employee leads to Organizational Sustainability.

Data Specification

The data is collected from sample of 10 PSUs (Middle, Senior & Top Management) through a questionnaire based on above methodology from Indian PSUs under different Sectors (Steel, Coal, Mining, Avionics, Oil and Power) – SAIL, Coal India Limited, NMDC, BEL, HAL, BPCL, HPCL, ONGC, NTPC, Power Grid Corporation of India Ltd. The questionnaire is designed to assess the response of the employees on Self Awareness, Social Awareness and Relationship Awareness as Independent Variable. The data on employees' perceptions on Decision Making and Actions based on their Thought Intelligence is collected as the mediating variable. Performance Management Data is collected for these respondents as Secondary Data, which is also

as mediating variable. Organizational Sustainability is considered as Dependent Variable. The data is analysed for significance and impact of independent variables on mediating variable thus impacting Organizational Sustainability as dependant variable ultimately.

Prediction and Results

Based on the collected data, analysis is done for impact of EI and TI on OS. It is found that most of the respondents (more than 60% employees) are aware of the use of AI tools and their importance in the sample organizations. However, around 40% of respondents are found aware of Self Awareness (SA1), Social Awareness (SA2) and Relationship Awareness (RA) and the use of EI and TI in their decision making and actions. The performance management data shows that those respondents having aware of EI and TI in addition to AI, are having higher Performance Ratings in comparison to others and thus promoted in last 3 years. The impact on Organizational Sustainability with respect to AI, EI and TI were thus evident and significant. The result shows that a combination of AI, EI and TI has a significant impact on OS. Use of AI is taken as a functional competence, whereas EI and TI are behavioural competence, which requires continual upgradation by Human Resources.

The result shows that there is a significant impact of Self Awareness, Social Awareness and Relationship Awareness on EI and TI. Also, Decision Making and Actions based on the EI and TI along with AI has a significant positive impact on Performance Management thus impacting Organizational Sustainability.

Observations and discussion

It is observed that the employees with higher performance ratings are mostly using EI and TI along with AI in their job execution. They are aware of emotions of themselves, their team and give importance to relationship awareness. The secondary data says that people carrying this competence are more in number, who got promotions in last 3 years. However, people using AI without applying EI and TI could not perform and hence could not get promotions. The application of AI however is a common competence for all.

What is Emotional Intelligence and why is it important?

Emotional intelligence has been shown to be one of the most important skills a person can have for overall success. Emotional intelligence is the capacity to be aware of and manage one's own emotions, and the emotions of others. Managing emotions is not only incredibly important in one's own life but is also critical in the workplace. In order to be successful, it is essential to be able to understand and keep in mind the emotional states of those around you. Some of the benefits of being emotionally intelligent include better communication, stronger relationships, increased productivity, and greater creativity.

What are the characteristics of emotional intelligence?

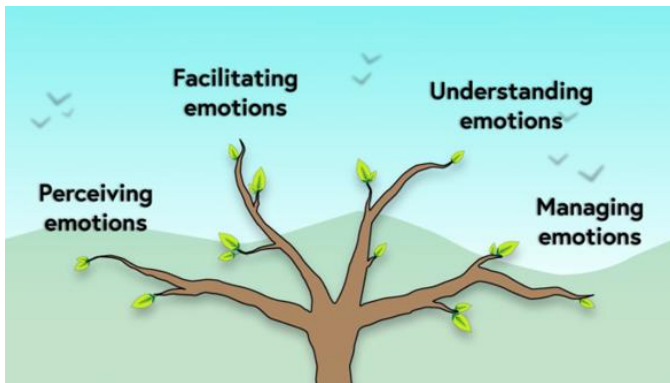
Emotional intelligence is the capacity to be aware of and to manage one's own emotions, and the emotions of others as well. It is generally said to include three behavioral skills: self-awareness, empathy, and self-regulation. Individuals with high emotional intelligence are typically better able to regulate their emotions, respond effectively to the emotions of others, and are aware of their own emotional states. They are also more likely to have fulfilling and successful relationships.

There are three models of emotional intelligence.

The ability model: This model argues that to be emotionally intelligent, you need to possess certain competences. The four-branch model, detailed in Mayer, Salovey and Caruso (2004, p. 200), for-example, argues that you need to be able to:

- know your emotions
- know what to do with them
- understand their meaning

- know how to manage them



The trait model: This model, such as that developed by Petrides (2001, pp. 425–448), breaks from the idea that emotional intelligence is based on abilities. It argues that people have emotional self-perceptions and traits that form part of their personality. These are self-identified by the person rather than scientifically measured and might include self-identifying levels of assertiveness, self-esteem and happiness, for example.

The mixed model: This model combines several types of emotional intelligence qualities. These might include:

- skills (being empathic, for example)
- traits (such as optimism)
- other qualities (such as being able to read facial expressions, being able to inspire others)

Daniel Goleman in his book titled “Emotional Intelligence” explains that emotions can be studied, and people can be taught how to understand and manage their own emotions.

How to increase Emotional Intelligence: Emotional Intelligence is a behavioural competence of human resources, which can be improved on by exercising following tips:

- Utilize an assertive style of communicating
- Respond instead of reacting to conflict
- Utilize Active Learning Skills
- Be motivated
- Practice ways to maintain a positive attitude
- Practice self-awareness
- Take critique well
- Empathize with others
- Utilize leadership skills
- Be approachable and sociable

The following picture shows the four windows, which need to be kept open to practice Emotional Intelligence.



It is important to note that these actions cannot be undertaken by a machine or AI.

Recommendations

Following recommendations are suggested to achieve Organizational Sustainability by way of applying Emotional Intelligence and Thought Intelligence by the employees and management:

- Self-Awareness, Social Awareness and Relationship Awareness, if managed properly can lead to different approach to execute the job.
- Emotional Intelligence is the need of hour in the era of Artificial Intelligence, when human is expected to deliver their output with diligence and humility.
- Learning and Development of employees in the field of EI and TI is equally important while learning the use and usage of AI tools.
- While using AI with EI and TI, the Performance of an employee can be improved.
- The Organizational Sustainability can be achieved by combining decision making and actions in line with Thought Intelligence, which is based on Emotional Intelligence of individuals in an organization.
- Human Resources are expected to learn the use and various usage of different AI tools in association with EI and TI to perform better so that the results are oriented towards Organizational Sustainability.

CONCLUSION

The study encompasses that the Organizational Sustainability is the need of hour, which can be achieved by making timely decisions, applying actions by combining Artificial Intelligence, Emotional Intelligence and Thought Intelligence together. Use of Artificial Intelligence can lead to efficiency with time & cost saving. But the expectation from human resources is even more. Every employee needs to learn and apply EI and TI along with AI in the current changing environment, where Organizational Sustainability is a big challenge. HR has an important role to play in this field. Every employee needs to understand the limitations of AI and application of EI & TI to execute their job. The update of functional as well as behavioural competence is important for Human Resources. HR has a vital role to play under Learning and Development in developing employees both in Functional and Behavioural competence. HR also has a role to identify, develop and retain the inhouse Talent for the key and critical role to achieve Organizational Sustainability.

Limitations and Future Studies

The study is done with the managerial cadre employees of Indian PSUs only, that too with a small sample size of 10 each from different Indian PSUs. This can be extended to different geographical context and in MNCs (Multi-National Companies), Govt. Sector and Private Sector Organizations to study the impact of EI and TI over OS. The study can also be extended by considering a greater number of different independent variables affecting the decisions and actions by the management and the effect on OS can be assessed.

About Authors

Mukesh Mihir: A Mechanical Engineer from MNREC, Allahabad and HR Professional from NMIMS, Mumbai. He has obtained additional qualifications on “The Cutting-Edge Programme” from IIM, Ahmedabad, Courses on “Sustainability” from University of Illinois, “Politics and Economics of International Energy” from Paris School of International Affairs (SciencesPo), “Harvard Manage Mentor” from Harvard Business Publishing and ECIN programme from Energy Conservation Centre under Association for Overseas Technical Scholarship, 37 | Page Japan. He has versatile Industry Experience in O&M, Cryogenics, Sales & Marketing, Technical Services, Institutional Business and Human Resources at different levels. He has also worked under the Ministry of Petroleum & Natural Gases, Govt. of India as Joint Director, Petroleum Conservation Research Association. While pursuing as a research scholar, he has presented papers in National and International conferences. As an author - his Articles/Papers have been published in various National/International Journals. An experienced faculty on Energy Conservation, having worked in managerial cadre in the Energy Sector for three decades, he is currently into Learning & Development.

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