

Reimagining Opportunities: Exploring the Role of Emotional and Artificial Intelligence Shaping Future Workforce: Insights from Tanzania's Public Sectors Organisations

Juma Hassan Uledi

The Open University of Tanzania

The department of Entrepreneurship and Marketing

ORCID: 0009-0005-6085-0861

jumahassan050@gmail.com

Abstract

This study examines the influence of emotional and artificial intelligence in Tanzania's public sector in the era defined by rapid digital transformation and increasing complexity in service delivery, the synergy between human centered skills and technological innovation has become important. This research adopted a qualitative case study approach focusing on two major public institutions, Tanzania Posts Corporation (TPC) and Tanzania Revenue Authority (TRA). Through the purposive sampling, insights were gathered from HR officers, heads of departments and ICT personnel involved in workforce development. The study's conclusions show that emotional significantly enhances interpersonal communication, leadership, emotional regulations and adaptability, all of which are the key to high performing teams and effective public service conversely. Artificial intelligence improves efficiency, accuracy and streamlines. HR procedures like data management and hiring. Together, EI and AI contribute to creating a resilient, future-ready workforce capable of navigating the challenges of a dynamic public service landscape. The study comes to the conclusion that integrating EI and AI is not only advantageous but also essential for long-term workforce growth in Tanzania's public sector. It suggests investing in cutting-edge technologies, ongoing training, and legislative changes to promote innovation, learning, and efficient service delivery.

Keywords: Emotional intelligence; Artificial intelligence; Public sector Organisations; Future workforce.

1. Introduction

In this contemporary society, having emotional intelligence enables every individual to adapt to various situations, make progress, and have a fulfilled life. Uledi et al. (2025). The knowledge and understanding of one's emotions, importance, and impact on the people around him form part of what constitutes emotional intelligence. Perception and interpretation of the emotions of others also form part of it. Mbwaga & Teferukwa (2024). In the same vein, emotional intelligence in the workplace fosters a more harmonious and effective atmosphere. This reduces stress and creates a feeling of purpose and belonging, which in turn improves job satisfaction. (Woime & Shato, 2025). In an organization context, it allows the decision-makers to gain valuable, unique, non-substitutable information in managing the organization and performing various jobs that enhance organizational performance. (Arale, 2025). Similarly, it also plays an important role in developing professional organizational culture, promoting effective interpersonal communication and conflict management. Recognized as an indispensable skill for team managers and employees (Kubjana et al., 2024). Furthermore, when it comes to future workforces, emotional intelligence enhances the capacity

of leaders to understand the effects of their emotions and behavior on the people around them. This essay aims at exploring the latest perspectives on leadership and emotional intelligence. Saha et al. (2023).

Furthermore, since it is thought to have a major impact on people's relationships and behaviors at work, emotional intelligence has drawn more attention in the organizational setting. (Aidan, 2023). It's acted as an aid in the efficient resolution of intricate, unusual issues that are nearly impossible for robots to handle; it also allows examining certain topics from several angles, interacting and working in a multicultural team, thinking critically and independently, and communicating and representing, which are very crucial in strengthening the future workforce in organisations. (Chiin, 2021). In the same vein, automation driven by artificial intelligence has improved productivity, decreased operating expenses, and made data-driven decision-making possible in public sector organisations ranging. Chhibber, et al., (2025).

Conversely, due to its great capability to change people's minds, behavior, and interactions, artificial intelligence has become a key player in our daily life and, therefore, the public sector realm. (Mwilongo & Mwita, 2025), it is concerned with important topics regarding changes brought about in people management and organisations by technology, including machine learning, virtualization, big data analytics, human resource automation, robotization, and the Internet of Things. (Adekoya et al., 2024). Moreover, artificial intelligence refers to the ability to act properly in various situations and perform many different types of activities. (United Nations, 2021). Furthermore, innovations in artificial intelligence can result in cost reduction and provide practical solutions for evolving public sector organisations.

Meanwhile, this technology can enhance and facilitate various activities, like payroll administration, career planning and development, employee data management, and recruitment and selection procedures, all made easier by these technologies. Additionally, it helps with managing employee deductions and producing HR reports. Helping to enhance service delivery and organisational performance (Matimbwa & Olatokun, 2024). So, this study investigates how emotional and artificial intelligence are shaping the future workforce in Tanzanian public sector organisations. It seeks to explore the potential synergy between human-centred competencies and technological innovation in enhancing employee performance, service delivery and organisational resilience in a rapidly evolving digital era.

Additionally, the Tanzanian public sector organization has occasionally undergone a number of reforms aimed at enhancing the provision of public services. (Mwakasangula & Mwita, 2021). Meanwhile, this technology can enhance to facilitate various activities like, payroll administration, career planning and development, employee data management, and recruitment and selection procedures are all made easier by these technologies. Additionally, it helps with managing employee deductions and producing HR reports. Helping to enhance service delivery and organizational performance (Matimbwa & Olatokun, 2024). So, this study investigates how emotional and artificial intelligence are shaping the future workforce in Tanzania public sector organisations, It seeks to explore the potential synergy between human centered competencies and technological innovation in enhancing employee performance, service delivery and organizational resilience in a rapidly evolving digital error.

2. Problem of Statement

However, even with the acknowledgment of artificial intelligence and emotional intelligence across the globe in improving the effectiveness of the public sector in Tanzania, both of the aspects still remain disconnected in the public sector institutions in Tanzania. There are certain key issues which public institutions face. For instance, rigid bureaucracy, inadequate technology, and low technology skills among workers which can hinder technology innovation in Artificial Intelligence (Mwita & Kitole, 2025). Likewise, in terms of emotional intelligence, some issues that have been experienced within the public institutions include conflict among workers, as well as dissatisfied customers, staff, and the community due to inadequate emotional intelligence by service providers. (Kinyamwera & Mwilongo, 2025). Furthermore, the case with artificial intelligence in Tanzania public sector organisations is that there is no human capital to apply artificial intelligence to tackle problems that face them. (Masanja & Mkumbo, 2020). Therefore, the current research aims at investigating how artificial intelligence and emotional intelligence can play an important role in developing future workforces within Tanzanian public sector organisations, in which these findings will prove useful to all of them.

3. Aims and Scope

This study aims to examine the combined influence of emotional intelligence and artificial intelligence in shaping the future workforce within Tanzania public sector organisations. Specifically, the study seeks to explore how emotional intelligence enhances interpersonal relationships, leadership effectiveness and adaptability among employees, while artificial intelligence contributes to efficiency, accuracy and innovation in human resource management practices. Furthermore, the study intends to analyse the potential synergy between human centered competence and technological advancements in improving organizational performance service delivery and workforce resilience in a rapidly changing digital environment. It also aims to provide insights that can guide policy makers, practitioners and public sector institutions in integrating both emotional and artificial intelligence into workforce development strategies. In terms of scope, the study is limited to select public sector in Tanzania, namely Tanzania Posts Corporations and Tanzania Revenue Authority. It focuses on key personnel involved in human resource management and organizational leadership, including Hr officers, heads of departments and ICT professionals. The study primarily examines aspects of workforce development, including recruitment process, employee performance adaptability and service delivery within the context of ongoing digital transformation.

3. Conceptual framework

This study's conceptual approach demonstrates how the independent variables emotional

Intelligence and artificial intelligence have a relationship with the dependent variable, the future workforce (see Figure 1).

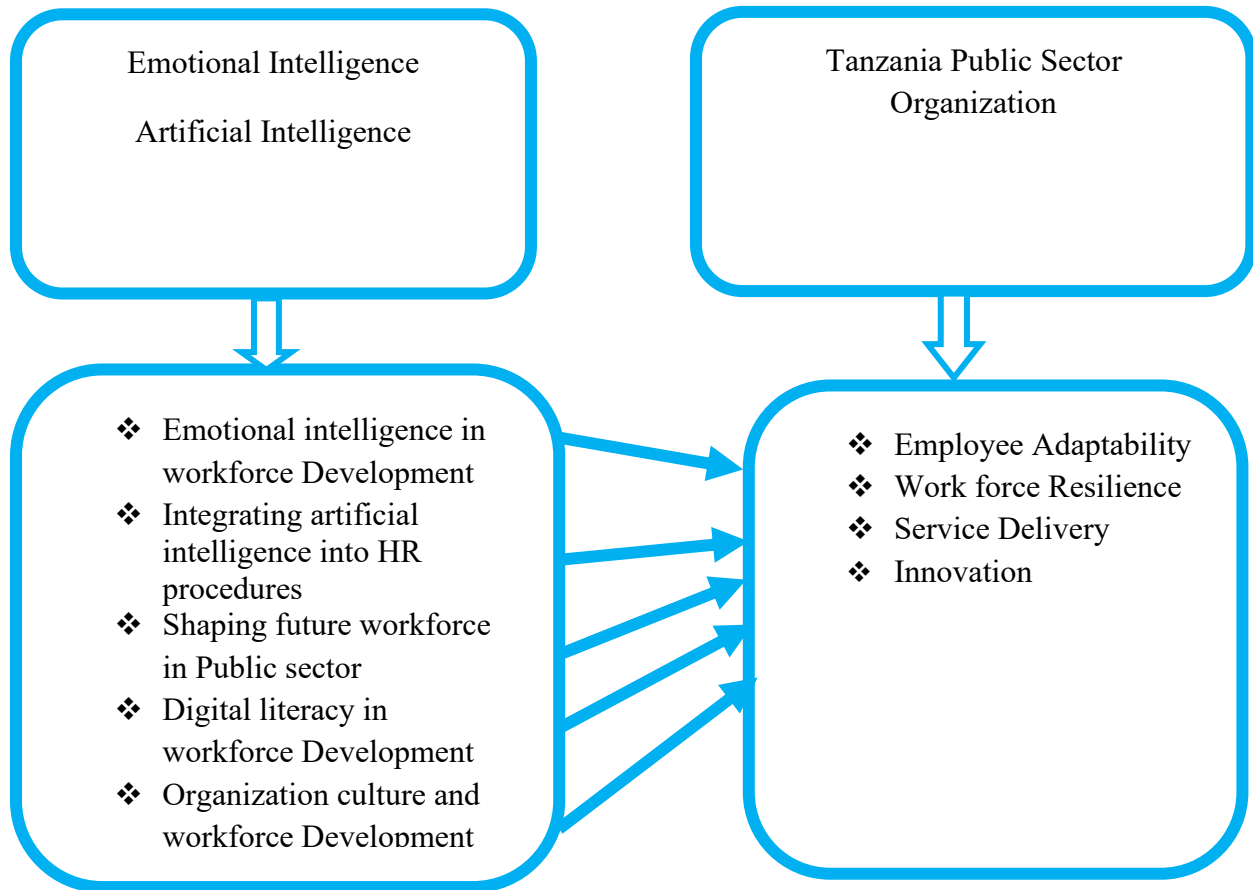


Figure 1: The influence of emotional intelligence and Artificial intelligence in shaping future Workforce: Researcher's own construct 2026.

4. Literature Review

4.1 Theory underpinning the study

The research has been formulated on the premise of the Socio-Technical Systems (STS) Theory proposed by Trist & Bamforth (1951). The STS Theory highlights the interdependence of social system components, such as people, interactions, skills, and organizational culture, and technical system components, including technology, processes, and methods within an organization. Organizational success occurs when both the social and technical systems are in harmony and not optimized independently of each other.

Another important assumption made by the socio-technical perspective is that of organizational operations as complex adaptive systems, implying that humans' capabilities and technology must be developed

simultaneously in order to ensure enhanced levels of productivity, creativity, and efficiency (Thomas, 2024). Another fundamental element of the socio-technical approach is that of the joint optimization approach, implying that technology and human efforts must be designed in a manner that allows for their synergy in order to obtain positive results. Moreover, the idea of requisite variety implies that organisations must diversify skills and structures in order to be able to successfully cope with changeable environments (Majchrzak & Borys, 2001). It can be said that within the context of this particular research study, Socio-Technical Systems Theory is a good basis for discussing the role played by both emotional intelligence and artificial intelligence for shaping the future work force. Emotional intelligence is the social subsystem, while artificial intelligence is the technical one.

As far as the importance of this theory for the current study is concerned, the reason behind choosing this theoretical foundation is its potentiality in explaining how the combined effect of human resource competencies emotional intelligence and technology artificial intelligence can contribute to the development of an effective workforce within Tanzanian public organisations. The combination of the emotional and social skills of individuals and technological resources can help in delivering better services, building organizational sustainability, and performance. Thus, the current research study takes into consideration the Socio-Technical Systems Theory as it will prove that an effective future workforce cannot be developed without considering both EI and AI.

4.2 Definition of key terms

4.2.1 Emotional intelligence

The ability to identify, manages, and regulates emotions, which enhances adaptability thinking and the recognition of the importance and implications of emotions. An individual may develop intellectually, socially, and emotionally through this process of management and regulation and adaptation. (Robres et al., 2021). Moreover, emotional intelligence also implies the understanding of people within a social context, enabling you to understand subtle differences in their emotional behavior and using this knowledge to manipulate them through the regulation of emotions. Hence, it is an important aspect of skills needed for effective teamwork and leadership. (Maldonado & Marquez, 2023). Therefore, within this present research, this is one major aspect which will be assessed on how it contributes positively to the future workforce within Tanzania Public Sector Organisation.

4.2.2 Artificial intelligence

The definition of artificial intelligence is given as the capability of machines to interact with humans via electronic output devices, without letting humans know about their true nature in being machines through criteria of judgment being binary. (Jiang, et al., 2021). Artificial intelligence technology has been increasingly applied in several areas such as online services, entertainment industry, banking and finance, healthcare, driving vehicles and manufacturing industries. Wide spread use of artificial intelligence and integration of it in economic activities and social life has immensely benefited the public sector. In this research, the concept of Artificial intelligence not only finds application in driving technological advancements, but also in predicting future employees within public sector organisations in Tanzania with respect to Emotional intelligence.

4.2.3 Empirical Review

Artificial intelligence and human resource management: Role of Emotional–Social Intelligence and Future Work Skills have been reviewed in India, (Singh & Chouhan, 2023). The findings of this study indicate that artificial intelligence and emotional intelligence have positive effects on future work skills. Besides, in South Africa, (Chilunjika, et al., 2022), studied Artificial intelligence and public sector human resource management in South Africa: Opportunities, challenges and prospects. The study results revealed that artificial intelligence is beneficial in the sense that it will help improve the delivery of public services in South Africa through freeing HRM employees from repetitive tasks to focus on managing strategically. It can be used in reducing bias during the recruitment and selection process of public services. Lastly, in Thailand, (Phuangthuean & Nuansang, 2024), explored Transforming Public Administration: The Role of artificial intelligence in Shaping the Future.

Based on the findings of the study, it is apparent that artificial intelligence can significantly enhance public administration through increased efficiency, good decision making, and improved relationships between the government and its citizens. In the case of Tanzania, (Mwita & kitole, 2025) researched potential benefits and challenges of artificial intelligence in human resource management in public institutions. As highlighted by the report, the institution should establish sound ethical principles, invest in human resource professionals, and oversee the work done by artificial intelligence. Also, (Uledi et al., 2025) looked into the impact of emotional intelligence on public servants in Tanzanian local governments. According to the results of the research, a substantial correlation (0.765) was found between the two variables, which imply that emotional intelligence positively contributes to the performance of public servants. This study offers a novel perspective by examining the combined influence of emotional intelligence and artificial intelligence in shaping future workforce within Tanzania's public sector organisations. While previous studies have predominantly investigated emotional intelligence and artificial intelligence as separate constructs limited attention has been given to how these two forms of intelligence interact and complement each other workforce development, particularly in developing countries. By applying the socio-technical systems theory. This study demonstrates that integration of human centered competences, such as emotional awareness, adaptability, and interpersonal skills, with AI driven technological capabilities can enhance workforce resilience, innovation and service delivery. Furthermore, the study contributes empirical evidence form Tanzania's public sector a context that remains under presented in the existing literature on workforce transformation and digital governance. Therefore, the research extend current knowledge by proposing a holistic approach that combines social and technological dimensions for developing a future ready workforce.

5. Methodology

The study adopted a qualitative case study because it enabled in depth exploration of the relationship between emotional intelligence and artificial intelligence in shaping the future workforce within Tanzania's public sector organisations. The case study approach was considered appropriate as it allowed the researcher to obtain rich contextual insights from participants directly involved in workforce management and digital transformation initiatives. Purposive sampling was employed to select knowledgeable participants, including human resource managers, heads of departments, and ICT officers from Tanzania Posts Corporations (TPC) and Tanzania Revenue Authority (TRA). A total of 35, participants were interviewed and data collection continued until thematic was achieved, whereby no new information emerged from

subsequent interviews. Interview was analyzed using thematic analysis. The collected responses were transcribed, coded categorized and organized into major themes aligned with objectives. The themes included emotional intelligence in workforce development and artificial intelligence integration in human resource practices shaping the future workforce, digital literacy and organisational culture. The analysis involved comparing participant's views across the two organisations and interpreting the findings in relation to socio technical systems theory and existing literature. The process enhanced the validity and consistency of the findings by ensuring that interpretations were grounded in participants' experiences and supported by prior studies

6. Results and Findings of the study

6.1 Emotional intelligence in Workforce development

This research has been carried out by the department head along with other workers and this is because this particular variable has been considered as the primary one since it helps in evaluating self-awareness, interpersonal skill development and the ability to control emotions, which plays a vital role in forming future generations of employees. The respondents who took part in this study have been briefed about emotional intelligence. For instance, one of the respondents says that

“Emotional regulation is something I consider essential in leadership. We often a pressure from the higher authorities, deadlines or financial constraints, without emotional control it's easily to become reactive or make poor decisions. By staying come and thinking rationally, even during tense moments I set a better example of my team” Head of department

These results align with those of (Chiin, 2021), who reviewed Influences of Emotional Intelligence on the Workforce in an Industry. In addition, there are also studies by (Varshney, 2020), on workforce agility and its relationship with emotional intelligence and workforce performance: A study of small entrepreneurial firms in India. These are some examples of the related studies on workforce development through emotional intelligence.

6.2 Artificial intelligence integration in human resource practices

In this case, the variable under consideration was based on the analysis of the integration of artificial intelligence and human resources (HR). Participants were supposed to provide data regarding how an HR officer perceives the process of integrating artificial intelligence into HR operations. In this study, employees from two companies participated. They explained their views about AI and HR, and provided valuable information regarding the implementation of AI in HR processes, including recruitment and employee evaluation processes.

“From my perspective, artificial intelligence helps in improve the efficiency and accuracy. Previously recruitment was very time consuming and involving physical paper work, Now we have a digital platform were application are shortly more easily and short listing is partly of automated based on criteria” Director of human resource

Furthermore, those findings are consistent with a study by (Nawaz, et al., 2024) explored the adoption of artificial intelligence in human resources management practices. Meanwhile, in Malaysia, (Baki, et al.,

2023), examined Integrating Artificial Intelligence in human resource functions: challenges and opportunities. So, this shows that this aspect is very crucial in shaping the future workforce in Tanzania public sector organisation.

6.3 Shaping the Future Workforce in the Public Sector

In this aspect it's tried to explain how to shape the future workforce, which must require a focus on innovation, adaptability and continuous learning. So those heads of departments, human resource directors of two different organisations have provided their suggestions on this crucial aspect. Respondents emphasize policy reforms, and access to modern tools and technologies as a key factor in preparing public sector employees for future challenges. By fostering a culture of lifelong learning and embracing change, public organisations can better serve the public and remain resilient in an evolving environment. One of the key respondents stated that

“I believe that to effectively shape future workforce in the public sector, there is need to be a stronger emphasize on continuous training up skilling, especially in digital tools and emotional intelligence. Public organisations should invest more on leadership development that promote a culture that is flexible and responsive working environment. If you want a public servants to meets the demands of a rapidly changing world, must priotize lifelong learning and provide access to modern technologies.” Head of information technology.

Moreover, in the UK, (Kolade & Oweseni, 2022) discussed employment 5. 0: the work of the future and the future of work. Moreover, in Indonesia, (Helmy et al., 2025) discussed the future of shaping: Satryo Brodjonegoro's vision for Indonesia's education. Additionally, in Nigeria, (Hassan, 2025) studied artificial intelligence-driven horizons: shaping the future of quality assurance in higher education. Thus, all these studies show that shaping the future workforce is essential in the context of public sector organisations.

6.4 Digital Literacy in Workforce Development

This variable measured the proficiency level of an individual in utilizing modern technology systems and AI systems for completing their tasks. The individuals were required to mention how proficient they were in digital technology usage and how it impacted their adaptability to new technologies. It was found from the research results that digital literacy is a very important factor which could help to create a future-ready workforce in public institutions. The employees having more digital skills exhibited more confidence in using AI-based systems, especially in areas like e-recruitment, data management, and communication system. Low digital literacy skills were one of the key hindrances to AI technologies' implementation.

“Even though we have modern in place, some employees still struggle to use them effectively continuous digital training is necessary to ensure everyone can benefit from those technologies” (Ict Officer TRA).

The above conclusions indicate that digital literacy contributes to increasing interaction skills between workers and artificial intelligence in order to facilitate transformation of organisations. The findings support past research that has highlighted the necessity of digital skills in making the workforce flexible, innovative, and able to use technology efficiently. Accordingly, enhancing the level of digital literacy is crucial in

facilitating synergy between emotional intelligence and artificial intelligence in creating a future-oriented workforce. This point of view was also confirmed in the work by Thelma et al., (2024), Digital Literacy in Education: Preparing Students for the Future Workforce. Similarly, in the study by Kadhim, (2024), Digital Literacy and Its Importance in the Modern Workforce.

6.5 Organisation culture and workforce transformation

This variable was designed to investigate the effect of shared values, beliefs, and organisational behavior on the implementation of emotional intelligence and artificial intelligence in public organisations. The respondents were asked to describe how their organisation environment facilitates innovation, collaboration, and flexibility. Based on the results of this analysis, organisational culture turns out to be an essential aspect that affects the development of the future generation of employees. A supportive and flexible organisational culture was found to foster collaboration and learning. Employees working under these conditions are more likely to adopt artificial intelligence technologies and utilize emotional intelligence. One of the respondents stated

“In some departments, there is still resistance to change; people prefer traditional ways of working, which slows down the adoption of new technologies and innovative practices” (Tpc human resource officer). These results reveal that organisational culture affects the perception of employees regarding their usage of either EI or AI in the workplace. Positive organisational culture will ensure trust, creativity, and flexibility that will be necessary for the future-ready workforce. These results confirm the theories that are there in the literature regarding the effect of organisational culture on digital transformation and workforce development. This point was also highlighted by Asier et al., (2021), which were discussed in Organisational Culture Transformation Model: Towards a High Performance Organisation. Similarly, Alrasheedi et al., (2022), focused on Understanding the Characteristics of Workforce Transformation in a Digital Transformation Context.

7. Conclusion

Tanzania’s public organisations. It came out clearly that there were two types of intelligence that would be indispensable in creating an efficient, responsive, and adaptable workforce that would fit into the emerging needs of public services. It is evident that emotional intelligence played a significant role in the enhancement of aspects of interpersonal relations, self-awareness, emotional regulation, and communication, which are critical in ensuring better teamwork, better leadership and improved service delivery. Conversely, artificial intelligence proved vital in increasing organisational efficiency and effectiveness through the reduction of time taken to accomplish repetitive tasks. For example, using AI in areas such as hiring employees, data analysis, and monitoring performance can enhance decision-making processes within organisations.

7.1 Policy and Practical Implications

The findings of this study have important implications for policy and practice within Tanzania’s public sector. Policymakers should formulate strategies that promote the integration of emotional intelligence and artificial intelligence in workforce development imitative. Public institutions should invest in digital infrastructure, continuous professional development and leadership training programs that strengthen both

emotional and technological competencies. Human resource departments can utilize AI supported recruitment, performance management, and workforce planning systems while ensuring ethical standards, transparency and data protection. Furthermore, organisational leaders should foster a culture of innovation, adaptability and lifelong learning to enhance workforce resilience and service delivery in an increasingly digital environment. These initiatives will support the development of a future, ready public workforce capable of responding effectively to societal and technological challenges

7.2 Recommendations of the study

In terms of recommendations, the study suggests that the public sector organisations in Tanzania need to make sure that they integrate both emotional intelligence and artificial intelligence in their training and capacity building efforts, thus preparing a holistic and forward-looking workforce. Moreover, there is a need for employees to be motivated towards continuous learning, not only in terms of skills related to emotional intelligence but also in terms of technical competencies, to remain competitive and effective. In addition to that, they need to adopt certain strategic areas such as human resource management, data analysis, and citizen service delivery to improve performance and transparency in the public sector. Nevertheless, further research needs to focus on the implementation of such integration in fields like healthcare, education, and local governments in Tanzania.

References

- Adekoya, O. D., Mordi, C., & Ajonbadi, H. A. (Eds.). (2024). *HRM, artificial intelligence and the future of work: Insights from the Global South*. Springer <https://doi.org/10.1007/978-3-031-62369-1>
- Alrasheedi, N., Sammon, D., & McCarthy, S. (2022). Understanding the characteristics of workforce transformation in a digital transformation context. *Journal of Decision Systems*, 31(2), 1–22. <https://doi.org/10.1080/12460125.2022.2073636>
- Arale, F. A. (2021). *An examination of the relationship between emotional intelligence and opportunity identification among small and medium-sized enterprises in Kenya* [Master's thesis, University of Nairobi]
- Baki, N. U., Rasdi, R. M., Krauss, S., & Omar, M. K. (2023). Integrating artificial intelligence in human resource functions: Challenges and opportunities. *International Journal of Academic Research in Business and Social Sciences*, 13(8), 1756–1774. <https://doi.org/10.6007/IJARBS/v13-i8/18071>
- Chansa, C. T., Sain, Z. H., Shogbesan, Y. O., Phiri, E. V., & Akpan, W. M. (2024). Digital literacy in education: Preparing students for the future workforce. *International Journal of Research (IJR)*, 11(8), 327. <https://doi.org/10.5281/zenodo.13347718>
- Chilunjika, A., Intauno, K., & Chilunjika, S. R. (2022). *Artificial intelligence and public sector human resource management in South Africa: Opportunities, challenges and prospects*. SA Journal of Human Resource Management, 20, Article a1972. <https://doi.org/10.4102/sajhrm.v20i0.1972>
- Chin, S. T. S. (2021). *Influence of emotional intelligence on the workforce for Industry 5.0*. *Journal of Human Resources Management Research*, 2021, Article ID 882278. <https://doi.org/10.5171/2021.882278>

- Coronado-Maldonado, I., & Benítez-Márquez, M.-D. (2023). *Emotional intelligence, leadership, and work teams: A hybrid literature review*. *Heliyon*, 9(10), Article e20356. <https://doi.org/10.1016/j.heliyon.2023.e203>
- Helmy, A., Fairman, B., Suparto, S., Voak, A., & Babacan, H. (2025). *Shaping the future: Satryo Brodjonegoro's blueprint for education in Indonesia*. *Research and Development in Education (RaDEn)*, 5(1), 28–42. <https://doi.org/10.22219/raden.v5i1.37497>
- Ipinazar, Asier; Zarrabeitia, Enara; Rio Belver, Rosa Maria; Martinez-deAlegria, Itziar (2021) : Organizational culture transformation model: Towards a high performance organization, *Journal of Industrial Engineering and Management (JIEM)*, ISSN 2013-0953, OmniaScience, Barcelona, Vol. 14, Iss. 1, pp. 25-44, <https://doi.org/10.3926/jiem.3288>
- Jiang, Y., Li, X., Luo, H., Yin, S., & Kaynak, O. (2022). *Quo vadis artificial intelligence? Discover Artificial Intelligence*, 2, Article 4. <https://doi.org/10.1007/s44163-022-00022-8>
- Kadhim, M. J. (2024). *Digital literacy and its importance in the modern workforce*. *International Journal of Social Trends*, 2(2), 44–52.
- Kinyamwera, B. M., & Mwilongo, N. H. (2025). *The relationship between emotional intelligence and job performance at the Institute of Rural Development Planning – Dodoma*. *Eminent Journal of Business and Management*, 1(2), 49–60. <https://doi.org/10.70582/2w4pns84>
- Kolade, O., & Owoseni, A. (2022). *Employment 5.0: The work of the future and the future of work*. *Technology in Society*, 71, 102086. <https://doi.org/10.1016/j.techsoc.2022.102086>
- Kubjana, L., Adekunle, P., & Aigbavboa, C. (2024). *Analyzing the impact of emotional intelligence on leadership in Construction 4.0*. In *Proceedings of the Future Technologies Conference (FTC) 2024* (Vol. 4, pp. 474–484). Springer. https://doi.org/10.1007/978-3-031-73128-0_30
- Lucas, A. (2023). *Assessment of emotional intelligence impacts on job performance in Tanzania: A case of Tanzania Education Authority* (Master's thesis, The Open University of Tanzania).
- Majchrzak, A., & Borys, B. (2001). Generating testable socio-technical systems theory. *Journal of Engineering and Technology Management*, 18(3–4), 219–240. [https://doi.org/10.1016/S0923-4748\(01\)00035-2](https://doi.org/10.1016/S0923-4748(01)00035-2)
- Masanja, N. M., & Mkumbo, H. (2020). The application of open source artificial intelligence as an approach to frugal innovation in Tanzania. *International Journal of Research and Innovation in Applied Science (IJRIAS)*, 5(3), 36–41.
- Matimbwa, H., & Olatokun, W. (2024). Human capital management information system: Scope of application and challenges facing the public sector in Tanzania. *Regional Journal of Information and Knowledge Management*, 9(1), 29–46. <https://doi.org/10.70759/z51tef79>
- Mbwaga, T., & Tefurukwa, O. (2024). *Influence of emotional intelligence on job satisfaction: Moderating effect of organisational commitment*. *Journal of Policy and Leadership*, 11(1), 2024. <https://doi.org/10.70563/jpl.v11i1.72>
- Mwakasangula, E., & Mwita, K. M. (2021). Relationship between leadership styles and job satisfaction in Tanzania public sector. *Journal of Contemporary Research in Social Sciences*, 3(4), 78–86. <https://doi.org/10.33094/26410249.2021.34.78.86>
- Mwilongo, N., & Mwita, K. (2025). *The role of artificial intelligence on the academic performance of university students: The mediating role of intrinsic motivation to learn*. *Innovations in Education and Teaching International*, 62(5). <https://doi.org/10.1080/14703297.2025.2534440>

- Mwita, K. (2025). *Green human resource management in the Tanzania's public sector: Current practices, challenges and prospects*. <https://doi.org/10.70582/7scr8b14>
- Mwita, K. M., & Kitole, F. A. (2025). *Potential benefits and challenges of artificial intelligence in human resource management in public institutions*. *AI & Society*. <https://doi.org/10.1007/s44282-025-00175-8>
- Nawaz, N., Arunachalam, H., Pathi, B. K., & Gajenderan, V. (2024). *The adoption of artificial intelligence in human resources management practices*. *International Journal of Information Management Data Insights*, 4, Article 100208. <https://doi.org/10.1016/j.jjime.2023.100208>
- Phuangthuean, P., & Nuansang, J. (2024). *Transforming public administration: The role of AI in shaping the future*. *Journal of Social Science and Multidisciplinary Research*, 1(3), 21-4
- Quílez-Robres, A., Usán, P., Lozano-Blasco, R., & Salavera, C. (2023). *Emotional intelligence and academic performance: A systematic review and meta-analysis*. *Thinking Skills and Creativity*, 49, Article 101355. <https://doi.org/10.1016/j.tsc.2023.101355>
- Saha, S., Das, R., Lim, W. M., Kumar, S., Malik, A., & Chillakuri, B. (2023). *Emotional intelligence and leadership: Insights for leading by feeling in the future of work*. *International Journal of Manpower*, 44(4), 671–701. <https://doi.org/10.1108/IJM-12-2021-0690>
- Singh, A., & Chouhan, T. (2023). *Artificial Intelligence in HRM: Role of emotional–social intelligence and future work skill*. In A. Aithal & A. Aithal (Eds.), *The adoption and effect of artificial intelligence on human resources management (Part A)* (pp. 123–139). Emerald Publishing. <https://doi.org/10.1108/978-1-80382-027-9-20231009>
- Thomas, A. (2024). *Digitally transforming the organization through knowledge management: A socio-technical system (STS) perspective*. *European Journal of Innovation Management*, 27(9), 437–460. <https://doi.org/10.1108/EJIM-02-2024-0114>
- Uledi, J. H., Mgombere, M., & Selemani, R. (2025). *Impact of emotional intelligence on performance of public servants in Tanzania local government authorities*. *International Journal of Scientific and Management Research*, 8(2). <https://doi.org/10.37502/IJSMR.2025.8202>
- United Nations. (2021). *Report of the Secretary-General on the work of the Organization*. United Nations. <https://www.un.org/en/content/sg/reports/reports.shtml>
- Varshney, D., & Varshney, N. K. (2020). *Workforce agility and its links to emotional intelligence and workforce performance: A study of small entrepreneurial firms in India*. *Global Business and Organizational Excellence*, 39(5), 35–45. <https://doi.org/10.1002/joe.22012>
- Woime, A.W. and Shato, G.A. (2025), *The Role of Emotional Intelligence and Conflict Management in Job Satisfaction and Teamwork: A Systematic Review*. *Public Health Chall.*, 4: e70054. <https://doi.org/10.1002/puh2.70054>