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The Confluence of Islamic, Artificial, and Emotional Intelligence: Evaluating the Interplay of Various Facets of Intelligence and Their Impact on Workplace Dynamics

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Islamic Intelligence, Emotional Intelligence, Artificia Intelligence, Spiritual Intelligence, Workplace Performance, Workplace Success.

ABSTRACT

The study examines the impact of three conceptions of intelligence on workplace dynamics and performance as well as the effect of the three elements on the overall workplace success. The recently significant rise in the application of various elements of intelligence in addition to conventional human intelligence factors, the importance of understanding and employing the same is a valuable proposition especially in context of enhancing workplace productivity and to ensure positive influence of various intelligence dimensions in their individual and collective background to warrant a thriving organizational environment to eventually attain favorable outcomes from professional perspective. The Islamic or SI construct entails actions and decisions in consonance to Islamic principles and guidelines whereas the AI dimension refers to machine-aided tools and means to process information and to ensure sound decision-making. The EI implies emotionally intelligent actions and interactions with the consideration towards one's own self as well as to others around. The study is qualitative in nature and assesses the different paradigms of intelligence SI, EI and AI by exploring how these three may coalesce to achieve the individual and collective organizational goals by improving workplace dynamics to ultimately secure success and serenity. The tripartite framework posited in the study attempts to achieve synergies within and outside the organization to accomplish a work environment wherein both, the workplace and its members are ethical, empathetic, expeditious, exuberant, and efficient.

INTRODUCTION

The modern workplace is changing and becoming more influenced due to the mix of intelligence types (Kaur and Sharma, 2021). Besides the aspects of human intelligence, emerging concepts of intelligence including emotional intelligence (EI), Islamic or spiritual Intelligence (SI) and artificial intelligence (AI) is getting traction in the context of workplace

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productivity and professional approaches to yield higher output and attain better performance in an organizational setting. The interplay of SI, EI and AI and the evolving role these concepts play is deemed significant and vital in shaping organizational dynamics especially with reference to human interactions and interpersonal connections and communications. This paper seeks to examine how these different but interconnected forms of intelligence interact with each other as well as collectively impact on the dynamics at the work place to impact the workplace outcomes favorably to ultimately lead towards higher organizational performance to warrant growth and success at various levels. Islamic Intelligence refers to a cognitive framework that integrates Islamic ethical values into decision-making approaches. It centers on compassion, integrity, and justice by drawing inspiration from diverse traditions in Islam (Rahman & Bukhari, 2013). Particularly within regions with a Muslim majority or where corporate governance follows Islamic principles, these values may be introduced and infused in the work environment and ingrained in an organization's culture to secure superior workplace goals assuring attainment of spiritual goals simultaneously. On the other hand, Artificial Intelligence involves introducing a technological aspect into human intelligence using machine learning and algorithms to improve decision making processes and operational efficiency at workplaces (Kaplan & Haenlein 2019). The ability of AI to quickly process and analyze big data can promote well-informed decision-making which may be less biased if the underlying algorithms are adequately controlled against inherent prejudices that may be there (Jobin, Ienca, & Vayena, 2019). For example, emotional intelligence (EI) refers to the perception, appraisal, and regulation of emotions in oneself or others including groups and leaders. Consequently, EI is essential in context of interpersonal relations and leadership (Goleman, 1995). In a workplace environment high EI results in improved teamwork, conflict resolution techniques and employee satisfaction levels (Salovey & Mayer, 1990). The blending together of these intelligences has both advantages and disadvantages. This means that it could lead to a comprehensive intelligence model for an ethical efficient work place atmosphere that is emotionally intelligent on one hand while on the other side of the spectrum, technological solutions may appear at odds with ethical or emotional considerations as diverse intelligence intersects.

The main purpose of study is to evaluate the evolving dimensions of intelligence i.e. Islamic or spiritual intelligence, emotional intelligence and artificial intelligence in terms of the role of these three aspects towards the workplace dynamism and success. The past research studies have focused either one of these or otherwise emphasized the human intellectual

intelligence only while analyzing the workplace performance. The studies like the ones by Younas et al. (2023); Kaur (2024); Kaur and Sharma (2021) focused only emotional intelligence in relation to workplace while the reesrach studies by Bodea et al. (2024); Raftopoulos and Hamari (2023); Zirar et al. (2023); and Cebulla et al. (2023) assessed only artificial intelligence within the framework of workplace and research by Baykal (2024); Fidelis et al. (2023) and Farah et al. (2023) concentrated only on spiritual intelligence. This study attempts to address this research gap by assessing all the three evolving facets of intelligence and their significane in the context of workplace performance in order to provide comprehensive understanding towards the three intelligence and analyze them in a holistic manner to contribute and make valuable addition to the existing literature.

LITERATURE REVIEW

The pertinent literature reveiew has a rich repository of knowledge regarding the three facets of intelligence that are part of this study, however the discussion generally encompasses either one category of intelligence or at the most two of the dimensions maninly including emotional and artificial intelligence in the workplace perspective. The Islamic or spiritual intelligence (SI) construct entails actions and decisions in consonance to Islamic principles and guidelines whereas the artificial intelligence (AI) dimension refers to machine-aided tools and means to process information and to ensure sound decision-making. The emotional intelligence (EI) implies emotionally intelligent actions and interactions based on prudent and careful consideration towards one's own as well as of others around. The study is qualitative in nature and assesses the different paradigms of intelligence in relation to the organizational interaction and behavior by conceptually connecting the three aspects of SI, EI and AI by exploring how these three may coalesce to achieve the individual and collective organizational goals by improving workplace dynamics to ultimately secure success and serenity.

The recognition of emotions as an important aspect of organizational life has emerged only recently as a significant area of academic discussion. The term emotional intelligence originated from the concept of social intelligence (Gardner, 1983) and was first introduced by (Mayer & Salovey, 1993). Salovey and Mayer's introduction of emotional intelligence in 1990 laid the groundwork for understanding emotions within organizations, sparking subsequent interest from other researchers. Since then, there has been a growing focus on the impact of emotions in practical and organizational contexts (Gopinath, 2011). Emotional intelligence, also referred to as (EI) emotional intelligence in this paper, has become a key

term associated with individual and organizational success over the past twenty-five years. Despite increasing ongoing debates on this construct, the scope still persists in expounding its definitions, conceptualization, and implication (Prentice et al., 2020). Emotional intelligence is considered a crucial skill for the twenty-first century as it enhances everyday life. Recent years have seen numerous studies on individual behavior, rendering traditional methods of evaluating employee behavior in companies less applicable. As a result, market-leading companies have adopted the best methods and practices for managing the human factor in the workplace. These companies now expect daily monitoring activities to consider employees' emotional aspects and their interactions with others within the organization (Lima et al., 2022). To better monitor these activities, we need to understand the pyramid of EI. Achieving emotional intelligence requires developing a range of abilities collectively known as emotional intelligence. These abilities are organized into a hierarchy, often visualized as a pyramid with nine foundational pillars including Emotional Stimuli and expression of emotions, Self-Management, Social awareness and skills, Emotional Self-actualization, Transcendence (spiritual state) and Emotional Unity (sense of We-feeling). Together, these pillars foster the development and enhancement of social skills, which improve interpersonal and professional relationships (Drigas & Papoutsi, 2021).

Figure 1: The Pyramid of Emotional Intelligence (Source: Drigas et al., 2021)

The aspect of human intelligence is fortified with the inclusion of other facets of intelligence in the domain of human cognition and intelligence parameters. With the involvement of the conception of emotional intelligence and more recently with the highly popular intelligence factor from workplace context involving the especially eminent intelligence dimension termed AI or artificial intelligence (Rahman and Shah, 2015). However, all these precepts of intelligence have their own significance and importance but one of the unique factors which

is relatively less discussed and researched is the aspect of Islamic (also may be traditionally termed as spiritual intelligence (Mohamad et al., 2023). The aspect of Islamic intelligence according to some scholars is rather the most important variant of intelligence in comparison to other facets including EI and AI. The awareness and enlightenment that whatever we think, contemplate and do in our individual and collective capacity either in our personal or professional life is to be seen through the lens of Islamic intelligence, if we are to be considered an intelligent 'human' as per the Islamic standpoint. The dimensions of intelligence have usually focused on cognitive and emotional aspects in the context of the workplace (Wahab, 2022); however, recent research has also considered spirituality's influence over work performance and organization. It is Islamic/Spiritual intelligence that comes out as a key approach to ethical integration of these dimensions and therefore provides both personal and professional growth as a whole (Amram & Dryer, 2008). Islamic or spiritual intelligence is the kind of intelligence dimension which majorly focuses on self-awareness, ethical behaviour, compassionate feeling, and uttermost connection with the divine which are essential for effective team work in an organization (Nasr, 2002). The significance of Islam/Spiritual intelligence is increasingly valued in modern organizations especially within contexts characterized by the growing diversity and complexity global business environment. Furthermore, not only does this type of intellectual ability enhance individual well-being but it also leads to more humane and ethical organizational cultures that emphasize values often unseen in mainstream business practices (Zohar & Marshall, 2000). As businesses aspire towards sustainable development, understanding and utilizing Islamic/Spiritual intelligence can be very helpful leading to improved decision-making processes, increased job gratification as well as greater efficiency within organizations at large (Beazley, 2003).

Artificial intelligence (AI) is the simulation of human intelligence in machines by imparting to it the ability of user-like intelligence. These systems are intended for functioning at the tasks which involve decisions, vision, speech, language, and more that can be characterized as Artificial Intelligence. The ultimate goal of AI is to be a technology that is able to do higher-level tasks on its own and enhance processing with experience (Russell & Norvig, 2021). Machine learning (ML), one of the many AI subfields, is the advancement of algorithms capable of learning from data and making predictions about said data. Computational Linguistics (CL) is further divided into supervised CL, in which the algorithm learns from a dataset that is predetermined to have certain dependencies, and unsupervised

CL, in which the algorithm makes use of data that has no relation between the input and output. Another subfield is reinforcement learning which means an agent learns how to decide whether to take an action or not based on rewards and penalties it receives (Goodfellow, Bengio & Courville, 2016). AI has many subdivisions, namely; Natural language processing (NLP) is another essential subcategory of AI that is aimed at improving the computer-human communication interface through natural language. NLP, which refers to natural language processing, is the ability of one computer to comprehend, process and produce human language to a level that will be meaningful and constructive. This field includes various tasks like translation from one language to another, language polarity determination, speech recognition and so on, it tries to close the gap between people's processing and machine understanding (Jurafsky & Martin, 2020). A third important element is Robotics – a science, which is aimed at designing and developing of machines – called Robots, which are capable of operating in the physical environment. Robotics is the branch of technology that puts together mechanical, electrical and computer engineering to result in the creation of machines that are capable of performing various activities within their capacity in civil actions or dangerous areas. AI is now implemented as part of high-level robotics for instance; for the robots to mimic behaviour of the surrounding and learn new scenarios when faced with them (Siciliano & Khatib, 2016).

METHODOLOGY

The philosophical foundation of this research study is pinned upon interpretivism research paradigm. The philosophical underpinning for choosing the interpretivist approach is deemed most suitable in the background of the research objectives and according to the propositions presented by Alharahsheh and Pius (2020) with regards to choice of research assumptions. The paper is based on a qualitative research approach as the study takes into consideration the already available literature regarding the three facets of intelligence including Islamic or spiritual intelligence, artificial intelligence and emotional intelligence as well as assessing various pertinent studies relevant to the three intelligence dimensions.

The paper elucidates the three elements of intelligence by examining these facets from workplace perspective to present a holistic outlook regarding their relevance towards workplace dymanics and workplace performance to add to the knowledge-base of workplace related studies. The research methodology is qualitative in nature and scope as the study's conceptual framework and research outcomes deifne the appropriateness of research methodology as posited by Hennink et al. (2020) and Thambinathan and Kinsella (2021).

ANALYSIS AND DISCUSSION

This paper evaluates the three intelligence conceptions including Islamic intelligence also sometimes referred to as spiritual intelligence (SI), artificial intelligence (AI), and emotional intelligence (EI) altogether to provide a holistic discussion regarding their significance in the workplace perspective. The research examines the impact of these three variants of intelligence on workplace dynamics and performance as well as the effect of the three elements on the overall workplace success. The lately noteworthy rise in the application of the other elements of intelligence in addition to conventional human intelligence factors, the importance of understanding and employing the same is a valuable proposition especially in context of enhancing workplace productivity and to ensure positive influence of various intelligence dimensions in their individual and collective background to warrant a thriving organizational environment and to eventually attain favorable outcomes from professional perspective. especially the relevance of managing human emotions referred to as emotional intelligence and application of computer-based artificial intelligence tools and techniques. The tripartite framework posited in the study attempts to achieve synergies within and outside the organization to accomplish a work environment wherein both, the workplace and its members are ethical, empathetic, expeditious, exuberant, and efficient.

Emotional Intelligence as an Approach to Manage and Maneuver Workplace Dynamism

In the early 20th century, the advancements in psychology sparked the exploration of people's emotional responses. People began expressing their feelings more freely, marking the inception of emotional intelligence (EI) development by 1960s. This development was further driven by the realization that individuals often struggled in their social lives despite high scores on general intelligence tests (Seven, 2019). (Salovey & Mayer, 1990) defined emotional intelligence as "the ability to notice emotions, to extricate and use emotions." (Furnham, 2012) expanded on this, describing emotional intelligence as "the ability of individuals to recognize their own and others' feelings and to regulate these emotions. Individuals with high emotional intelligence are in better control in regulating their emotions and adjusting their emotional states when necessary. On the other hand, some people struggle with self-control, have weak interpersonal bonds, and are prone to anger. Understanding and harnessing emotions is essential. EI includes qualities such as effective interpersonal communication, empathy, and emotional regulation, making it valuable in all areas of life (Kambur, 2018). Emotional intelligence (EI) includes four key components. According to (Mayer et al., 2001), the first component is emotional perception, which involves accurately

identifying, expressing, and differentiating between emotions. The second component is emotional assimilation, which involves using emotions to enhance thinking and focusing on significant evidence. The third approach of EI is emotional understanding, which is the capability to identify the relationship between confrontation and emotions. The last approach of EI is managing one's own emotions. Despite criticism, emotional intelligence can be determined through these five mechanisms. Self-awareness, as described by (Goleman, 1998b); (Goleman et al., 2002); (Goleman, 2020) serves as the foundation for the other components of emotional intelligence and It is one's ability to distinguish and understand one's emotions, moods, and impulses, as well as the reasons behind them. Self-regulation defines one's ability to manage emotions as they occur. It includes techniques for controlling one's feelings, such as knowing when to soothe oneself and when to prevent emotions from overwhelming one's sense of self (Goleman, 1998a). Motivation refers to an individual's capacity to harness their motives or needs, maintain a sense of hope and optimism, and uphold self-efficacy (Goleman, 1998b). Empathy is the capability to comprehend others, pay active attention to them, and identify and retort to their changing emotional states. It involves detecting emotions and feelings conveyed through both verbal and nonverbal messages. According to (Goleman, 2020), empathy, like self-regulation, builds on the foundation of self-awareness. Social skill denotes the ability to regulate emotions in others to resolve relational conflicts that may lack rational resolutions. These skills encompass the socio-economic abilities needed to analyze and understand human relationships, negotiate disputes, resolve conflicts, influence popular opinion, and demonstrate considerate and cooperative behaviors (Goleman, 1998a); (Goleman, 1998b). In 1998, Goleman developed a framework of emotional intelligence that highlights individual's potential to surpass in self-awareness, social awareness, self-management, and relationship management, all of these lead to success in the workplace. This model is grounded on EI proficiencies identified through research within numerous organizations, which distinguish top performers. By considering EI as a theory of performance, this framework scrutinizes the physiological indication favoring EI theory and analyze various research studies on the factors leading workplace performance and those that differentiate exceptional performers from average ones. According to (Goleman, 1998b), emotional competence is the pre requisite of exceptional performance at work, this skill can be acquired based on emotional intelligence. It takes a foundational understanding of emotional intelligence (EI) principles, particularly social awareness and relationship management, to be adaptive at an emotional aptitude level such as customer

service or conflict resolution. Having equipped with social awareness and relationship management skills, though, does not imply that we have grasped the additional knowledge needed to effective customer management or resolving a conflict instead, it only postulates one's potential to become skilled at these competencies. Emotional competencies are learned abilities. Figure 2 illustrates the present version of Goleman's emotional intelligence framework.

	Self **Personal Competence**	**Other** **Social competence**
Recognition	**Self-Awareness** - Emotional self-awareness - Accurate self-assessment - Self-confidence	**Social Awareness** - Empathy - Service orientation - Organizational awareness
Regulation	**Self-Management** - Self-control - Trustworthiness - Conscientiousness - Adaptability - Achievement drive - Initiative	**Relationship Management** - Developing others - Influence - Communication - Conflict management - Leadership - Change catalyst - Building bonds - Teamwork & collaboration

Figure 2: Goleman's Framework of Emotional Competencies Source: Adapted from Goleman, D. (2001b). The emotionally intelligent workplace

In today's evolving environment and dynamic work settings, organizations worldwide are prioritizing new employee skills. Rather than emphasizing "hard skills" like technical and management abilities, there is a shift towards "soft skills." These soft skills, which demonstrate high levels of emotional intelligence, include leadership, decision-making, problem-solving, and collaborative abilities (Hoffman & Tadelis, 2021). Many managers now prefer hiring employees with strong soft skills, finding them more valuable than hard skills. They often attribute "bad hires" to a lack of soft skills. Employees make daily decisions that carry emotional weight, often choosing based on their emotions and intuition. Understanding the origin of these decisions is crucial. With the inception of globalization and the increasing arrangement of using multicultural and transnational teams, the complexity of interactions and emotional expression has intensified. Therefore, emotional intelligence is more vital than ever. At its core, emotional intelligence in the workplace involves understanding, expressing, managing emotions, maintaining positive relationships, and resolving issues during crises (Kanesan & Fauzan, 2019). At present, an employee's education and experience alone are insufficient to secure a job. In a volatile, ever-changing environment with significant competition, companies are increasingly valuing skills derived from emotional intelligence

(Sinha et al., 2022). Companies now prioritize skills such as adaptability and versatility in the face of challenges, the ability to work under pressure without succumbing to stress, and effective communication combined with good listening. These qualities foster a positive work atmosphere and enhance performance. Motivated employees who manage their impulses and maintain a positive attitude contribute significantly to team dynamics. Consequently, many companies define the emotional traits needed for specific roles. For instance, positions in customer service require self-management to handle difficult interactions effectively (Skordoulis et al., 2020). Additionally, EI encompasses the ability to comprehend, express, and regulate one's emotions and those of others. Professionally, it benefits companies by enhancing emotional well-being, boosting self-esteem and positive moods, and mitigating negative impacts, thus improving job satisfaction (Szcześniak et al., 2021);(Zakhem et al., 2022); (Huyen & Hoang, 2023). Employees with higher EI can identify and channelize their anger and stressful attitudes, reducing stress and increasing job satisfaction. They are also adept at controlling their career aspirations and maintaining better relationships, resulting in higher performance evaluations from managers. Individuals with higher EI incline to greater life satisfaction, improved relationships, and career success (Sony & Mekoth, 2016). In an organizational context, EI in employees is linked to positive outcomes such as job satisfaction, performance, and organizational commitment and customer satisfaction (Darvishmotevali et al., 2018); (Yao et al., 2019). These outcomes enhance job efficiency and business profitability. EI is especially beneficial for service organizations and employees in customer-facing roles (Yao et al., 2019).

As (Serrat, 2017) states, the way work is performed has significantly changed in many organizations over recent years. The author notes a shift towards fewer management levels and less autocratic management styles, driven by a move towards knowledge-based, team-oriented, and client-focused roles. This shift grants individuals more autonomy, even at lower organizational levels. Modern organizations, aiming to enhance performance, recognize that higher emotional intelligence yields objective, measurable benefits. Researchers (Lima et al., 2022); (Tripathy, 2020) agree that emotions play a crucial role in rational decision-making and choices, with growing evidence that emotional intelligence significantly impacts learning and future success. The global pandemic has profoundly altered our thinking and behavior, transitioning work from in-person interactions to virtual spaces. Consequently, developing emotional intelligence is more crucial than ever. Strengthening interactions within the company benefits both individuals and the organization. Through emotional intelligence,

managers can enhance their leadership skills, motivate employees, and improve overall performance (Lima et al., 2022). Furthermore, companies now a days are trying to adapt to new business practices, they still face challenges and need more time to adjust. Employees often work in complex environments and require more attention from their employers to understand their feelings and attitudes towards work. As (Gunu & Oladepo, 2014) states, emotional intelligence involves appropriately managing and expressing feelings, enabling people to work together towards common goals in a constructive and transparent environment, thereby reducing stress and improving workplace well-being. According to (Liberty & Kida, 2019), workplace stress is a global phenomenon, with workers at all levels experiencing increased tension and uncertainty, exacerbated by economic upheavals, downsizing, layoffs, and mergers. (Dametor & Amanawa David, 2022) explained that employees with high emotional intelligence tend to be more successful, happier, and have better interpersonal interactions, while those with low emotional intelligence often experience negative emotions such as loneliness, fear, and frustration. The role of leader cannot be ignored when executing EI at workplace. Emotional intelligence (EI) is considered one of the most important components of effective leadership, with strategic decisions within organizations often relying on EI for guidance (Miao et al., 2018). Organizational effectiveness is determined when there is a display of skills in inspiring employees to deliver on set objectives. When EI is lacking in leaders, it causes negative consequences and situations both in employees and in the organization (Ovans, 2015). EI has been considered by many researchers as a prerequisite for efficient leader behavior (Antonakis & Dietz, 2011); (Cavazotte et al., 2012). Hence, why it has become fashionable for organizations to use it in determining who is capable of leading organization and as a training tool for boosting leadership competencies (Batool, 2013). Emotional intelligence (EI) is crucial for effective leadership. It enables leaders to communicate well, build strong relationships, resolve conflicts, and motivate their teams to achieve shared goals.

Self-managing behaviors and motivation Emotional intelligence (EI) can considerably add to job performance and success at the workplace and is generally even more essential than social intelligence. Having high EI has excellent implications, comprising better organizational success, superior employee relationships, and better health (Schutte et al., 2007). EI is related to diverse organizational behaviors and organizational impact and is found to be a reinforce of professional stress (Lee & Ok, 2012) and resistance to environmental stress (Shi et al., 2015). It helps in the improvement of communication, which

therefore results in increased employees' productivity and improved ability to blend in various working environments. On the other hand, the individuals who have problems with temper self-sabotage themselves because they experience fighting within them that slows their concentration and productivity down. Closely related to this concept, and as distinguished by emotional intelligence often leads to high job satisfaction and work commitment among employees. EI remains pervasive and is similar to the integration of artificial intelligence in all spheres of life and employment (D'Amato & Herzfeldt, 2008). Organizations identify the imperative role of emotional intelligence (EI) in enhancing managerial efficacy, by way of understanding and managing emotions are crucial when working with individuals. Nevertheless, with increasing technological developments, artificial intelligence (AI) is increasingly influencing all management activities (Budhwar et al., 2022). This notion has sparked a debate about whether AI or EI is more significant. Artificial intelligence is better for tasks require precision and no emotional input. Whereas, for tasks involving human emotions and motivation, EI is a better choice. The escalation of artificial intelligence has led to speculation about its impact on emotional intelligence. Some authors argue AI could have greater impact on EI and it can obsolete EI by replicating and surpassing human emotions. Others contend that AI will positively impact EI and will enhance it by requiring human interpretation and understanding of machine-generated data (De Cremer & Kasparov, 2021). Consequently, the question arises: will AI make EI obsolete or enhance it? The answer is both. Artificial intelligence's advancement will certainly affect emotional intelligence. Humans are being replaced by intelligent technologies in various industries, leading to lower-paying jobs or unemployment for human workers. Despite numerous AI's applications in business sphere, it also poses challenges including ethical & privacy concerns, excessive resource consumption, miscommunication, and lack of emotional intelligence. EI incorporates more than cognitive abilities. It includes social skills, self-awareness, empathy, and self-regulation, which are hard to replicate. Therefore, with increasing developments in AI, the inimitable components of emotional intelligence remain crucial and inimitable. In the framework of EI, it is crucial to accentuate that AI should aid as a complementary implement rather than a replacement for genuine human interaction and support (Bhardwaj et al., 2023). In future, researchers should explore the interplay of artificial intelligence and emotional intelligence to reconnoiter workplace dynamics.

Emotional intelligence (EI) and spiritual intelligence (SI) in workplace dynamics has a profound connection, as both provide a holistic thoughtfulness of human connections and

organizational culture. Emotional intelligence is the 'recognized and adaptive expression of emotions, especially in people which enhancing communication, and emotional problem solving'. Spiritual self is defined here as the psychological capacity of an individual to actualize the spiritual dimension in his or her behaviors in common practice by applying spiritual values and dealing with spiritual issues to create purpose and ethical compass. A critical assessment of the literature reveals that the combination of EI and SI can improve organizational processes and relations through respect and constructive interactions. For example, (Wigglesworth, 2014) established that senior organizational leaders who display high EI and SI are better positioned to lead, motivate as well as help their teams to realize organizational objectives that are consistent with the employees' ethical standards. Thus, having both EI and SI not only enhances the quality of the lives of the employee and the organizations' clients, but also organizes performance towards collective gain and organizational success (Wigglesworth, 2014). It was observed that by adopting the cultural values of emotional as well as spiritual climate within the organizations, it is quite possible to have a motivated and resilient force. Emotional intelligence emerges as a critical resource in the contemporary workplaces. The importance of EI becomes even more evident as organizations level flatten their management structures shift towards a more self-directed, team-based, and customer-oriented roles. The capability to recognize, comprehend, and manage emotions plays a crucial role in enhancing individual performance, fostering effective team dynamics, and emerging empathetic and impactful leadership. The global pandemic has further highlighted the need for robust emotional intelligence because the virtual interactions and remote work have become the new norm, emphasizing emotional connections and effective communication more challenging yet more important. By fostering emotional intelligence at workplaces, organizations can not only improve their performance and achieve their goals but also create a more empathetic and resilient workplace culture. As we continue to explore the intersections of different intelligences, the significance of emotional intelligence in personal and organizational success remains dominant, offering valuable insights and strategies for thriving in an increasingly multifaceted and interconnected business world.

Exploring Islamic/Spiritual Intelligence to Leverage Workplace Performance

Islamic or Spiritual Intelligence, which is a blend of the old spiritual wisdom and contemporary ideas on intelligence, has attracted interest in regard to its capacity to improve performance at workplaces (Anwar et al., 2019). The following section takes a look at the

main features of Islamic and spiritual intelligence and their relevance and application in an organizational setting. Islamic/Spiritual intelligence is defined as the ability to live one's life through knowledge, wisdom, skills that originate from an understanding of existence and spirituality (Amram & Dryer, 2008). This sort of intellect joins in such parts like self-awareness/transcendence/meaning/value-oriented life. These are ingredients extrapolated from both Islamic Principles and other broad spiritual contexts that are thought to determine people's conduct within their work places. Self-awareness and Inner dimension are one of the major aspects constituting Islamic/spiritual intelligence. It involves being deeply aware of one's feelings, strengths, weaknesses, interests, etc., how they influence others' lives. From this perspective also comes the awareness about one place in creation before God thereby promoting humility and integrity which guide ethical decisions (Nasr, 2002). Ethical decision-making, anchored in spiritual and moral values, plays a crucial role in Islamic/spiritual intelligence. It underscores the significance of making decisions that are not just efficient but also ethically upright and advantageous to all parties involved. In a workplace setting, this approach can manifest as leadership that is both motivating and grounded in robust ethical values, fostering a culture of trust and esteem (Beazley, 2003). Empathy, a fundamental component of emotional intelligence, is greatly enriched by spiritual intelligence. It entails grasping and being attuned to the emotions and perspectives of others, a skill indispensable for effective collaboration and leadership. Islamic teachings advocate for kindness and understanding towards others' emotions, which can improve collaborative interactions and conflict resolution in a professional environment (Zohar & Marshall, 2000). Effective leaders who demonstrate spiritual intelligence as well as the ability to connect with others and inspire trust can influence the tone of an organization. Research shows that spiritual leaders are better at creating an environment that fosters higher employee motivation and satisfaction (Fry, 2003). Goals that are important for effective collaboration. Teams that work in an environment that values empathy, positive attitudes, and mutual respect tend to be more cooperative and productive (King & Nicol, 1999). Focusing on consensus, humility, and solutions that lead to better outcomes can lead to conflict management within the group. Islamic/spiritual wisdom provides a framework for understanding and reducing interpersonal conflict by focusing on harmony and morality (West, 2004). An exploration of Islamic/spiritual intelligence in a workplace context reveals its potential to enhance organizational performance through improved leadership, teamwork, and conflict resolution. By fostering a work environment based on ethical values, empathy and self-awareness,

organizations can achieve not only higher productivity, but also a more harmonious and fulfilling workplace. Zohar (2017) has elaborated 12 principles in the context of spiritual intelligence as given in the Figure 3 hereunder:

12 PRINCIPLES OF SPIRITUAL INTELLIGENCE	
Self-Awareness	Knowing what I believe in and value, and what deeply motivates me
Spontaneity	Living in and being responsive to the moment
Being Vision- and Value-Led	Acting from principles and deep beliefs, and living accordingly
Holism	Seeing larger patterns, relationships, and connections; having a sense of belonging
Compassion	Having the quality of "feeling-with" and deep empathy
Celebration of Diversity	Valuing other people for their differences, not despite them
Field Independence	Standing against the crowd and having one's own convictions
Humility	Having the sense of being a player in a larger drama, of one's true place in the world
Tendency to Ask Fundamental "Why?" Questions	Needing to understand things and get to the bottom of them
Ability to Reframe	Standing back from a situation/problem and seeing the bigger picture; seeing problems in a wider context
Positive Use of Adversity	Learning and growing from mistakes, setbacks, and suffering
Sense of Vocation	Feeling called upon to serve, to give something back

Figure 3: 12 Principles of Spiritual Intelligence (Source: Zohar, 2017)

Leaders who possess high spiritual intelligence are perceived more authentic and ethical and hence are trusted and respected better by employees (Fry, 2003). Leaders and managers like this know how to galvanize their people stronger than many other leaders, appealing to a higher purpose that is more than simply getting things done or being more efficient and creating a culture where meaningful work is important as specifically relevant and vital from the Islamic managerial frame of reference (Aqib and Khalid, 2024). Spiritual intelligence helps create closer relationships and better understanding between team members. SI creates empathy and respect among employees in turn contributing in decreased conflicts and increased collaboration at work. High spiritual intelligence work teams almost always possess a greater sense of cohesion and resilience, and can collectively negotiate challenges with spirit and shared values (King; Nicol, 1999). Spiritual intelligence at work can positively contribute to worker well-being. Employees report higher job satisfaction, reduced stress and

an increased sense of fulfillment when they feel that their work has meaning and is congruent with their personal values (West, 2004). Workplaces and teams that honor the spiritual values of all team members will create a moral and retention advantage. Spiritual intelligence is the integration of universal values such as integrity, honesty, and fairness, to conduct ethical business. This common alignment boosts your company's credibility and further builds trust in the relationships you hold with your customers, partners, and employees (Beazley, 2003) Spiritual intelligence affects workplace performance in a myriad of ways from leadership to team dynamics, employee welfare, and ethical decision-making. An exploration of Islamic/spiritual intelligence in a workplace context reveals its potential to enhance organizational performance through improved leadership, teamwork, and conflict resolution. By fostering a work environment based on ethical values, empathy and self-awareness, organizations can achieve not only higher productivity, but also a more harmonious and fulfilling workplace (Hanefar et al., 2016). Organizations that nurture and cultivate SI among their leaders and employees can expect not only improved performance and competitiveness, but also a work environment that is spiritually and ethically enriching. The element of Islamic or spiritual intelligence may be directly linked to the workplace as the Islamic principles and value system is such a unique set of concepts which offers guidance in all spheres of life including personal life as well as with reference to the work-life and organizational or social interactions (Rahman and Saniff, 2020). There are research studies in the backdrop of organizational and businesses social contexts including the ones by Aqib (2024); Wahab (2022); Aqib (2019), Shaari and Matore (2021) among others. There are three chief constructs that are the fundamental elements of Islamic intelligence from workplace perspective. These three factors are Taqwa (God-consciousness or piety); Adl (justice or equity); and Falah (wellbeing or success). These three concepts are the heart of Islamic intelligence theory in the context of workplace effectiveness. Let us have a detailed understanding of these three to grasp the idea behind their role in accomplishing higher organizational objectives at one end and attainment of ultimate objectives of salvation in the next-worldly life or at least in this life in the background of spiritual intelligence for those who are willing to embrace Islamic belief system based on the premise that whatever good you do, comes back also referred to as the principle of ‘what goes around, comes around’. The three essential concepts of Islamic intelligence are described in this section as below.

The first aspect of Islamic intelligence is Taqwa. The term refers to the conception that we as humans are to fear God in all affairs of our lives, reason being we are to be held accountable

and answerable to Him for all our deeds and actions in any capacity personal or professional (Bensaid et al., 2014). This notion of accountability and piety because of the viewpoint that God is overseeing and observing all our life matters makes us cognizant that our thoughts, actions and motives are to be in line with ethical and spiritual restrictions in order to safeguard the values of goodness and wellbeing for all including ourselves as well as the others around us (Bhatti et al., 2015). The idea that God will take us to account for all our actions, choices and decisions in life. This higher level of consciousness puts the perspectives in the right frame of reference which indirectly impacts the work-life in a most favorable manner wherein the employees are in cognizance that they must do whatever they are appointed to do because they know that even if they are not under surveillance but they are being watched by a Higher Authority and Supreme Power from Whom there is no hiding or escape. This mindset and thought-process of individuals lead to positive and functioning relationships within the organization and leads towards synergetic and serene work environment where everyone endeavors to help and support each other ultimately securing organizational goals in a mutually beneficial manner. The second vital aspect of Islamic intelligence is the factor of Adl which implies justice and fair play in all the dealings and interactions in the organizational context (Attahiru, 2022). The concept of Adl is such a powerful force that it in fact underpins the best of all organizational practices from ethical as well as operational contexts. The aspects like good-faith, equity, upholding merit, ensuring objectivity and impartiality in all matters especially in cases of conflicts and disputes, the performance feedbacks and evaluations of staff and just management of people in the organizational setting to name a few all are different manifestations of maintain justice and equity in workplace perspective. Finally, the aspect of Falah is the postulation that all worldly actions of individuals must be aimed at ensuring Falah or wellbeing of one's own and others as well (Aqib, 2024). The theory of Falah is the assertion that empathizes sincerity of thought and action centered at attainment of success that transcends worldly motives. The best example to comprehend this concept of Falah is that for petty, temporal or short-term gains, we shall never compromise the ultimate rewards of goodness and prosperity of both worlds as per Islamic creed. The enlightened mindfulness that we should stand by the ideals of trust, cooperation, integrity and devotion in our organizational and work-related affairs to be able to achieve true success warrants sustainable success coupled with a consciousness to accomplish objectives which are far superior to the individual and worldly goals further renders a unique value and vitality to this concept of Falah. The dual goal orientation of Falah

is the nature of this concept which makes it a potent ingredient for attainment of top potentials at the workplace to ensure thriving workplace environment. The concept of Falah merits a holistic approach to success and reward to ultimately provided a comprehensive framework for wellbeing and prosperity from multifarious aspects. We will now ponder upon the third dimension of intelligence i.e., Artificial Intelligence in the coming section.

The Rise of Artificial Intelligence in the Organizational Context and the Impact of AI in the Modern-Age Workplace

The use of AI is becoming more and more relevant in all organizational functions and processes including the basic processes and departments like production, finance, human resources management, marketing, logistics and last but most pertinent computing. For instance, AI has become a major factor in trading algorithms in the digital era providing increased speed and efficiency of financial perspectives (Zhai et al., 2021). Automated trading systems, often referred to as algo trading or high-frequency trading, use statistics and analytics software to quickly analyze market information and buy/sell within microseconds. These algorithms can then analyze the market and respond to changes in it within milliseconds, something that human traders cannot do in the same way. Banking organizations and other financial institutions can therefore always provide the best solutions to their clientele, adjust their trading patterns to the best forecasts, and trade at the fairest prices (Feng, He & Polson, 2018). AI also makes a positive impact on the service delivery of the firms in the financial sector by the use of chatbots and virtual assistants. Through these AI-generated instruments, firms offer round-the-clock customer services and addressing all customer-related questions such as accounts and transactions. For instance, Erica of the Bank of America and Amy of HSBC are other examples of artificial intelligent personal assistants for consumers, which have been specifically designed to make appropriate responses to the customer inquiries through natural language processing. Understanding that customer service has become a driving engine for a company's success, banks have the opportunity to release the basic processes through automation, decreasing the operational costs and increasing response times while enhancing the customer experience (Pradhan et al. , 2019). Moreover, these intelligent systems can also collect and process information on consumers to offer them custom-made suggestions concerning their financial affairs, which also boosts personalisation. Several advantages come along with AI including: Fighting fraud, making better trades, and improving customer relations. However, this is not to say that the financial sector does not other challenges in applying these technologies as well. Making AI models

accurate and non-biased; regulating overall data use and controlling data privacy; and compliance with existing regulation and legislation are some of the issues that are important to be solved. In addition, reliance on AI introduces a set of ethical questions as to who is responsible for the decisive processes and how they are made (Davenport & Ronanki, 2018). However, it is impossible to deny the potential of applying AI solutions in the financial services through improving security and efficacy, as well as increasing satisfaction of the customer.

Two of the many front-line functional segments of applying artificial intelligence in the manufacturing industry are as follows: Automation of production lines and predictive maintenance helps in making a manufacturing system efficient, global and cost-effective with enhanced product quality. Automation in production line refers to the use of robots partly controlled by Artificial Intelligence that handle different repetitive tasks to yield high accuracy which could be tiresome and time consuming for workers. These automated systems do not require staff training, can work 24/7 with little to no tiredness, thus boosting the company's production rates and decreasing expenses for manpower. For instance, the industrial robots loaded with artificial intelligence are used in industries to perform specific tasks involving welding, painting, and packing products with negligible levels of variations due to their ability to learn from past experiences (Zhang, Zhang & Chen, 2019). Thirdly, automation provides the ability to easily scale production, as new sets of instructions can be fed to the robotic systems as soon as they are developed and to easily accommodate changes in demand for different types of products. Other areas where AI is used includes for Predictive maintenance, it is a process through which machine learning algorithms are used to anticipate when an item of plant equipment may fail. AI systems can monitor machine data, from various sensors placed on the machines, and thereby identify patterns or frequent occurrences of certain flaws in the machines that indicate that they need repair. This kind of maintenance work infiltration minimizes equipment failures, enables a decrease in the overall downtime, and increases the working life of the asset (Lee et al. , 2014). For instance, in General Electric Predix, this streaming data analytics platform applies AI to analyze information from Industrial installations, which, in turn, aids in early identification of problems and subsequent preventive measures such as maintenance before they cause disruption, thus enhancing operations efficiency and effectiveness (Russell & Norvig, 2021). Indeed, the application of technology for automation and predictive maintenance is highly advantageous in the following ways: The increase in profitability is as a result of decrease in

the cycle time as well as the time required to produce a particular product thus highlighting the benefits of automation. First of all, it fosters technical homogeneity and reliability of the final product, which is vital for preserving market share and customer trust. The second category known as Predictive maintenance, on the other hand helps in increasing the reliability and availability of the equipment aimed at reducing the possibilities of large, unplanned maintenance costs and downtimes. This not only can save cost but also can enhance safety that is aimed at avoiding disastrous failures of the facilities (Zhang, Zhang, & Chen, 2019). But also, the management of automation and predictive maintenance also have its disadvantages. Using AI may also have initial costs related to acquiring the required technology and implementation, thus may be challenging for companies that are only small and medium in size. However, embedding artificial intelligence in current equipment and undertaking involves strategic approaches and engineering knowledge. Sometimes, there is a shortage of qualified human capital resources to handle these complex systems, and there is also a need for consistent up-skilling of the labor force required to efficiently operate and manage such systems (Brynjolfsson & McAfee, 2017). However, the real sign of the advantages of utilizing AI-automation and predictive maintenance techniques, and the need for supreme adaptability and flexibility due to globalization and intense competition in manufacturing business justify the importance of these techniques in manufacturing planning. AI is applied in manufacturing with increased efficiencies, improved quality and elevated innovation. Among these examples, one can mention General Electric where the company introduced AI in its work through the use of the Predix platform. Predix is an IIoT application platform that gathers and processes information about industrial gears and equipment used by GE. This way the GE's cloud platform, Predix, which incorporates AI and machine learning, gives maintenance managers predetermined analytical data indicating that a specific piece of equipment is likely to fail soon. Through this planned maintenance, an organization is able to have less downtime and cost on maintenance thus maximizing the efficiency. For instance, the industrial multinational, GE has realized 20% decrease in the rate of machine breakdowns and another improvement of 10% of overall equipment efficiency as it adopted the usage of AI in predicting the need for maintenance (Russell & Norvig, 2021). One of the main examples is the company called Siemens which has been using Artificial Intelligence to develop the manufacturing systems that have shown improvements in quality assurance aspect. Siemens works with artificial intelligence clients to track disturbances on production lines in real-time and identify a problem before it becomes a significant issue. This real-time

monitoring and analysis help in getting quick corrective action on the processes involved, thus maintaining high product quality and controlling the wastes. One of the benefits realized by Siemens is an inclusively low defect rate as well as an enhanced rate of production through the integration of artificial intelligence into its manufacturing processes. For example, at its one of the electronics manufacturing plant, Siemens decreased defects by 30% resulting profits saving and customer joy (Siciliano & Khatib, 2016). In automotive applications the use of BMW Company has integrated AI within the production line with the aim of improving production processes and enhancing the quality of products. BMW calls on artificial intelligent robots in the car production line to handle tasks that require high precision like fitting of components that are inter-connected. These robots complement human labourers in that they are more precise and perform operations faster. Also, BMW uses AI for maintaining its production equipment to detect or predict possible failures and breakdowns to avoid bringing production processes to a halt. Through the suggestion of AI, BMW has been able to sustain high levels of quality in its products, flexibility, and enhancing ways of production. Application of the AI within the company rules has helped the BMW group to; increase production efficiency by 5% and decrease the maintenance cost by 20%. Tesla is another case of touching effective AI introduction in production with success. Tesla's Gigafactory is using artificial intelligence to manage different aspects of the factory including but not limited to battery construction and quality assurance. Algorithm and other intelligent devices in the process of production contribute to better performance and battery life of this lithium-ion battery. In the same vain Tesla also incorporate the use of artificial intelligence in pro-active maintenance check and monitoring of the manufacturing machinery in order to reduce or eliminate breaks in production hence optimizing the efficiency of the production process. By employing AI in its Gigafactory, Tesla has been able to enhance product quality, production rates, and productivity and ultimately cut on costs (Hawkins, 2018). The integration of artificial intelligence systems and automation – though helpful as improvements – has been a topic of concern to many on the walls of job losses and unemployment. By assuming many roles earlier thought to require human input, AI is also capable of performing most of the so called "low skill" mechanical type jobs that are done by human beings. For example, the use of robots to replace human resource workers like those employed in assembly lines has become normal as machines are efficient in their performance as compared to human beings (Zhang, Zhang & Chen, 2019). Likewise, in the service sector, automatons and performances like an AI chatbot or virtual helpers are

replacing the role of a customer care executive and this formed that demand for human labour in such sectors is decreasing (Pradhan et al. , 2019). Research has it that the effect of AI on employment is more than the traditional system and is very significant. The McKinsey Global Institute conducted a study analyzing that by the year 2030 nearly about 800 million positions from across the world can potentially be replaced by robots, thus covering approximately twenty percent of the overall workers – a global issue. While certain industries will face reduction in demand for human workforces, others stand to benefit from the adoption of AI systems by witnessing a decrease in their operational costs and increase in productivity. This displacement may manifest in short-term joblessness and socio-economic instability, since personnel in such positions often lack appropriate readjusting to available job openings.

Although job displacement is a reality due to the evolution of AI to perform many roles conventionally undertaken by employees, below is a summary of several strategies that can be undertaken to mitigate the likelihood of increased unemployment due to advanced robotic systems and artificial intelligence. One strategy which could be of vitality is deployment of resources for sponsoring personnel development and training with an emphasis on human capital development. Policy makers could then create training programs that will help workers update their skills and align themselves with what is popular and in high demand within the new economy which is AI programming, data analysis and any other leadership skills that arise from the ever-advancing technology (Brynjolfsson & McAfee, 2017). Such is the way by which it can become easier for the workers to transition from the old paradigm to the new paradigm by arming them with the knowledge and skills that they need to assume brand new roles that are being fashioned by AI (Kambur, 2021). Lastly, workforce reskilling should be promoted to enable workforce overcome challenges posed by AI given that changes are constantly occurring. With or without an acronym, encouraging the ongoing development of staff knowledge and providing opportunities for online classes and certificates can help keep workers knowledgeable about the latest in their particular occupations. For instance, with government and academic institutions involved education stakeholders and organizations can help design training initiatives that inline will help close the skills gap given future needs of the job market (Davenport & Ronanki, 2018). Another good approach is to encourage employers to steadily create new jobs in fields more enclosed from automation. It is seen that industries like healthcare, education, creative industries, etc. , cannot really be replaced with use of AI as they need human skills. Measures that can stimulate investments and developments in these sectors may develop new job markets to

address the problem of employees losing their jobs. Finally , adopting the best policy measures for the growth of SMEs and entrepreneurial activities can help unlock employment opportunities and counteract economic vulnerability (Bessen, 2019). Last but not the least; putting in place social protection measures and labor market interventions, which are mechanisms used to support individuals during change, is essential. This includes sickness benefits, opportunities for finding a new job, and those policies which support the concept of part-time employment. It is up to the concrete societies to help displaced workers and reduce the ramifications for employment due to AI, and guarantee a transition to an AI- based economy that will not leave anyone behind.

This has lead to debates concerning the use of Artificial Intelligence (AI) given the fact that it poses several risks to the privacy of data and insecurity in AI systems. One challenge is the immense volume of individual data that can be needed to train the AI systems. This data often contains all types of data a company would not want to become public, this may be financial information, patient's record, emails and many others. If left unprotected, an AI system is vulnerable to cybercriminals who will seize control of the independent asset and use personal information ill inclusively (Taddeo & Floridi, 2018). Furthermore, other privacy hazards may recur since AI systems are built to recognising individual features from data that was presumed harmless, allowing for disclosure of sensitive information without asking permission in advance. A third issue is the lack of interpretability that covers many AI algorithms as is often hard to grasp not only the results but also the processes and data involved. This lack of transparency can lead to a state where a person is unable to determine the process by which their data is gathered, stored and used, and analyzed: this is a major issue concerning privacy (Diakopoulos, 2016). For instance, they are in the form of security cameras installed with artificial intelligence that can track and analyze people's actions without them being aware, which is an intrusion on their rights to privacy. In addition, the use of information gathering by AI across different areas can lead to more personalized user-data dossiers which, if exploited or compromised, are highly threatening. Due to these issues, some of the ways that have been proposed by regulatory and policy bodies to address the problems include; The most important regulatory measures that exist today includes the General Data Protection Regulation (GDPR), used in the EU region. However, GDPR has strict rules for the protection of data such as the requirement of the user's consent for data collection, minimizing data, giving the freedom to delete, modify, or access the data belonging to individuals (Voigt & von dem Bussche, 2017). The goal of these regulations is

to enable individuals have some level of control over personal data in their possession and, also, ensure that organizations which process such data do a responsible job. Besides GDPR, another five regions of the world have enacted data protection legislation. For example, the Californian Consumer Privacy Act (CCPA) gives the residents of California rights that are almost similar to those given by the GDPR such as the right to information, and the right to opt out of data being sold (Calif Civ Code §1798. 100, 2018). These structural reforms are necessary for instituting legal structures that can help address best practices in the protection of data. Apart from the legal aspect, there are other measures such as industry standards and possibility of best practices in using AI systems. Some of the key security measures that need to be observed when dealing with data involve the use of strong encryption techniques in handling the data as well as practicing for security audit in order to correct and prevent erroneous, vulnerabilities (Cavoukian, 2011). Privacy by design is a concept where privacy considerations have to be put into the design of the AI system right from the onset of the designing process instead of the process being completed and then somebody starts thinking about the privacy issue. This approach guarantees that privacy concerns would become a part of the thinking during system development and implementation. Furthermore, promoting the processes of transparency and accountability as the critical factors that determine trust in AI systems is significant. It is important for organizations acquire a code of transparency to give users information about how the AI systems work, what data is used and how decisions are arrived at. This can be done with the help of explainable AI (XAI) frameworks, which are intended to make the machine-generated decisions comprehensible to the user (Doshi-Velez & Kim, 2017). Making the process of organizing, categorizing, and utilizing information more transparent will assist people in making the right choices about their data and protection from irresponsible use of artificial intelligence.

Thus, employers also bear the responsibility for defining strategy and driving preparation for a future when AI constitutes a common facet of work. Looking at the strategies for employers, the first one represents education and training of intelligent programs as well as enhancement of people's perception of AI. In other words, employers can make it possible for their employees to learn about AI technologies, how these technologies work and the potential ways of using them in workplace in order to help the employees to work with these technologies efficiently. Some may involve training for its employees, collaborations with academic institutions, and open-enrollment that offers general courses focusing on areas like machine learning, big data, and AI and its implications (Brynjolfsson & McAfee, 2017). But,

arguably, the most significant area that employers should attend to is the cultivation of the right culture that supports innovation and learning. Enabling HR policies that promote growth mindset among the employees and support them in their processes of learning the new skills may help to prevent AI, as a threat for the people and their jobs, but instead utilize it as a beneficial update of the working environment and the ways it can be improved. This includes advocating for cross-functional integration where members from different departments come with ideas and procedures for designing and implementing smart applications in the organization, and for increasing efficiency and creativity (Westerman, Bonnet & McAfee, 2014). The use of AI should also be accompanied by given ethical concerns that employers have to consider whenever they are planning to introduce such technology. Promulgating a set of rules/policies to govern the use of AI systems in the organization is crucial in order to build accountability for the right use of the technology. This includes coming up with policies that would govern some important aspects related to data and AI systems such as data privacy, bias, and accountability in decision-making processes of AI systems (Jobin et al. , 2019). In this way, the role of employers is to resolve to take an active stance on ethics to establish higher trust while at the same time, ensuring that AI technologies and systems do not deviate from the company's values as well as the society's expectation. Recourse to technology of artificial intelligence implies that employees need to develop and upgrade their skills for success in a future workplace. They found that employees should strive to expand their technical skill sets, particularly those that cover data analytics, machine learning, and AI solutions. This can be done by enrolling in professional courses or diploma in disaster management, online learning, and certification. Organizations can use the services of various learning management systems including Coursera, edX and Udacity to provide courses that will assist the employees to be conversant with the emerging trends on AI (Davenport & Ronanki, 2018). As such, employee should invest in both hard and soft skills that complement the technological advance in AI technologies. Interpersonal skills like decision-making, analysis, and problem solving; creativity, resilience; and emotional intelligence are highly desirable as they lie in the realm of tasks that AI cannot easily automate. These skills are relevant for positions where decision making is in-depth, and the position involves interfacing with people, and coming up with new solutions to problems (Bessen, 2019). Cautioning the reader about the increasing reliance on AI-based tools and mechanisms, Vashchenko points out that it is necessary to chin up a combination of technical and soft skills at the workplace. There is also a need for workers to participate more in the discussion

of the integration of AI within organizations. Attending AI related workshops, forums and trainings is also beneficial for employees because attending such events could help one to realize how and where AI technologies are being used and how one could help to enhance the processes associated with the deployment of the new technologies. In addition, being committed to understand and promote AI ethic and responsible use of AI in an organization will assist in a way that various AI yield positive impact to the organization and its employees (Wilson & Daugherty, 2018).

CONCLUSION

The various facets of intelligence including the Islamic or spiritual intelligence (SI), emotional intelligence (EI) and artificial intelligence (AI) were analyzed in relation to the workplace dynamism and success. The intertwining of the three intelligence dimensions offers a profound model of organizational behavior to steer towards favorable organizational outcomes to warrant sustainable success. The discussion concludes that a blend of human, ethical, emotional and technological aspects lead to synergetic work environment wherein there is a state of ideal balance between different factors and functions of organizations. The SI and EI aspect render ethical touchstone emphasizing values of piety, morality, human dignity, sympathy and empathy while the AI facet focuses workplace excellence by going beyond the human limitations by utilization of machine-oriented tools and techniques bringing automation and innovation to the workplace. The application of the tripartite intelligence framework posited in the study provides a holistic approach to understand the workplace modalities and mechanisms in a compressive manner to accomplish sustainable success. The triple-tier intelligence discussion paves way for the organizations to put into perspective the evolving role of human and non-human resources in the foresight in order to address future challenges in a modern-era organizational context which is continuously evolving and requires proactive and prudent approach towards the internal and external organizational and environmental dynamics to warrant sustainability and competitiveness in the longer-term horizon.

Limitations and Suggestions for Future Research

The study has certain limitations. The research entails a qualitative approach and therefore quantitative aspects and empirical models would certainly add value to the topic. The research was conducted by exploring the effects of three fecets of intelligence which are relatively emerging in the context of workplace performance and objectives howvere the future research may also include the conventional human intellectual intelligence with the

three dimensions of SI, AI and EI to produce even more powerful research outcomes. The future research may also include a broader set of analytical methods and techniques to warrant more in-depth analyses from various perspectives regarding research variables under reference. Finally, the research may be extended in terms of scope and horizon by considering a blend of secondary and primary data along with a more empirical approach like constructing statistical models to arrive at even more effective and significant research results that could be generalized and accepted at a more extensive level.

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