

# HR perspective on Knowledge Management through an Integration of Artificial Intelligence and Emotional Intelligence at Workplace: A Conceptual Framework

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**Abstract:** The basis of innovativeness and development is the tacit knowledge that shapes knowledge creation either at individual level or group level. The ability to make relies on the capacity to perceive of one's own self-limit. Machines can't oversee without anyone else, it requires human help to coordinate innovation with the organization strategy and objectives. Technology like artificial intelligence is just the empowering agent during the time spent accomplishing business results however it's fundamentally the human endeavors which turns into a deciding component in the achievement of any business outcomes. People can't be disconnected from their feelings, although technology has invaded into all the field of knowledge and trusting that machines will substitute people yet for improved adequacy the both machines and people need to work connected as they are integral to one another. With machines ready, organizations can take a shot at their computational information procession at a quicker pace however with the assistance of human intellectual and enthusiastic limit, organization process like basic leadership and critical thinking can be improved. Fundamentally, by augmenting technology plan with human conditioning, knowledge can be created at various levels. So as to comprehend these requirements, organizations should concentrate on creating empathetic intelligence so to the opportunity of the combination between AI and human emotions for a superior workplace system. This is a conceptual paper that provides an HR perspective on knowledge management by integrating artificial intelligence and emotional intelligence by expending literature review.

**IndexTerms - Knowledge management, Emotional Intelligence, Artificial Intelligence.**

## I. INTRODUCTION

It is quite impressive to observe that technology is advancing at an unparalleled rate as a result it compels business leaders to embrace new technologies for better business performance. Technologies such as artificial intelligence, robotics, mobile applications and social collaboration systems have changed the outlook and ways of functioning but these changes have also led to stress at workplace. Major challenge that organization needs to face is to analyze human capital strategies in order to align people and technology at workplace. Studies demonstrates that technology is increasing at a very rapid rate while human adaptability is increasing at a slower rate. For better sustainability, companies should revise and update their business practices like corporate planning, organizational structure, job design, goal-setting and management and this further enables organization to navigate the world of human capital. With the new development in the field of technology in form of digitalization, individuals and business leaders need to acquire new sets of working skills. Agility plays a central role in building new organizational ecosystems and networks of teams. Most of the leading companies are paying more attention on helping their employees in career growth but with the job and skill change, hiring right people becomes the prime focus. Companies uses social networking, analytics, and cognitive tools to find competent people who will best fit the job and company. As companies are becoming more digital, it is imperative that HR should lead the digital workplace by integrating technology and people. (Bersin, J., Pelster, B., Schwartz, J., & Vyver, B. 2017)

An effective part of designing for adaptability is working with network of teams. Top performing companies are built around system that encourages teams and individuals to work in a collaborative manner. There are many tools and techniques that offers valuable contributions for organizational development and one such technique is organizational network analysis (ONA) which is used to analyze the communication network within organization. To become high-performing companies, they should focus upon building a new leadership mind-set that accentuates creativity and innovation. With the evolution of networked organization, new tools and techniques are used to facilitate the transition to network of teams. When working in teams' accountability remains core to team and organizational effectiveness. In this technological era, talent and skills are shortage at the same time employees are demanding new careers and technological innovations including cognitive, artificial intelligence, social collaborations and the sharing economy are reforming the workforce. Employers should relook into how they communicate their value proposition to the workforce and the technological disruption in forms of cloud computing artificial intelligence, machine learning, robotics, automation and self-learning which also helps in building capabilities. (Bersin, J., McDowell, T., Rahnema, A., & Durme, Y. 2017)

Human Resources has undergone rapid and profound changes at workplace in the form of digitalization. Today companies are hiring young, digitally savvy people who are comfortable in sharing information in a transparent way and a workforce built around teams. Modern companies are focusing on reskilling HR professionals, integrating the organization and implementing analytics, where the focus in on people , work and platforms, these practices have led to the creation of digital HR. But this does not mean the

old job description of HR professionals have become obsolete, indeed HR today are working under pressure where for them the challenge is to redesign the talent practices ranging from recruiting to leadership to performance management by building a compelling employee experience. The concept of digital HR is built on innovation and experimentation therefore new practices and approaches need to be analyzed in order to implement effective HR program. Therefore, teams should try to explore new solutions and should consider AI solutions to enhance service delivery, recruiting and learning. (Volini, E., Occean, P., Stephan, M., & Walsh, B. 2017)

With the accelerated growth of AI systems and robotics, every job need to be reinvented and thereby creating an augmented workforce. Further, organizations need to redesign jobs in order to take advantage of latest technological development and needs to rework on building essential human skills. Studies suggest that with the tasks being automated, human skills such as empathy, communication, persuasion, personal service, problem solving and strategic decision making gains more prominence. One of the challenge that companies likely to face is to create value through automation and at the same time balancing the short term and long term consequences on organization, work and workforce because of automation. Research further suggests that new rules of the digital age is to expand the vision of the workforce, with automation, new roles of HR will focus more on the customer experience, employee experience and employment value proposition for the people. Given this scenario HR leaders should emphasis on defining the difference between essential human skills such as creative and ethical thinking from nonessential tasks i.e. the technical skills required to manage the machines and this will require reframing of careers, designing new ways of working and learning both by the organization and individual employees. Future workforce will require a balance of technical skills and more of general purpose skills such as problem solving skills, creativity, social skills and emotional intelligence. (Schwartz, J., Collins, L., Stockton, H., Wagner, D., & Walsh, B. 2017)

Boyatzis, R. E., & Oosten, E. V. (2002) investigates rehearsing enthusiastic knowledge while managing the clients and activities taken by the pioneers to comprehend the business, knowing the importance of spurring representatives to beat in a wild aggressive circumstance. The idea of administration isn't simply kept to the top dimension yet reverberating the way that any individual who can lead and improve management of the people and the association can be distinguished as a pioneer. Powerful pioneers utilizes passionate insight into their day by day activities than others in administration positions. Further the creators portrays enthusiastic knowledge as far as close to home ability and social fitness and proposes how mindfulness about one's own emotions and eagerness can get people adapting to various circumstances, likewise if administrators are socially mindful about their clients' needs and difficulties such traits can assist them with retaining their clients. Researchers, further pervades into a viable utilization of enthusiastic knowledge by alluding to the achievement administration program which was led at The Weatherhead School of Management to reveal the zones of conduct change with a goal of self-coordinated getting the hang of concentrating on one's won perfect self where it enables individuals to investigate his or her enthusiasm at work, besides by concentrating on mindfulness about the genuine self and the correlation of perfect and genuine self gives the individual asset report which further goes into breaking down the holes and building up an activity plan.

Emotional intelligence assumes a significant job in administration, profession advancement and work-life connections. It can improve peace promotion and correspondences aptitudes and furthermore makes an atmosphere of trust and data sharing. Passionate insight is fundamentally identified with intrapersonal, relational, flexibility and stress the board aptitudes just as general disposition. The idea of passionate insight has picked up the prevalence in the field of instruction and has a basic influence in creating arrangements, programs and educational programs. Genuinely keen social administration pioneers who see, comprehend, controls and oversee feeling, figures out how to grow better self-comprehension and aides in getting enthusiastic information. Emotional intelligence and transformational leadership style inside the full-run administration model are reasonably related and the real forerunner of transformational leadership are identity, educational encounters and logical parts of the circumstance. There is a noteworthy connection between a capacity based proportions of enthusiastic knowledge with transformational initiative. The consolidated extraversion-instinctive psychological style predicts transformational authority and passionate insight predicts positive association with unforeseen reward. There may be a huge collaboration between the heading of pioneers' self-idea and enthusiastic insight while anticipating transformational leadership style. (Burbach, M. E. 2004).

The primary objective of an efficient leadership is to achieve results, nurture the team and increase the competence of all the team members. Leader's role is to create situations which enables the team members to exhibit their knowledge and skills. Manager who desires to become a great leader should imitate active and permanent dedication to understand the limit of positional power. The connection forms a basis to understand emotional commitment of employees and their orientation towards the common goal. Managers will be able to establish a relationship that encourages and motivates employees to innovate and be creative at workplace if they focus on their leadership potential. The crux of emotional intelligence is based on the adaptation of creating conscious actions regarding one's own emotional responses as well as managing others emotional reactions. In order to be a successful manager, he/she should first learn to acknowledge the emotional state and should be able to recognize its impact on behavioral patterns. (Lazovic, S. 2012)

## 2 Literature Review:

### 2.1 Knowledge Management

Knowledge is an important asset for any organization. It requires both effective and efficient information management skills and HRM practices. The person who is involved in creation, storage and dissemination of knowledge are referred as knowledge workers. It is knowledge of the knowledge workers which enables the organization to achieve their goals and objectives. Knowledge is something which is not possible to be fulfilled without human brain. Knowledge management is not just about explicit knowledge but it's also about managing tacit knowledge. Knowledge involves full person integrating the elements of both thinking and feeling. Research suggests that the knowledge embedded in employees in form of experiences, skills, wisdom and capabilities is very critical to the organization. The concept of KM revolves around the human resources as the source of knowledge and is created and consumed

by human mind while different technologies are used in creation and dissemination of knowledge but at the same time these technologies are also handled by human only. But some people are very unwilling to adapt advance technology as a result they may fail to participate in knowledge management. It is through proper training and motivation they can be made familiar with advance technology. (Verma, M. K. 2014).

Edvardsson, I. R. (2004) contended that there are fundamentally two procedures for overseeing learning and they term these procedures 'codification' and 'personalization'. The methodology of codification alludes to the codification of information and its stockpiling in databases, where it tends to be gotten to and promptly utilized by anybody in the organization. These associations put intensely in ICT for undertakings like intra-net, information warehousing also, information mining, learning mapping (this includes distinguishing where the information is situated in the firm), and electronic libraries. This builds viability and development, as Hansen clarifies 'The reuse of information spares work, diminishes correspondences costs, and enables an organization to take on more tasks.' It is then firmly identified with exploitative realizing, which is slanted to refine existing capacities and innovations and power through institutionalization and routinization, while it is, in the meantime, chance disinclined. The system of personalization alludes to self-awareness of information and it is shared basically through direct individual to-individual contacts. Exchanges, learning accounts, what's more, networks of training are among the methods that must be utilized so as to encourage implicit information sharing and depend on the rationale of 'master financial matters'. These are utilized principally to take care of one of a kind issues, where rich, implied individual information is required, for example, in procedure counselling. Personalization and explorative learning are firmly related, where explorative learning is related with complex look, fundamental research, development, hazard taking and progressively loosened up controls. The pressure is on adaptability, interest in learning and the production of new capacities. The author argues that customary enlistment and determination practices can square learning sharing between gatherings or divisions in firms sorted out as per the practical guideline. In their investigation of a pharmaceutical organization, they found that appraisal focuses, through which graduates were chosen, were practically engaged, with deals appraisal focuses and advertising evaluation focuses being run independently. This reinforced the sub-societies of capacities and made information sharing between them exceptionally troublesome. The article stress that, all together to improve learning sharing, representatives with a valuation for other people's points of view must be liked. Furthermore, they support the utilization of horizontal profession development by workers, so as to build up the vital valuation for another's point of view. The KM methodologies have conduct impacts, which do probably affect the information the executives' procedure when all is said in done. The speculation is that powerful KM will put more accentuation on information stockpiling (catching and bundling learning), disseminating express information by means of IT arrangements, and utilizing as of now existing information to bring down expenses, and increment viability and institutionalization. Inventive KM, it is thought, will put more weight on information creation, human connection to exchange unsaid learning and utilizing information to make new learning. This, it is accepted, will additionally expand development and new working practices.

The core knowledge alone can't completely boost an association and make it focused. There is requirement for learning that can keep up the viability of the association. Such learning is known as "empowering information". At the point when joined with the center information, such empowering learning prompts the advancement of new items, procedures and administrations. By its very nature, the executives of empowering learning can be re-appropriated. The first and most significant mainstay of information the board is the responsibility at the most elevated amounts of the executives i.e. commitment at the highest level. This responsibility is significant to the accomplishment of any information the executive's activity. Without such responsibility, knowledge management are bound to come up short. Continued endeavors to oversee learning must penetrate the whole association, from the leader of the association down to the general population. It is likewise fundamental that directors advance proper practices among representatives by setting the precedent. Technological development is very evident in every field of knowledge, some argues that knowledge management initiatives that focuses only on technology often fail because success of a knowledge management system depends upon many factors and the most significant factor is the integration of people and culture within the organization. (Uriarte, F. A. 2008)

Knowledge management is basically about getting the right knowledge to the right person at the opportune time. This in itself may not appear to be so perplexing, yet it infers a solid bind to corporate methodology, comprehension of where and in what shapes information exists, making forms that length authoritative capacities, and guaranteeing that activities are acknowledged and upheld by authoritative individuals. Information the board may likewise incorporate new information creation, or it might exclusively concentrate on information sharing, stockpiling, and refinement. Remember that information the executives isn't tied in with overseeing information for the wellbeing of knowledge. The general target is to make esteem and influence and refine the company's learning advantages for meet hierarchical objectives. When it comes to embedded knowledge, culture and routines can be both difficult to change and IT's role is to overcome from this issue by having some useful applications. But researchers argues that IT can have a disruptive influence on culture and processes but those companies that effectively manages embedded knowledge may enjoy major competitive advantage. Knowledge workers should have characteristics like theoretical knowledge, ability to apply information, communication skills, motivation and intellectual capabilities and these skills provides a foundation for understanding the basic knowledge management skill. (Hajric, E. 2018)

## 2.2 Artificial Intelligence

Artificial intelligence (AI) has infiltrated numerous authoritative procedures, bringing about a developing apprehension that shrewd machines will before long supplant numerous people in basic leadership. To give an increasingly proactive and common sense viewpoint, this article features the complementarity of people and AI and looks at how each can acquire their very own quality hierarchical basic leadership forms normally portrayed by vulnerability, multifaceted nature, and ambiguity. With a more noteworthy computational data handling limit and an investigative methodology, AI can broaden people's discernment while tending to multifaceted nature, though people can in any case offer an increasingly all encompassing, instinctive methodology in managing

vulnerability and dubiousness in authoritative basic leadership. This reason reflects the possibility of knowledge expansion, which expresses that AI frameworks ought to be structured with the goal of enlarging, not displacing human commitments. (Jarrahi, M. H. 2018)

Artificial intelligence (AI) is progressively reshaping administration by performing different assignments, establishing a noteworthy wellspring of advancement, yet undermining human occupations. We build up a hypothesis of AI work substitution to address this twofold edged effect. The hypothesis determines four insights required for administration assignments—mechanical, diagnostic, instinctive, and compassionate—and spreads out the manner in which firms ought to settle on people and machines for achieving those undertakings. Computer based intelligence is creating in an anticipated request, with mechanical for the most part going before investigative, diagnostic for the most part going before instinctive, and natural generally going before compassionate knowledge. The hypothesis affirms that AI work substitution happens on a very basic level at the undertaking level, as opposed to the activity level, and for "lower" (simpler for AI) knowledge assignments first. Artificial intelligence initially replaces a portion of an administration occupation's assignments, a change arrange seen as enlargement, and after that advances to supplant human work totally when it can assume control over the majority of an occupation's errands. The movement of AI task substitution from lower to higher insights results in unsurprising movements after some time in the general significance of the insights for administration workers. A significant ramifications from our hypothesis is that diagnostic abilities will turned out to be less significant, as AI assumes control over progressively explanatory assignments, giving the "milder" instinctive and compassionate aptitudes considerably more significance for administration representatives. Inevitably, AI will be fit for performing even the natural and compassionate assignments, which empowers inventive methods for human– machine combination for giving administration yet in addition results in an essential danger for human work. (Huang, M. H., & Rust, R. T. 2018).

Ambient Intelligence (AmI) is the craft of planning canny and client centered situations. It is in this way of incredible significance to consider human elements. This paper particularly center on feelings, that have been demonstrated to be basic in human thinking and association and this study tries to explore the outcomes acquired in Artificial Intelligence about the formal displaying of feelings. This study explicitly focuses on demonstrating the enthusiasm of rationale as an instrument to plan operators invested with passionate capacities helpful for Ambient Intelligence applications. Specifically, this study demonstrate that modular rationales permit the portrayal of the psychological dispositions engaged with feelings, for example, convictions, objectives or goals. Besides, it clearly delineate how modular rationales can be utilized to speak to complex feelings (likewise called reluctant feelings) including expounded types of thinking, for example, self-attribution of obligation and counterfactual thinking. Instances of complex feelings are disappointment and blame. (Adam, C. 2011)

### 2.3 Emotional Intelligence

Emotions that we involvement in our everyday life whether individual or at working environment, they either direct you or hurt you however you might not have the power over it until and except if you learn and comprehend about them. Just few in numbers can recognize their feelings as they occur. On the off chance that an individual has the enthusiastic dominance and self-information, the person in question can take great choices throughout everyday life. We as a whole have enthusiastic responses to nearly everything that occurs in our lives intentionally or unwittingly. However, every one of these feelings and sentiments that we encountered are the subordinates of five center enthusiastic emotions: bliss, pity, outrage, dread and disgrace. We may have likewise encountered a few enthusiastic hijackings where we neglected to have authority over our negative feelings where we felt like deadened by our musings. Once in a while we are casualties of our drawn out enthusiastic responses which triggers useless passionate conduct. These difficulties are basic to the human conditions in light of the fact that our minds are underwired to give feelings the high ground. The sane zone of our cerebrum can't stop the feeling felt by the limbic framework, in reality these two regions impact one another and keep up a steady correspondence. It is the correspondence among passionate and discerning minds which the physical wellspring of enthusiastic insight. The physical pathway for enthusiastic knowledge begins in the mind, at the spinal string, where all the essential detects goes through the limbic framework before one supposes soundly. Further, one's own responses to any circumstance is molded by their own history and experience. As and when we figure out how to build up our EQ abilities, we figure out how to bind the triggers and ones we ace over the methods for reacting it turns into a propensity. Passionate Intelligence is a capacity to recognize and comprehend feelings one oneself and in others, and utilize this attention to deal with one's very own conduct and association with others. It essentially explores social complexities and enables you to settle on choices which will yield positive outcomes. IQ, identity and EQ are particular characteristics that human have, it's the interface between these three components that decides one's own considerations and conduct activities. An individual can be high in IQ however low in EQ and individuals of a wide range of identities can be high in EQ or IQ yet of all the three components, EQ is the one which is adaptable and can be by and by created. EQ is the reason for a large group of basic abilities. It is so basic to progress that it represents 58 percent of occupation execution independent of the field of work. (Bradberry, J. & Greaves, J. 2009)

In the article "The Emotional Organization", the writer extends the possibility of feelings being the essential to building the correct culture, where intellectual culture sets the tone for correspondence and conduct at work environment. Psychological culture is a basic part to association's prosperity yet there is something different which includes an incentive to the association's prosperity which we call it as enthusiastic culture-something that alludes to the common full of feeling esteems, standards, ancient rarities and suppositions that administers the passionate conduct of individuals at work environment. Both intellectual and passionate works interestingly where the previous can be estimated through the verbal signals and the last can be seen through the nonverbal prompts, for example, non-verbal communication and outward appearance. Associations that flourish to make progress ought to figure out how to oversee and adjust both intellectual and passionate culture. Enthusiastic culture is hard to foresee when contrasted with subjective culture, passionate culture impacts representative fulfilment, work burnout, collaboration, non-attendance and furthermore money related execution. Scope of feelings can be related with the work execution: positive feelings are reliably connected with better execution and negative feelings liable to be related with poor execution and high turnover. We can see the progressively outstretching influences coming about out of presentation of negative feelings, for an occasion if an administrator or supervisor is constantly observed to be

in furious state of mind, a similar feeling is probably going to be developed at the work environment. Likewise, if a worker is set against another representative with a thought of advancing challenge at working environment there is a plausibility of making a solid culture of jealousy and undesirable challenge which will for sure erode trust and prompts absence of collaboration or joint effort. So as to comprehend the interchange of feelings and culture a few associations have begun utilizing applications like Niko to empower workers and groups to sign in their passionate responses to different exercises and recognize the association between their states of mind and the efficiency level. This articles additionally reflects upon the reviews which were led crosswise over businesses so as to fathom the impacts of passionate culture on the conduct and execution and it was seen in one of the examinations which was directed in a substantial long haul care office on the East Coast, that laborers with solid culture of companionate love had lower non-appearance, less burnout and more prominent cooperation and employment fulfilment when contrast with their partners. In actuality the way of life of dread prompts low spirit and the high weakening rate though an enthusiastic culture of high inclusion brings responsibility and superior. Be that as it may, once in a while even constructive feelings can result into baseless issues blocking work where individuals may end up in a troublesome circumstance neglecting to have a fair discussion about issues with others so as to abstain from clashing circumstances which may come in the method for their companionate love. Creator here discussions about the feelings meet through a case of enthusiastic culture characterized by tension and outrage when combined with a passionate culture of companionate love will decrease the effect of negative feelings on the presentation for example representatives encountering tension when they are encompassed by individuals who indicates companionate love in actuality help them to adapt to the circumstance. This article discusses different intercessions like contemplation, care applications on individuals' work gadgets to remind them to just inhale, unwind or giggle, or by making credit board where individuals can post kind words about others which will additionally empower individuals to strengthen positive enthusiastic experience. Further, the poisonous culture can't be maintained a strategic distance from or mollified as it might be counterproductive, workers ought to be permitted to vent out helpfully and by method for reconsideration of their perspectives and activities so to keep away from poor results. It is constantly seen that feelings are infectious in nature, if an individual has an inclination of communicating disappointment that feeling will exact other colleagues, etc. all through the association. In the meantime representatives do counterfeit their actual sentiments at work environment by keep up association's enthusiastic culture. Research demonstrates that people will in general adjust to amass standards of passionate articulation. It further expresses that representatives with compelling enthusiastic culture will in general exhibit feelings which are socially satisfactory by stifling their underlying inspiration. A superior method to develop an ideal feeling is through profound acting where individuals can underline on concentrating without anyone else feelings with the regular passionate culture felt and rehearsed at the working environment. There are conceivable outcomes that individuals who are not happy with an association's enthusiastic culture may will in general imagine so as to remain effective and would most likely be in an ideal situation moving to an alternate workplace. The job of top administration is to drive the enthusiastic culture. So as to make passionate culture look all the more dominant, pioneers need to shape the enthusiastic culture through authoritative practices and furthermore by connecting tasks and procedures incorporating execution the executives frameworks with the enthusiastic culture. Enthusiastic culture is formed by all dimensions of workers beginning from the most abnormal amount to the cutting edges and it's the capacity of the pioneer to set up which feelings will assist the association with growing, model those feelings and strengthened through remunerations so as to spur others to pursue the equivalent. (Villinski, P., & M. 2007)

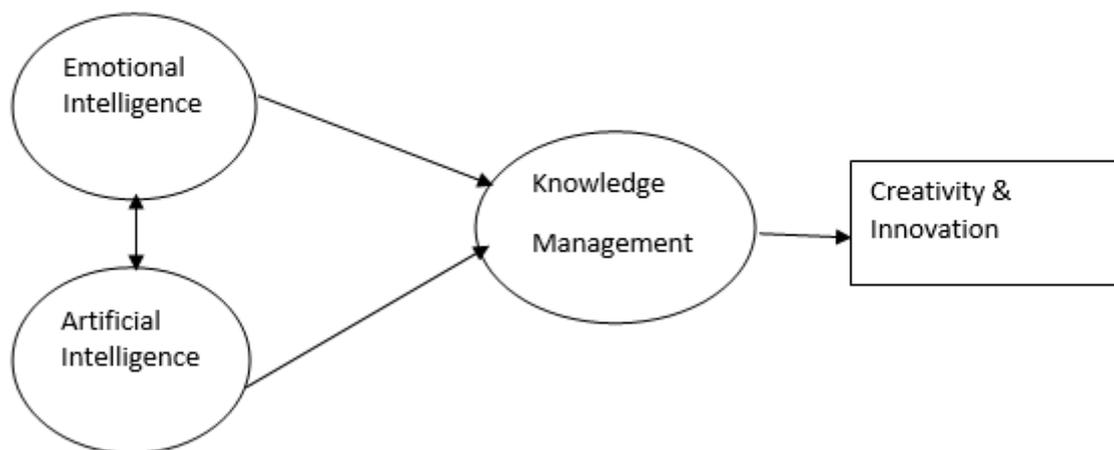
Emotional intelligence has centrality for associations just as for people. While inventive critical thinking, creativity, cognizant learning and different qualities of a learning association are significant, passionate insight must be encouraged for an organization to stay aggressive in a dynamic situation. Empathy enables people to see work environment occasions from the association's point of view. Therefore, these people are bound to give additional push to advance hierarchical objectives. Passionate knowledge can shield a person from considering the association in charge of each disappointment or strife at work, consequently holding promise to the strong association. (Abraham, 1999)

Razzaq, F., & Aftab, F. (2015) proposed a structure of emotional intelligence by recognizing the idle factors which were named enthusiastic thankfulness, passionate application and enthusiastic development. This investigation was done so as to give an important instrument to the administration and evaluation of passionate insight for preparing and advancement purposes. Enthusiastic insight at work environment is emphatically identified with administration execution and ascribes to lessen burnout and improve work fulfilment and execution. Specialists recommends that people with high passionate insight empowers them to upgrade their working life which thus will yield better returns for the association and furthermore intercedes people's day by day choices. In light of the writing audit the analyst saw that Bar-On EQ-I which is one of the compelling models of EQ does not take into account one of the significant EQ factors like instinct just as capacity to perceive one's own inclination and how one keeps the levelheadedness in distressing circumstances is likewise not caught well. Different components of passionate knowledge like judicious basic leadership, correspondence, trust value, reliability and administration introduction are additionally not coordinated with EQ-I model. The creators have grouped EQ into three classes' passionate thankfulness at individual, relational and association level, enthusiastic application at individual, relational and association level and enthusiastic development at individual, relational and association level. Consequences of this examination expresses that focalized and disparate validities should be set up with other persuasive EQ scales for a superior outcomes as far as develop legitimacy.

#### 2.4 Research Gap

Most of the articles indicates artificial intelligence or machine as a primary factor to organizational growth. However for an effective knowledge management system which is not just about the technology but majorly focuses upon human capabilities in form of a tacit knowledge which enables organization in building a network of system for knowledge transferring and knowledge creation is something which cannot be negated. This paper demonstrates through a conceptual framework and literature review about the integration of emotional and artificial intelligence for the effective management of knowledge in the organization.

### 3. Conceptual Framework:



#### 3.1 Conceptual Framework: Knowledge Management through an Integration of Artificial Intelligence and Emotional Intelligence at Workplace

The source of creativity and innovation is the tacit knowledge that forms a part of knowledge creation which further is based on individual or groups ability to create and innovate. The capability to create depends upon the ability to recognize of one's own self-capacity. Machines cannot manage on its own, it requires human assistance to integrate technology with the organization strategy and objectives. Technology is just the enabler in the process of achieving business results but it's basically the human efforts which becomes a determining factor in the success of any organizations' business performance. Humans cannot be isolated from their emotions. Artificial intelligence has invaded into all the field of knowledge and believing that machines will replace humans but for improved effectiveness both machines and humans need to work hand in hand i.e. they are complementary to each other. With machines on board, companies can work on their computational information procession at a faster pace but with the help of human cognitive and emotional capacity, organizational processes like decision making and problem solving can be improved. Basically, by augmenting technology design with human conditioning, knowledge can be created at different levels. In order to understand these requirements, companies should focus on developing empathetic intelligence so to take better advantage of the conjunction between AI and human emotions for a better ecosystem where man and machine learns to collaborate for the future of the organization. Emotions have played a significant role in human reasoning and interaction and companies can make use of this in building modal application. These modal applications will further help in knowledge dissemination and creation which in turn will lead to business innovation.

#### 4. Conclusion

An effective integration of artificial intelligence and emotional intelligence will allow the organization to permeate into innovative ways to manage knowledge within the organization. Complex emotions like self-consciousness, accountability and empathetic intelligence propels growth in terms of human capabilities and synchronization with technology will harvest better results.

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