

# ADAPTIVE INTELLIGENCE AND EMOTIONAL INTELLIGENCE AS THE NEW DETERMINANT OF SUCCESS IN ORGANIZATIONS. AN EMPIRICAL STUDY IN DUBAI'S REAL ESTATE

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## ABSTRACT

*Organizations are keen to adopt new strategies for their success and one of the most significant determinant is the adoption of emotional intelligence in businesses where employees' analytical thinking is taken as a new skill set. This study presented a new perspective towards the Dubai's real estate market where companies and realtors are adopting different forms of intelligence (Artificial & Emotional Intelligence) to stay updated with new trends of success. A sample of 178 key managers of 764 real estate companies working in Dubai, UAE, was taken for the analysis, through questionnaire. Partial least square structure equation modeling technique was adopted to analyze the data. The results showed a direct relationship and impact of adaptive intelligence on organizational success and an indirect relationship through emotional intelligence. All these relationships were tested and verified separately as well as all together for a stronger case building. Our study proved that not only organizational success depends on emotional intelligence and adaptive intelligence separately but also collectively. Our study and arguments were aligned with previous studies but in the context of Dubai, UAE real estate field. For future research, the population can be expanded to multiple fields of organizations and a comparison of artificial intelligence with emotional intelligence can be made.*

**Keywords:** Adaptive Intelligence, Emotional Intelligence, Organizational Success, Real Estate.

## INTRODUCTION

The consumer market has been continuously changing in the modern world, which makes it more difficult for firms to install metrics of success (Hamadneh et al., 2021; Turki et al., 2021). As organizations endeavor to understand their customers better, the competition as well as the market, thus, integration of technology to increase data generated for insight and future projections. Firms also have to integrate collaboration and data sharing to achieve this goal, an undertaking that is termed as adaptive intelligence (Akour et al., 2021). This helps in the attainment of a competitive advantage against other firms in the industry and is a central point of discussion in this study. Another form of intelligence used to regulate performance and company operations is emotional intelligence. This is a term that was coined by (Al-Khayyal et al., 2020;

Salovey & Mayer, 1993), measuring the capacity individuals have for recognizing their own emotions as well as those of other people, to manage healthy relationships where it is focused on abilities held by individuals complimenting their academic intelligence. Organizational success, on the other hand, looks at the performance of an organization concerning its set goals and objectives to ensure both are aligned and working effectively (Al-Duhouri et al., 2021; Al Mehrez et al., 2020; Al Suwaidi et al., 2021; Lopes, 2016).

One of the success deterrents for any employee since long before was based on an Intelligence Quotient (IQ) that measures memory, analytical thinking, and mathematical capabilities, and thus the possibility of predicting future success in work (Pandey & Charoensukmongkol, 2019). Recently, Emotional Intelligence started to be considered as a deterrent of success as well. This measures the ability to communicate with people and control feelings and skills of expression, as it contributes significantly to achieving success on many levels of life. There is no doubt that traditional intelligence and emotional intelligence play an important role in achieving professional success (Abe, 2011). Eventually, in the digital transformational era and the field of Artificial Intelligence capabilities in work, and its skills for success, a new type of intelligence appeared that represent the ability of the mind to understand the changes in the environment in the right way and right time and take the proper action (Davenport & Pachidi, 2020).

In organizations where managers and policy makers are required to have strong and healthy emotional intelligence within themselves, in order to be able to make decisions, vigilantly as well as instantly without getting blocked out or overwhelmed at the time of need, it is very necessary to be able to adapt towards the situation that is occurred out of the blue or as suspected (Reaves, 2019). There are many evidences that suggest that emotional intelligence leads towards adaptive performance especially in organizations where making decisions is a day-to-day need of the executive employees. Due to twenty-first century economic crisis and other factors that have affected the business conditions of organizations and have created more uncertainty, has made it real to have emotional intelligence and adaptive intelligence go side-by-side that is the main reason the system of organizations is changing. Employers are preferring to hire employees who possess the said skills in their personalities (Al Kurdi, Alshurideh & Al afaishata, 2020; Alameeri et al., 2021; Pradhan & Jena, 2016).

This study is basically aimed to highlight the importance of adaptive intelligence along with emotional intelligence and to link it with achieving success and is based on an investigation of adaptive intelligence and emotional intelligence as drivers of organizational success in the real estate industry in Dubai, UAE.

## **THEORETICAL BACKGROUND AND LITERATURE REVIEW**

### **Adaptive Intelligence**

Adaptive intelligence, in general, refers to the ability to adjust to suit prevailing conditions. Adaptive intelligence is also termed as a branch of intelligence that facilitates statistical estimation by integrating extensive domain data to help organizations make better forecast (Deshpande, 2017). This concept is based on the formation of algorithms and other virtual assists that ensure consistent output is delivered at the point where it is mostly required in the production system, thus facilitating improved performance (Good, 2016). This new technology can be applied in various activities such as customer service, ERP, human resource, and supply chain, among others, to predict the right cause of action that is most beneficial to a

firm in terms of performance improvement (Deshpande, 2017; Hamadneh et al., 2021). Adaptive intelligence is considered crucial to the success of a business because it provides a competitive advantage against competitors through financial gain accrued to the data generated by such systems. Achievement of adaptive intelligence depends on the ability of a firm to optimize data collection, storage, analysis, and data sharing to enhance business insight and increase profit margins (Al-Marroof et al., 2021; Alhamad et al., 2021; Good, 2016).

### **Emotional Intelligence**

The ability to understand personal emotions, the emotions of other people, and how both influence the relationships between individuals is termed as emotional intelligence (Abraham, 2000). Good leadership in an organization is recognized through a leader's ability to relate well with others, thus depicting emotional intelligence (Batool, 2013). In organizations, today, executives and managers are expected to possess skills in emotional reflection, thus further portraying emotional effectiveness, which promotes good working relations (Pradhan & Jena, 2016). This skill is considered essential for individuals in management because proper management of working relations facilitates organizational performance, thus pushing the company towards organizational success (ALnuaimi, Alzubi, Alzoubi & AL-Shinewi, 2015). Leaders who possess such skills can successfully control the corporate culture developed by forging positive and lasting relations throughout various departments, thus fostering better collaboration (Batool, 2013). Furthermore, this facilitates customer retention, accountability, and improves relationships in the workplace (Ghazal et al., 2021).

### **Organizational Success**

Organizational success is a term that refers to the performance of a firm, which is measured against its set goals and objectives. This form of success is measured according to returns on investment, growth in the company, sustainable competition, and alignment of operations to the set goals and objectives (Saadat & Saadat, 2016). Organizational success is achieved through the integration of best practices where every employee is required to consciously measure their outputs against the expected standards, thus ensuring they align with company strategy in both quality and quantity of work performed. Financial metrics are the main point of consideration in this sector, where employees have to meet the targets in terms of sales and productivity to ensure the set profit targets are attained (Ali et al., 2021). Organization prospects are further analyzed in line with traditional financial measures through balancing the scorecard to improve organizational performance. However, this concept is faced with several challenges, the main one being the determination of performance measurement and data consolidation (Buckner & Shah, 1993).

### **Relationship between Adaptive Intelligence and Emotional Intelligence**

Emotional intelligence is determined by various factors that affect the ability of an individual to relate well with others. The primary components of emotions that influence relationships include emotional perception, knowledge, and regulations, which appear in a

hierarchical order dependence on the impact they have on interpersonal relations. This form of social intelligence monitors individual emotions meticulously and reflectively using this knowledge in decision making and problem-solving (Abraham, 2000). Emotional intelligence is directly linked to adaptive intelligence as the later plays a significant role in facilitating effective management of personal emotions for effective decision making (Alzoubi & Aziz, 2021). This includes the verbal and non-verbal appraisal of emotions in individuals and others where this data is utilized in organizational decision making, thus improving performance (Davies, Stankov, & Roberts, 1998). Adaptive intelligence facilitates the development of emotional intelligence because it forces individuals to change their habits to conform to what is best for the organization (Alzoubi, Vij, Vij & Hanaysha, 2021). This is because adaptive intelligence creates systems that are geared towards business improvement through the elimination of individual bias and the use of multiple data sources to generate the most effective solutions (Alnuaimi, Alzoubi, Ajelat & Alzoubi, 2021). Since adaptive intelligence is focused on improved transparency and visualization in an organization, it positively influences emotional intelligence by forming precedents on rational actions that are unbiased (Gómez-Baya & Mendoza, 2018). Based on the discussion above, we come to conclude and form the following hypothesis

*H1: Adaptive Intelligence would impact positively on Emotional Intelligence.*

### **Relationship between Adaptive Intelligence and Organizational Success**

Organizational success generally refers to the ability of an organization to achieve its goals within the stipulated time. Various measures have been adopted into organizations to help improve performance and push towards organizational success, a major one being adaptive intelligence (Buckner & Shah, 1993). Adaptive intelligence is crucial to organizational success because it provides a continuous learning curve that actively seeks the best line of action for issues facing companies today (Alshurideh, Gasaymeh, Ahmed, Alzoubi & Kurd, 2020). According to (Verbrugge, 2016), this is a form of artificial intelligence that continuously assists businesses in dealing with changes in the market and consumer preferences, thus making it a major driver towards improved performance (H. Alzoubi, Alshurideh, Kurdi & Inairat, 2020). The algorithms and other predictive tools incorporated in this sector facilitate improved decision making and efficiency in business processes through the introduction of better methods of operation (Joghee, Alzoubi & Dubey, 2020). As a result, this has increasingly improved business processes resulting in better quality and timely delivery, thus facilitating organizational success (Deshpande, 2017). Based on the above we come to conclude and form the following hypothesis

*H2: Adaptive Intelligence would impact positively on Organizational Success.*

### **Relationship between Emotional Intelligence and Organizational Success**

Emotional intelligence influences relationships among individuals in the workplace as well as decisions made regarding business operations. Emotional intelligence is focused on monitoring personal feelings as well as the emotions of other individuals and integrating this information in decision making (Lopes, 2016). Through the management of personal emotions, individuals can make better decisions, thus improving overall performance in an organization (H. M. Alzoubi & Yanamandra, 2020). This is because it provides rational problem-solving strategies that are developed through cognition and understanding the emotions exhibited by an individual as well as other employees (Saadat & Saadat, 2016). Moreover, this form of

intelligence integrates realistic thinking by considering environmental factors in decision making, thus ensuring the alignment of organizational goals with practices and business processes (Mehmood, Alzoubi, Alshurideh, Al-Gasaymeh & Ahmed, 2019). The fact that it analyzes the emotions of all individuals, as well as the environmental factor, increases visibility in the decision-making process, thus creating room for rational decisions that are geared towards the attainment of organizational success (Pradhan & Jena, 2016). Emotional intelligence is also seen to facilitate improved organizational performance because it analyses personality, competence, mental ability, and traits held by employees in the decision making process (H. M. Alzoubi, Ahmed, Al-Gasaymeh & Al Kurdi, 2020). This is because managing emotion helps improve teamwork and reduce work stressors, thus facilitating organizational success (Pradhan & Jena, 2016). Based on the above we come to conclude and form the following hypothesis

*H3: Emotional Intelligence would impact positively on Organizational Success.*

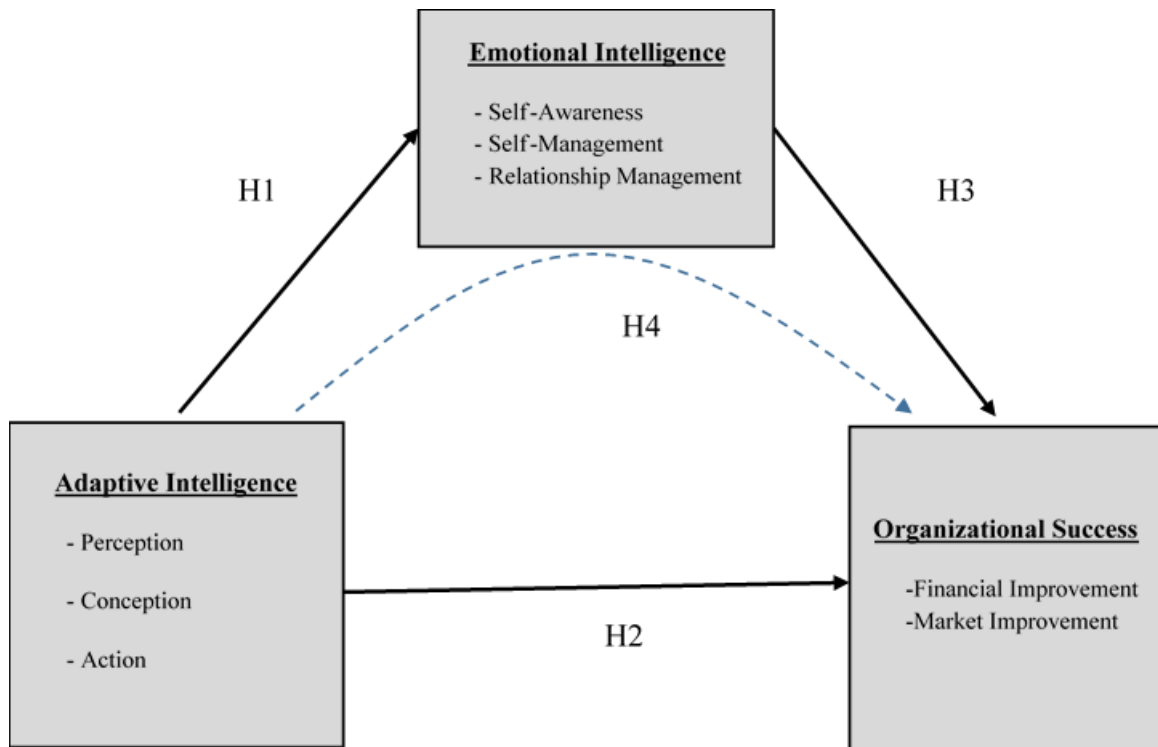
### **Relationship among Adaptive Intelligence, Emotional Intelligence and Organizational Success**

Organizational success is achieved by combining numerous factors that affect performance and cohesiveness in a business. Integration of both emotional and adaptive intelligence is seen to be crucial to organizational success as they bring together both the predictive and emotional aspects of decision making (Saadat & Saadat, 2016). An emphasize was made on the importance of incorporating the two in decision making by pointing out their significance in the formulation of organization goals and strategies to help achieve these objectives (Alzoubi & Ahmed, 2019). The author further points out the importance of adaptive intelligence and its impact on emotional intelligence, where it is shown to influence the management of human resources positively (Suharti, Handoko & Huruta, 2019). Adaptive intelligence is seen to help improve control over individual emotions and the perceptions that people hold regarding different matters (Alnazer, Alnuaimi & Alzoubi, 2017). This further improves performance in an organization because it facilitates better decision making, thus resulting in better performance, which facilitates organizational success (March, 2006). In addition, adaptive intelligence helps predict possible responses to a particular decision before it is integrated, thus helping leaders choose the most effective models that facilitate organizational success (Verbrugge, 2016). Based on the above we come to conclude and form the following hypothesis:

*H4: Adaptive Intelligence would impact positively on Organizational Success through Emotional Intelligence.*

### **Dubai's Real Estate Sector**

Dubai is the region-hub and a hot-spot in real estate market for overseas investors. Dubai's real estate is one of the most thriving sector worldwide. Dubai's real estate sector has all the ingredients in place to drive its growth in the economy due to governmental policies and timely measures being taken. Although the real estate market witness minor slowdown, Dubai's real estate sector may be showing early signs of a recovery because of Dubai's EXPO-2020. Motivations to investing in real estate market in Dubai starts from the attractive taxation system. Moreover, the high quality of standards required, further the stability of the country and the government in the region. There are 764 Real Estate Companies operating in Dubai, with total contribution of 13.6% in Dubai's GDP. (Dubai Real Estate Regulatory Agency Report, 2019)



**FIGURE 1**  
**CONCEPTUAL FRAMEWORK OF THE STUDY**

## **METHODOLOGY AND RESEARCH DESIGN**

Real Estate industry in Dubai / UAE facing a real challenge with demand decreasing about 30% in total in the last couple of years (Consultancy JLL Report, 2019). Internally and externally challenges are affecting their operation. In this situation, managers working under pressures while dealing with customers to win the deals. Meanwhile, how effective and quick they able to respond to changes in surrounding environment also would impact their success. Executives, directors, and senior managers are highly required to manage dynamic decisions in the real-time to survive in the turbulent environment, they need to be smart, fast, and proactive to take intelligent and prompt decisions as responding to changing environment. Meanwhile, they need to be able to intelligently control their feeling and emotions to enhance the quality of their decisions. Therefore, this study aims to introduce a better framework to understand the relations among adaptive intelligence, emotional intelligence and organizational success. To achieve this objective, we followed an empirical approach to investigate the potential direct and indirect effect to adaptive intelligence and emotional intelligence on organizational success in Dubai Real Estate Companies.

### **Sample and Procedures**

The study considered as quantitative study where we used the empirical research. Moreover, explorative, descriptive and analytical methodology were used to describe, interpret and analyze the results of data collected, and how to use them in examining the model validity of

the study. A survey was designed and used to collect the data. A questionnaire has built to measure adaptive intelligence, emotional intelligence and organizational success. The data collected by the questionnaire were analyzed using appropriate statistical methods. The population of study consisting of 764 Real Estate Companies operating in Dubai. We got the email access to 248 companies of them. Then we sent the questionnaires by email, and we asked to be guided to the key managers (executives, directors, and senior managers). A 178 questionnaires were appropriate to the analysis out of the received questionnaires.

## Measures

The questionnaire was designed and used to collect the data. We have adopted the five-point Likert-type measurement scale to measure the study variables. However, adaptive intelligence variable is composed of three dimensions (perception, conception and action) and was assessed with (9) items by (Deshpande, 2017). Emotional intelligence variable is composed of three dimensions (self-awareness, self-management and relationship management) and was assessed with (9) items by (Anand, 2015), (Hess & Bacigalupo, 2011) and (Hair, Sarstedt, Ringle, & Mena, 2012). Organizational success variable is composed of two dimensions (financial improvement and market improvement) and was assessed with (8) items by (Saadat & Saadat, 2016) with some modifications.

## DATA ANALYSIS

We used the SEM (Partial Least Square Structure Equation Modeling) through Smart-PLS software statistical package to analyze the data in order to examine the direct and indirect effect to adaptive intelligence, emotional intelligence on organizational success. In order to describe and examine the measures we used Exploratory factor analysis. Moreover, to measure the consistency of each part of the measure we used Cronbach's alpha, also Varimax rotation of exploratory factor analysis helped to determine which questions considered to be best to measure the study variables and dimensions, then deleting a cross-loaded item from the scale.

## Validity and Reliability

Cronbach's alpha coefficient was used for each item of the study model to examine the internal consistency. Table (1) shows acceptable levels of reliability to all study variables and dimensions. The reliability coefficient indices were ranging between (0.787-0.857), and all constructs were above (0.7). We can conclude that questionnaire or the measurement tool is able to measure the variables of the study. Moreover, the variables are representing by its items and were suitable to measure the questionnaire.

<b>Construct</b>	<b>Cronbach's Alpha</b>
Perception	0.798
Conception	0.812
Action	0.799
Self-Awareness	0.855
Self-Management	0.854
Relationship Management	0.791
Financial Improvement	0.809

Market Improvement	0.787
Adaptive Intelligence	0.857
Emotional Intelligence	0.788
Organizational Success	0.839

<b>Construct</b>	<b>Average variance extracted (AVE)</b>	<b>Construct</b>	<b>Average variance extracted (AVE)</b>
Perception	0.601	Financial Improvement	0.635
Conception	0.684	Market Improvement	0.661
Action	0.696	Adaptive Intelligence	0.652
Self-Awareness	0.701	Emotional Intelligence	0.636
Self-Management	0.717	Organizational Success	0.616
Relationship Management	0.699		

Table (2) shows the Average Variance Extracted (AVE) which have used to assess the validity of the measurement model. Results indicating that all of these values are above the standard point of (0.5).

### **Descriptive Analysis**

This section concerns the description analysis to the study's variables and dimensions as shown in table (3). According to the respondents' perception, standard deviations and means are used to verify the items' significance at Dubai Real Estate Companies. All items got Medium and High significance level since the means ranged from (2.69) to (3.82) as Medium starting from (2.33), High starting from (3.66). The dimension "Self-Awareness" has come as the highest in the significance level with mean (3.82) and standard deviation (0.899). Then "Self-Management" with mean (3.78) and standard deviation (0.885). Then "Market Improvement", with mean (3.66) and standard deviation of (0.918) respectively.

<b>Variables and dimensions of study</b>		<b>M</b>	<b>Std.</b>	<b>Sig rank</b>	<b>Sig level</b>
Adaptive Intelligence	Perception	3.13	0.919	5	Medium
	Conception	2.69	0.963	8	Medium
	Action	2.71	0.997	7	Medium
Emotional Intelligence	Self-Awareness	3.82	0.899	1	High
	Self-Management	3.78	0.885	2	High
	Relationship Management	3.21	0.901	4	Medium
Success	Financial Improvement	3.04	0.962	6	Medium
	Market Improvement	3.66	0.918	3	High



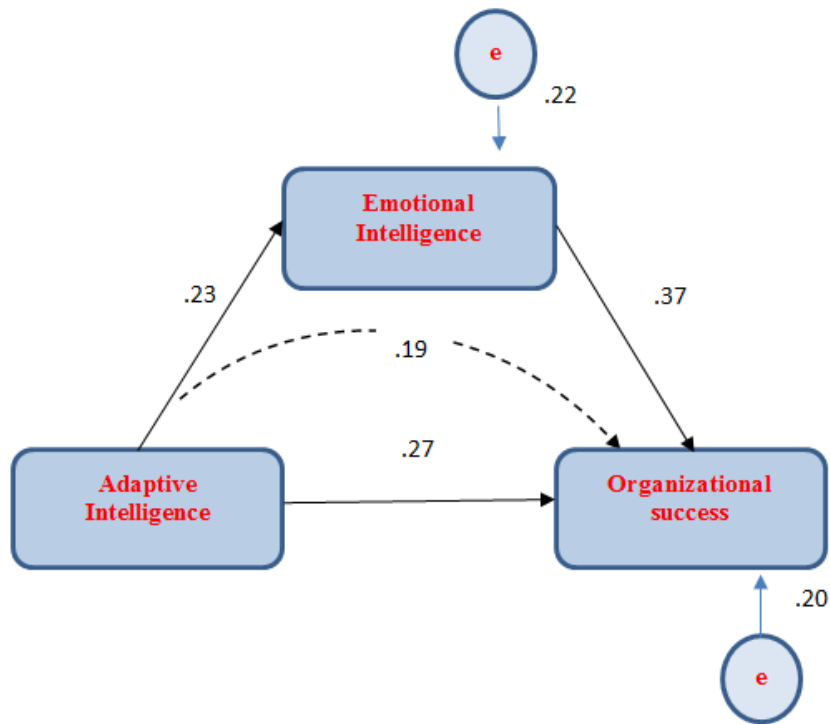
<b>Chi <math>\chi^2</math> Square</b>	<b>D.F</b>	<b>Chi Square /D.F</b>	<b>Sig</b>	<b>NFI</b>	<b>CFI</b>	<b>GFI</b>	<b>RAMSA</b>
42.621	8	5.328	0.001	0.697	0.782	0.791	0.129

**GFI:** Goodness of fit index **NFI:** The Bentler-Bonett normed fit index **CFI:** The comparative fit index **RMSEA:** Root Mean Square Error of Approximation

Based on the data of the goodness-of-fit that showed in Table (4) for the path model, we conclude that the measurement models provided an acceptable fit to the data, and this improve that the structural equation model of the study fits the sample data.

Before doing path analysis, we conducted the multi-collinearity test in order to test the hypotheses and to make sure there is no high correlation between dimensions of each variable. There is no abnormal correlation between dimensions of variables based on the Results of multi-collinearity as showed. We ran a structural equation modelling as shown in Figure (2) in order to test the hypotheses and to examine the effect and the significance level of each path in the model. The indices of path model present the model's goodness-of-fit, that ensure an acceptable fit to the data to the model which shown in Table (4) as the following: Chi square/D.F is (5.328), while (GFI) Goodness of fit index is (0.791) (range between 0 to 5, the fewer the better), (NFI) Normed fit index was (0.697), (CFI) Comparative fit index (the revised form of the NFI) is (0.3697) (both NFI, CFI range between 0 to 1, values closer to 1 indicating good model fit), and the Root mean square error of approximation (RMSEA) was (0.129) (values range between 0 to 1, values closer to 0 indicating good model fit) (Hair et al., 2010).

Therefore, we conclude from all model fit indices that the overall fit of the model is approved for continuing with hypothesis testing to examine the causal relationships between the study variables.



**FIGURE 2**  
**RESULT OF PATH ANALYSIS**

Adaptive Intelligence, Emotional Intelligence and Organizational Success.

	Direct Effect		Indirect Effect		Total Effect	
<b>From</b> <b>To</b>	<b>Adaptive Intelligence</b>	<b>Emotional Intelligence</b>	<b>Adaptive Intelligence</b>	<b>Emotional Intelligence</b>	<b>Adaptive Intelligence</b>	<b>Emotional Intelligence</b>
Emotional Intelligence	0.233	0.00	0.00	0.00	0.410	0.00
Organizational Success	0.273	0.366	0.194	0.00	0.392	0.355

To test the study hypotheses, we established two structural models; the main effect model to test the direct relationship between Adaptive Intelligence and Organizational Success and the mediation model to test the mediating role of Emotional Intelligence between Adaptive Intelligence and Organizational Success. The analysis which shown in Table (5), presenting standardized path coefficients of the study model (beta coefficients in which the estimates results taken from a regression analysis). Table (5), Figure 2 illustrate that the path coefficients from Adaptive Intelligence to Emotional Intelligence was positive and significant (Standardized coefficient = 0.23;  $p < 0.05$ ), the path coefficients from Adaptive Intelligence to Organizational Success was positive and significant (Standardized coefficient = 0.27;  $p < 0.05$ ). Therefore, there is enough evidence to support  $H_1$  and  $H_2$ .

The path coefficients from Emotional Intelligence to Organizational Success was also positive and significant (Standardized coefficient = 0.37;  $p < 0.05$ ), Therefore, there we can support H3. The indirect effects of Adaptive Intelligence on Organizational Success through Emotional Intelligence as mediator was also positive and significant (indirect standardized coefficient = 0.19;  $p < 0.05$ ), that's mean H4 also supported. Therefore, the results supported all hypotheses.

## DISCUSSION OF RESULTS

The results of the study confirmed the positive impact of Adaptive Intelligence on Emotional Intelligence, and it implies that managers who are being flexible and agile when responding to environment would probably be more smart on controlling their feelings. The results are consistent with our hypothesis that managers and employers of the organizations who are responsible especially for decision making and strategy making need to be more and more adaptive towards the new techniques whether that is associated with their mental grooming or technological balance (Gómez-Baya & Mendoza, 2018). Many developmental studies have acknowledged the fact that emotional intelligence is a skill set and is very much adaptive. This is why emotional intelligence of employees/employers contribute a lot towards the success of any organization, in any competition, when it is presumed equivalent to the technological advancement (Batool, 2013). Although, there is a very fine line between adapting emotions as emotional intelligence or as self-inflicted bias. But this line cannot be studied in this context as it becomes more of a moral dilemma than a social practice (Izard, 2001).

From the results, we can clearly see that the adaptive intelligence is directly and positively related to organizational success, hence proving and justifying our second hypothesis. Although, there are hundreds of factors that cater in the success of any organization and that is why many companies often forget or ignore to account for the fact that adapting to emotional intelligence is just as important as installing a new software. If employees see their employers or top managers to be adaptive towards their emotions and their effects on the environment, they are highly likely to adapt to the same strategy and start considering their emotional intelligence into their day-to-day job. This is how it becomes a trend in any organization and gain the status of being a valuable asset and skill of organization's employees (Abe, 2011)

Every organization has different goals and the ultimate goal is success. This goal is only possible to achieve if right and timely decisions are being taken. These decisions are made by employers or managers and on daily basis, but these day-to-day decisions have ever lasting effect over the organizational structure. Every decision comes with risk and the main target is to minimize the risk which is only possible if an informed decision is made, which also means that sometimes employers have to go against their will and personal feelings and adapt to the circumstances of the organization (Deshpande, 2017).

Same is the case with our next hypothesis, that was supported by our results that emotional intelligence also has a positive and direct effect over organizational success. Now emotional intelligence comes in handy only when all the required and correct information is provided by the decision maker. And then it is up to the decision maker on how he manages the information and plan out a strategy to properly execute the knowledge-based resources (Buckner & Shah, 1993).

Our argument is also supported by the results of the studies: (Abraham, 2000; Benbya et al., 2020; Davies et al., 1998; Hess & Bacigalupo, 2011; Abe, 2011; Pradhan & Jena, 2016).

## **CONCLUSION**

The results of this study compliments the previously done research on the said topic, but this study shows a new ray of relationship on how adaptive intelligence contribute positively towards emotional intelligence, in the presence of technology like artificial intelligence. The results prove that although they are all kind of intelligence, some human intelligence and some mechanic, but yet they all contribute each other in a way that without one the other cannot perform to full potential. For instance, if an emotionally intelligent manager has to take a decision for his organization but he lacks the facilities of latest information technology, he might get stuck on data which has been generated manually. This can manipulate his decision and might cause harm to the organization. But if there is information technology available within the organization, and the manager is not reluctant to only relying on human abilities and is willing to adapt to new and current techniques (adaptive intelligence) only then he will be able to take the best possible decision for his organization with maximum positive outcomes.

This study is a follow-up for the on-going topic of emotional intelligence and how it should be adopted in current businesses and organizations. All the studies are yielding the same results, including this study, which indicates that if according to the need of time where one must take decision/s within his mental capacity and cannot fully rely on technology (artificial intelligence etc), he needs to mold his emotional intelligence into the adaptation of circumstances. Having strong emotional intelligence is not all one needs but in fact the capability to adopt and mold it according to the situation is what the two contrasts (emotional intelligence, adaptive intelligence) merge into one (Izard, 2001). This study indicates towards the fact that emotional intelligence in managerial-level employees of real estate market of Dubai, these employees (managers) possess adaptive performance characteristics only because their emotional intelligence is beyond average and is coherent in them as a skill.

Not just in real estate market but different studies based on multiple industries show that when managers or leaders of any organization, promote emotional intelligence of employees over technology, their adaptive attitude increases which indicates more and more homogenous skillsets within the employees (Pradhan & Jena, 2016). This study proves that employees of Dubai's real estate market, who are willing to positively adapt the proactivity of organizational needs, are more efficient in working through their emotional intelligence. Adaptive intelligence is directly related to the productivity of the employees. Which should be a contributing factor towards positive outcomes (Strauss, Griffin, Parker & Mason, 2015).

## **RECOMMENDATIONS AND FUTURE IMPLICATIONS**

Despite trying best to generate a research model that maximizes the need of research, there are still some areas that could be further explores by next researcher, as this study is bound to be limited within its domain.

First, this study only considered the role of overall adaptive intelligence and didn't explore its dimensions (perception, conception and action). Future researchers can dig into the dimensions and study the same model in respect of those dimensions to figure out which dimension has more and direct connection with emotional intelligence and performance. Second, this study took the sample of real estate market in Dubai, whereas, this topic could be incorporated into multiple fields of organizations. In order to learn and duplicate the results of this study. Future researchers can expand their sample area and use all UAE emirates if not other

countries. As well as, include more organizations and fields to expand the reliability of the results.

Third, the data collected for this study is via internet/emails, although we used control questions to make sure that the targeted person is filling out the form, but still this method cannot compete with in-person data collection, this study couldn't perform in-person data collection due to pandemic (Covid-19) but is suggested for future researches to enhance the data reliability with larger population and in-person data collection.

Fourth, this study majorly focused on senior employees of the organizations, especially managers. Future researchers can take data from junior employees as well to see how adaptive they are towards new technology through their emotional intelligence by following their leaders. Last, although, emotional intelligence is a skill set and can be adapted and polished over a period of time but still there is a very thin line of emotional intelligence of any person being manipulated in any aspect. This is why we recommend future studies to dig into the moral account along with the social one and find out how this fine line cannot be crossed.

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