

Artificial Intelligence and the Future of Work: Perspectives from Business Leaders in Banten, Indonesia

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Abstract

This qualitative descriptive study explores how business leaders in Banten Province, Indonesia perceive the impact of Artificial Intelligence (AI) on the future of work and organizational competitiveness. Using purposive sampling, we conducted 20 semi-structured interviews with CEOs, directors, business owners, and senior managers from organizations across diverse sectors. Data were triangulated through semi-structured interviews, organizational document analysis, observation notes, and strategic planning documents. Thematic analysis revealed that business leaders recognize AI as fundamentally reshaping work through workforce transformation, human-AI collaboration, and organizational adaptation. Key findings demonstrate that leaders perceive AI as both an opportunity and a challenge, requiring strategic workforce capability development, ethical governance frameworks, and adaptive leadership practices. Notably, leaders emphasize the importance of developing human-centric skills—creativity, emotional intelligence, and complex problem-solving—that cannot be replicated by machines. The study identified emerging competencies including digital literacy, AI collaboration skills, and change adaptability as critical for future workforce competitiveness. Organizations are implementing AI adoption strategies that prioritize augmentation over automation, positioning humans and machines in complementary roles. This research contributes novel insights into how emerging-economy business leaders strategically interpret AI's implications for workforce transformation, organizational adaptation, and long-term competitiveness, addressing a significant gap in literature that predominantly focuses on technological adoption rather than leadership perspectives in non-Western contexts. The findings provide actionable insights for HR leaders, organizational decision-makers, and policymakers in preparing future-ready workforces within the Indonesian economic context.

Keywords:

Artificial Intelligence; Business Leadership; Emerging Economy; Future of Work; Organizational Adaptation; Workforce Transformation



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INTRODUCTION

The Rise of Artificial Intelligence

Artificial Intelligence has emerged as one of the most transformative technologies of the twenty-first century (Morandini et al., 2023). The evolution of AI spans from traditional rule-based systems and machine learning algorithms to contemporary generative AI applications such as ChatGPT and other large language models (Dwivedi et al., 2023). These advancements have expanded AI's applicability across virtually every organizational function and industry sector. Generative AI models demonstrate unprecedented capabilities in natural language processing, text generation, and complex problem-solving (Roumeliotis & Tselikas, 2023), enabling organizations to automate routine tasks, augment human decision-making, and create entirely new business models and value propositions.

The integration of AI into organizational ecosystems has accelerated dramatically following the COVID-19 pandemic, which necessitated rapid digital transformation and remote work adoption (Muzio & Doh, 2021). Machine learning applications now enable predictive analytics, process automation, and intelligent recommendation systems that fundamentally alter how organizations operate (Ribeiro et al., 2021). Within this technological landscape, intelligent organizations increasingly leverage AI for competitive advantage, operational efficiency, and innovation. Organizations adopting

AI technologies demonstrate improved decision-making capabilities, enhanced customer experiences, and superior operational performance (Enholm et al., 2021).

The Future of Work

The concept of the "future of work" represents a fundamental reimagining of how, where, and why humans work in an increasingly digital and AI-enabled environment (Lim, 2023). Workforce transformation driven by AI involves significant changes to job design, skill requirements, employment relationships, and organizational structures (Sima et al., 2020). The nature of work is undergoing unprecedented acceleration, shaped by groundbreaking technological advancements, competitive pressures, shifting demographics, and evolving societal expectations. Organizations worldwide are experiencing rapid changes to workplace arrangements, employment forms, and the fundamental nature of tasks performed by human workers.

Human-AI collaboration represents a central paradigm of future work models (Bankins et al., 2023). Rather than viewing AI as a replacement for human workers, contemporary research emphasizes the augmentation and complementarity between human and machine capabilities (Raisch & Krakowski, 2021). Workers increasingly collaborate with AI technologies to enhance their capabilities, access real-time information, and solve complex problems. This collaborative relationship requires new competencies and fundamentally reconfigures job design and workplace practices. Skills disruption is occurring simultaneously, with certain traditional competencies becoming less relevant while new capabilities—particularly related to AI literacy, data interpretation, and human-machine interaction—become increasingly valuable (Wong, 2024).

Job redesign in the AI era involves repositioning human workers toward tasks requiring distinctly human attributes: creativity, emotional intelligence, ethical judgment, and strategic thinking. Future workforce capabilities must encompass technical competencies related to AI tools alongside transversal skills such as adaptability, learning agility, and cross-disciplinary thinking (Morandini et al., 2023).

Leadership in the AI Era

Strategic leadership in AI-driven organizations requires fundamentally new capabilities and mindsets (Hossain et al., 2025). Digital leadership—leadership practices adapted to digital contexts—involves orchestrating both technological and human resources to navigate rapid change and uncertainty. Adaptive leadership capabilities enable organizations to respond effectively to disruptions, leverage emerging technologies, and maintain organizational resilience in volatile environments (AlNuaimi et al., 2022).

Effective leadership in the AI era necessitates the ability to manage the automation-augmentation paradox, recognizing that AI applications exist on a spectrum from task automation to human augmentation (Raisch & Krakowski, 2021). Leaders must balance the temptation to over-automate processes with the strategic advantages of human-machine collaboration. Additionally, leaders must address ethical concerns, ensure inclusive AI implementation, and foster organizational cultures that embrace continuous learning and technological change.

Workforce management in AI-enabled organizations involves talent development strategies focused on reskilling and upskilling employees to work effectively alongside AI systems (Morandini et al., 2023). Leaders must build psychological safety around AI adoption, address employee anxiety regarding job displacement, and communicate clear career pathways that demonstrate how human workers remain central to organizational success.

Organizational Transformation

Digital transformation—the integration of digital technologies into all aspects of organizational operations—represents a strategic imperative in the AI era (Kraus et al., 2021). Organizational adaptation to AI-driven disruption requires developing dynamic capabilities: the organizational ability to sense opportunities and threats, seize strategic opportunities, and reconfigure resources and competencies in response to environmental changes (Xu & Hou, 2024).

Digital transformation extends beyond technological implementation to encompass changes in business models, organizational structures, and cultural orientations (Hanelt et al., 2020). Organizations must cultivate innovation capability—the organizational capacity to develop and implement novel approaches, products, and services. Innovation capability depends on knowledge management systems that enable organizations to create, share, and apply organizational knowledge in service of competitive advantage (Manesh et al., 2020).

Organizations demonstrating successful digital transformation integrate technological, organizational, and human elements through comprehensive strategy (Brunetti et al., 2020). They develop strategic alignment between AI adoption and overall business objectives, invest in infrastructure and technology platforms, cultivate organizational cultures that embrace change and experimentation, and build employee capabilities necessary for effective technology utilization.

Indonesian and Banten Context

Indonesia, as the world's fourth most populous nation and the largest economy in Southeast Asia, faces distinct challenges and opportunities regarding AI adoption and workforce transformation (Alexandro, 2025). Digital transformation in Indonesian organizations is proceeding unevenly, with significant variation across company size, industry sector, and regional location. Banten Province, which encompasses the Jakarta metropolitan area and surrounding industrial regions, represents an economically dynamic zone with high concentrations of manufacturing, logistics, and service organizations.

Regional economic development in Indonesia has historically been concentrated in metropolitan areas like Jakarta and surrounding regions in Banten. These regions host diverse organizational types—from multinational corporations to micro and small enterprises—with varying levels of technological sophistication and digital readiness. AI readiness across organizations in Indonesia remains heterogeneous, with leading firms implementing AI-driven processes while many SMEs lag in digital maturity (Omran et al., 2022).

Workforce challenges in the Indonesian context include relatively high youth unemployment, skills mismatches between labor market demands and educational outcomes, and limited access to high-quality professional development opportunities outside major metropolitan centers. Organizational digital maturity across Indonesian firms remains below advanced economies, with many organizations still in early stages of digital transformation implementation (Brunetti et al., 2020).

State of the Art: International Research

Recent international studies illuminate various dimensions of AI's impact on work and organizations. Research systematically demonstrates that AI integration fundamentally alters worker experiences and job design requirements (Bankins et al., 2023). Studies document substantial impacts on human-AI collaboration dynamics, worker attitudes toward AI, and the emergence of algorithmic management systems that incorporate AI in workforce monitoring and performance evaluation (Zirar et al., 2023).

Comprehensive reviews of AI's role in human resource management reveal that organizations increasingly leverage AI for recruitment, employee selection, performance management, and talent development (Budhwar et al., 2023). Generative AI applications pose novel challenges for HR functions while simultaneously offering new opportunities for efficiency and data-driven decision-making. Research on AI adoption in organizations identifies complex relationships between technological, organizational, and environmental factors that facilitate or impede successful implementation (Madan & Ashok, 2022).

Studies on workforce transformation emphasize the critical importance of developing future-ready competencies. Research identifies essential emerging skills including AI literacy, data interpretation, complex problem-solving, creativity, emotional intelligence, and cross-disciplinary collaboration (Morandini et al., 2023). The literature increasingly recognizes that human capital development represents a fundamental organizational imperative in the AI era.

Dynamic capabilities theory provides valuable frameworks for understanding organizational adaptation to technological disruption (Xu & Hou, 2024). Organizations that successfully cultivate dynamic capabilities—abilities to sense opportunities, seize strategic possibilities, and reconfigure resources—demonstrate superior performance in navigating AI-driven transformation.

Research Gap

While substantial international literature examines technological adoption, AI acceptance, and automation outcomes, significant gaps remain regarding how business leaders in emerging economy contexts interpret and strategically respond to AI's long-term implications for workforce development, organizational competitiveness, and societal transformation. Most existing research adopts quantitative approaches examining technology acceptance models or focuses on developed-economy contexts. Limited qualitative research explores how leaders in emerging economies perceive AI's strategic

implications, prioritize competing workforce development needs, navigate organizational adaptation challenges, or balance technological advancement with human-centered values.

Additionally, few studies investigate how business leaders in specific emerging-economy regions like Indonesia's Banten Province perceive and manage AI adoption. Research examining leadership perspectives on human-AI collaboration in non-Western organizational contexts remains sparse. The integration of multiple theoretical lenses—human capital theory, dynamic capabilities, organizational adaptation frameworks, and future of work literature—with qualitative leadership perspectives in emerging-economy contexts represents an understudied area.

Research Objective

To develop an integrated understanding of how business leaders perceive the impact of Artificial Intelligence on the future of work.

Novelty Statement

This research contributes novel insights through its explicit focus on business leadership perspectives regarding AI's strategic implications for work transformation. The study adopts a future of work framework that integrates multiple dimensions: workforce transformation, human-AI collaboration dynamics, organizational adaptation strategies, and long-term competitiveness. Importantly, this research is conducted in an emerging economy context (Indonesia), addressing the significant underrepresentation of non-Western perspectives in AI and future of work research. The study emphasizes a strategic organizational adaptation perspective rather than focusing narrowly on technology acceptance or implementation metrics. These combined emphases—leadership perspective, integrated framework, emerging economy location, and strategic adaptation orientation—represent significant novelty in the literature.

METHOD

Research Design

This study employed a qualitative descriptive research design using a multiple-case qualitative inquiry approach. Qualitative description provides direct examination of organizational phenomena through detailed participant accounts, capturing the complexity of business leader perspectives on AI and organizational change. Multiple-case inquiry enables comparison and synthesis across diverse organizational contexts, providing richer understanding of how different organizational types and leadership orientations interpret AI's strategic implications.

Research Strategy

The research strategy involved systematic exploration of business leader perspectives through multiple data collection methods including semi-structured interviews, organizational document analysis, observation notes, and examination of strategic planning documents. This multi-method approach enabled triangulation across data sources and research methods, strengthening validity and depth of findings.

Sampling and Participants

Purposive sampling was employed to deliberately select participants meeting specified criteria and representing diverse organizational contexts. Participants included:

- Chief Executive Officers (CEOs)
- Directors and Associate Directors
- Business Owners (organizations with 50+ employees)
- Senior Managers (VP-level positions)
- Human Resource Directors
- Digital Transformation Leaders

A sample of 20 participants was recruited across organizations located in Banten Province, Indonesia. Organizations represented diverse sectors including manufacturing, logistics, financial services, technology/IT, retail, healthcare services, and professional services. This sectoral diversity enabled comparative analysis across industry-specific AI adoption patterns and leadership perspectives.

Data Collection Methods

Semi-Structured Interviews formed the primary data source. Interviews, conducted in Indonesian (translated to English for analysis), lasted 45-90 minutes and were recorded with participant consent. Interview questions explored perceptions of AI, workforce transformation, human-AI collaboration, leadership practices, organizational adaptation strategies, and future workforce needs (detailed interview protocol in Section 2.5).

Organizational Document Analysis examined: - AI strategy and digital transformation plans - Workforce strategy documents - Talent development and learning programs - Leadership development initiatives - Organizational restructuring announcements - Innovation strategy documents - Future workforce planning materials

Observation Notes recorded: - Human-AI interaction patterns in organizational workflows - AI-supported decision-making processes - Knowledge-sharing activities and practices - Leadership practices and communications - Workforce adaptation behaviors - Learning and development activities - Technology implementation progress

Strategic Planning Documents reviewed: - Annual business plans and strategic priorities - Digital transformation roadmaps - Workforce capability development plans - Change management and communication documents

Interview Protocol

Section A: Perceptions of Artificial Intelligence

1. How do you define Artificial Intelligence in the context of your organization?
2. How important is AI for the future competitiveness of your organization?
3. What forms of AI are currently being adopted within your organization?

Section B: Workforce Transformation

4. How has AI changed the nature of work within your organization?
5. What jobs or tasks have experienced the greatest transformation?
6. What new competencies are becoming essential for employees?
7. What traditional competencies may become less relevant?

Section C: Human-AI Collaboration

8. How do employees collaborate with AI technologies?
9. What benefits have emerged from Human-AI collaboration?
10. What risks or challenges have emerged?

Section D: Leadership and Organizational Adaptation

11. How should leaders manage workforce transformation in the AI era?
12. What leadership capabilities are required in AI-enabled organizations?
13. How has organizational decision-making changed due to AI?
14. How is your organization adapting to AI-driven disruption?

Section E: The Future of Work

15. What will work look like in the next 5–10 years?
16. What types of jobs will remain uniquely human?
17. How should educational institutions prepare future workers?
18. What strategic priorities should organizations pursue to remain competitive in the AI era?

Document Analysis Instrument

Documents were systematically analyzed for the following categories: (1) AI Strategy: Organizational AI adoption plans, technology priorities, implementation timelines; (2) Workforce Strategy: Workforce planning, talent acquisition, and deployment approaches; (3) Talent Development Programs: Training initiatives, learning pathways, competency development; (4) Leadership Development Initiatives: Leadership capabilities programs, succession planning; (5) Digital Transformation Plans: Technology roadmaps, business process redesign initiatives; (6) Innovation Strategy: Innovation priorities, R&D initiatives, partnership approaches; (7) Organizational Restructuring: Structural changes, role redefinitions, reporting relationships; (8) Future Workforce Planning: Skills assessments, competency gap analysis, recruitment plans

Observation Protocol

Observations focused on: (1) Human-AI Interaction Patterns: How employees interact with AI systems, technology adoption behaviors; (2) AI-Supported Workflows: Decision-making processes involving AI, workflow efficiency changes; (3) Decision-Making Processes: Role of data and AI insights in strategic and operational decisions; (4) Knowledge-Sharing Activities: Information

exchange, best practice dissemination, learning activities; (5) Leadership Practices: Leadership communication, change management approaches, employee engagement; (6) Workforce Adaptation Behaviors: Employee acceptance of AI technologies, skill development efforts; (7) Learning and Development Activities: Training participation, competency development, mentoring

Triangulation Protocol

- Source Triangulation compared findings across participant roles: - CEOs and Directors perspectives - HR leaders and Managers perspectives - Organizational documentation - Observation data
- Method Triangulation compared findings from: - Interview data - Document analysis findings - Observation records - Cross-validation across sources
- Theory Triangulation interpreted findings using: - Human Capital Theory (workforce capability development) - Dynamic Capability Theory (organizational adaptation) - Organizational Adaptation Theory (responsiveness to environmental change) - Future of Work Theory (work transformation) - Human-AI Collaboration Theory (complementary human-machine capabilities)

Data Analysis

Thematic Analysis was employed systematically through the following stages:

1. Familiarization: Researchers read interview transcripts repeatedly, listened to recordings, reviewed documents to develop deep familiarity with data
2. Open Coding: Initial codes were generated inductively from data without predetermined categories
3. Axial Coding: Initial codes were refined, organized hierarchically, and connected to identify relationships
4. Theme Development: Related codes were combined into coherent themes representing significant patterns
5. Cross-Case Comparison: Themes were compared across organizational types, sectors, and participant roles
6. Theoretical Interpretation: Themes were interpreted through existing theoretical frameworks and assessed for theoretical contribution

Qualitative analysis software (NVivo) assisted with coding management and theme tracking. Analysis emphasized maintaining fidelity to participant voices while identifying patterns representing deeper meanings.

RESULTS AND DISCUSSION

Business Leaders' Perceptions of Artificial Intelligence

Business leaders across Banten organizations demonstrated nuanced understandings of Artificial Intelligence, moving beyond simplistic technological determinism. Leaders defined AI as data-driven decision-making capability—systems that process large datasets to identify patterns, generate insights, and support or automate decisions. Notably, leaders distinguished between narrow AI applications (targeted automation of specific tasks) and broader AI integration (comprehensive organizational data utilization). Most leaders acknowledged understanding generative AI technologies and recognized these as fundamentally different from previous automation approaches due to their creative capabilities and versatility.

Perceived Criticality for Competitiveness

Leaders across all sectors recognized AI as critical for long-term organizational competitiveness. One CEO stated: "AI is no longer optional—it is a fundamental requirement for survival in our industry." Leaders emphasized that organizations not engaging in AI adoption risk strategic disadvantage, inability to compete on operational efficiency, and vulnerability to disruption by AI-enabled competitors. Notably, leaders expressed concerns that AI adoption lag could result in gradual organizational decline rather than dramatic collapse, describing a "slow motion crisis" where competitors gradually outpace organizations failing to adapt.

Manufacturing leaders particularly emphasized AI's role in predictive maintenance and supply chain optimization. Service sector leaders highlighted AI applications in customer analytics and personalized service delivery. Financial services leaders emphasized AI's importance for fraud detection, risk management, and algorithmic trading applications.

Forms of AI Currently Adopted

Organizations reported diverse AI implementations at varying maturity levels. More advanced organizations implemented machine learning models for predictive analytics, robotic process automation for routine task automation, and AI-powered chatbots for customer service. Many organizations in early implementation stages utilized AI tools for data analysis and reporting. A significant number of organizations identified AI applications they planned to implement within 12-24 months but had not yet deployed. Few organizations reported advanced applications like generative AI integration or AI-powered strategic decision support systems, though interest in generative AI tools was universal.

Workforce Transformation in the AI Era

Leaders identified significant changes to work nature driven by AI adoption. Work is becoming more data-centric, with employees increasingly expected to interpret, validate, and act upon AI-generated insights rather than generating insights through traditional analysis. Routine cognitive and manual tasks are increasingly automated, requiring employees to focus on higher-order thinking, complex problem-solving, and tasks requiring human judgment.

Greatest Transformation Areas

Tasks experiencing greatest transformation include: - Data Analysis and Reporting: Transition from manual analysis to AI-generated insights that employees interpret and contextualize - Routine Administrative Processes: Automation of scheduling, data entry, document processing, invoice management - Customer Service: Shift from human-provided service to AI-assisted service with AI handling routine inquiries and humans addressing complex situations - Quality Control and Monitoring: Transition from human inspection to AI-based detection with human validation - Financial Analysis and Forecasting: AI-powered analysis supporting human decision-making in resource allocation and strategic planning

Emerging Competencies

Leaders identified essential emerging competencies: (1) AI Literacy and Collaboration Skills: Ability to understand AI capabilities and limitations, work effectively with AI tools, and interpret AI-generated outputs; (2) Data Interpretation: Capacity to understand data concepts, validate AI-generated findings, and translate data insights into actionable decisions; (3) Complex Problem-Solving: Ability to tackle ill-defined problems requiring integration of multiple information sources and novel approaches; (4) Creativity and Innovation: Capacity to generate novel ideas, design new processes, and identify new business opportunities; (5) Emotional Intelligence: Ability to understand human needs, build relationships, inspire teams, and manage interpersonal dynamics; (6) Change Adaptability: Psychological flexibility to embrace change, learn new technologies, and maintain resilience during disruption; (7) Cross-Disciplinary Collaboration: Ability to work effectively across functional boundaries, integrate diverse perspectives, and communicate across specialties.

Declining Competencies

Leaders identified competencies becoming less differentiating for organizational value: - Routine Analytical Work: As AI handles routine analysis, deep specialization in narrow analytical domains becomes less valuable - Manual Data Processing: Clerical skills for data entry, document management, and routine record-keeping decline in value - Rote Knowledge: Factual knowledge easily accessible through AI systems becomes less valuable; knowledge synthesis and application become more valuable - Individual Heroics: As work becomes more systems-based and AI-augmented, individual capability to accomplish complex work becomes less differentiating than ability to leverage technological systems and collaborate across boundaries

Human-AI Collaboration and Emerging Work Practices

Leaders described human-AI collaboration as fundamentally different from previous automation paradigms. Rather than humans or machines completing tasks independently, collaboration involves sequential or simultaneous human-machine interactions where each brings distinct capabilities.

Collaboration Patterns

Emerging collaboration patterns include: - AI as Information Source: Employees query AI systems for data analysis, pattern identification, and information synthesis, then apply human judgment to interpret findings and guide decisions - AI as Process Support: AI systems guide employees through processes, flag anomalies, and highlight decisions requiring human attention - Human-in-the-Loop Decision-Making: AI systems recommend decisions or actions, but humans retain authority and responsibility for final decision approval - Augmented Decision-Making: Employees make decisions

using insights generated by AI systems, though ultimate decision authority remains with humans - Hybrid Task Completion: Tasks are decomposed such that AI handles data processing and pattern recognition while humans manage customer relationships, handle exceptions, and make discretionary decisions

Benefits of Human-AI Collaboration

Leaders identified significant benefits: (1) **Enhanced Decision Quality:** Access to AI-processed data insights improves decision quality by reducing bias, providing comprehensive information analysis, and highlighting non-obvious patterns; (2) **Increased Operational Efficiency:** AI automation of routine tasks increases productivity, reduces processing time, and allows employees to focus on higher-value activities; (3) **Improved Consistency:** AI-supported processes demonstrate greater consistency through reduced human error and standardized process execution; (4) **Scalability:** AI-augmented processes scale more easily than purely human-dependent processes, enabling organizational growth without proportional increase in headcount; (5) **Risk Reduction:** AI systems identify patterns associated with risks (fraud, quality failures, compliance violations) that humans might miss; (6) **Employee Capability Enhancement:** AI tools enhance employee capabilities, enabling less experienced employees to perform complex work, and reducing experience requirements for task performance.

Challenges and Risks

Leaders articulated significant challenges and risks: (1) **Over-Reliance on AI:** Employees may uncritically accept AI-generated recommendations, failing to apply critical thinking or validate recommendations before implementation; (2) **Skill Atrophy:** Automation of tasks may degrade human capabilities and tacit knowledge, potentially creating risks if AI systems fail; (3) **Algorithmic Bias:** AI systems may embed biases present in training data, resulting in discriminatory or unfair outcomes; (4) **Transparency and Explainability:** AI systems often function as "black boxes," providing recommendations without clear explanations, complicating human understanding and trust; (5) **Accountability Ambiguity:** Unclear responsibility distribution between humans and AI systems complicates accountability for decisions and outcomes; (6) **Privacy Concerns:** AI systems typically require extensive data, raising privacy and data security concerns; (7) **Employee Anxiety:** AI implementation generates employee concerns regarding job security, creating resistance and psychological stress; (8) **Implementation Challenges:** Integrating AI into existing systems and workflows proves technically complex and organizationally disruptive.

Organizational Adaptation Strategies

Organizations adopted diverse strategies for responding to AI-driven transformation:

Strategic Positioning

Organizations positioned themselves along a spectrum from Leaders (proactive early adopters prioritizing AI advantage) to Followers (responding to market pressure to adopt AI) to Cautious Responders (carefully evaluating AI before major commitment). Leaders emphasized that strategic positioning reflects organizational risk orientation, available capital for investment, and assessment of AI importance to competitive strategy.

Organizational Restructuring

Several organizations were restructuring to accommodate AI. Common approaches included: - Creating Chief AI Officer positions or dedicated AI governance roles - Establishing cross-functional AI working groups - Reorganizing data functions to emphasize data quality and accessibility - Creating new roles focused on human-AI collaboration and AI operations

Change Management Approaches

Organizations implemented comprehensive change management: - Clear communication regarding AI strategy and individual impacts - Training programs to build AI literacy and tool proficiency - Identification and management of resistant personnel - Celebration of early wins and successful AI implementations - Addressing employee concerns regarding job security through career pathway discussions

Capability Development

Most organizations invested in building AI capabilities through: - External hiring of AI expertise (data scientists, AI engineers) - Training existing employees in AI literacy and relevant tools - Partnerships with external AI vendors and consultants - Investment in data infrastructure and technology platforms

Governance and Ethics

Organizations increasingly developed AI governance frameworks addressing: - Appropriate use of AI tools and systems - Data privacy and security protections - Bias detection and mitigation - Transparency and explainability requirements - Accountability structures for AI-driven decisions - Human-in-the-loop requirements for high-stakes decisions

Future Workforce Capabilities

Leaders articulated visions of future workforce requirements spanning multiple dimensions. Timeframe: Leaders projected significant workforce changes within 5-10 years, with foundational changes evident within 2-3 years as organizations implement AI systems and workforce adaptation accelerates.

Future Work Characteristics

Leaders envisioned future work as: - Increasingly knowledge-intensive and data-driven - Emphasizing human capabilities (creativity, emotional intelligence, ethical judgment) less easily replicated by machines - More fluid and project-based rather than structured hierarchical roles - Requiring continuous learning and capability updating - More collaborative, with boundary-spanning work across functions and organizations - Increasingly remote or hybrid, as AI enables geographic decoupling of work and workers

Uniquely Human Work

Leaders identified work categories likely remaining uniquely human: (1) Customer Relationship Management: Building customer relationships, understanding nuanced needs, providing personalized experiences requiring human empathy; (2) Strategic Decision-Making: High-stakes decisions requiring judgment about organizational direction, risk acceptance, and stakeholder interests; (3) Leadership and Motivation: Inspiring and developing people, building organizational culture, mentoring emerging leaders; (4) Complex Problem-Solving: Addressing novel, ambiguous, ill-defined problems requiring creative synthesis and unconventional approaches; (5) Ethical and Legal Judgment: Making discretionary decisions with ethical or legal implications requiring human values and contextual judgment; (6) Innovation and Entrepreneurship: Conceiving novel approaches, imagining new business models, taking calculated risks on uncertain ventures; (7) Human Service Delivery: Healthcare, counseling, education, and other services where human interaction itself provides value; (8) Quality Assurance and Validation: Validating AI-generated work, catching errors or inappropriate outputs, ensuring quality standards.

Educational and Development Implications

Leaders offered recommendations for educational institutions: (1) Emphasize foundational human skills (communication, critical thinking, creativity, emotional intelligence) over narrow technical specialization; (2) Integrate AI literacy into curricula across disciplines; (3) Develop ethical reasoning regarding technology use and societal implications; (4) Foster continuous learning mindsets and adaptability to technological change; (5) Emphasize project-based, experiential learning over passive knowledge transfer; (6) Develop cross-disciplinary capabilities rather than deep single-discipline specialization; (7) Build collaboration and teamwork skills essential for human-AI collaboration contexts

Table 1: Perceived Impacts of Artificial Intelligence on Work and Organizations

Impact Dimension	Specific Changes Identified	Organizational Response
Work Nature and Task Design	Shift from routine cognitive work to higher-order thinking; more data-centric work; increased human-machine collaboration	Workforce reskilling programs; job redesign to emphasize complex problem-solving
Workforce Composition	Demand for AI-literate workers; reduced demand for routine task performers; emergence of AI-human collaboration roles	Selective hiring focusing on adaptability and learning capability; retention of high-value human workers
Skill Requirements	AI literacy, data interpretation, complex problem-solving, creativity, emotional intelligence, change adaptability	Comprehensive training programs; learning and development investment; external hiring of AI expertise

Impact Dimension	Specific Changes Identified	Organizational Response
Decision-Making Processes	Greater reliance on AI-generated insights; faster decision cycles; reduced decision-making latency	Investment in AI tools and platforms; training in data interpretation; governance frameworks for human-AI decisions
Organizational Efficiency	Automation of routine processes; improved consistency; reduced errors; increased operational scalability	Business process redesign; technology implementation; performance monitoring systems
Organizational Structure	Flatter hierarchies possible due to AI-augmented work; emergence of AI governance roles; cross-functional collaboration	Structural reorganization; creation of AI roles; establishment of cross-functional AI working groups
Competitive Positioning	AI capability becomes competitive necessity; early adopters gain advantage; laggards face strategic disadvantage	Strategic investment in AI; market positioning decisions; capability development initiatives
Risk Landscape	Algorithmic bias; privacy concerns; cybersecurity risks; operational risks from over-reliance on AI; accountability ambiguity	Governance frameworks; risk management processes; ethical AI guidelines; privacy protections

Table 2: Emerging Competencies for the Future Workforce

Competency Category	Specific Competencies	Why Essential in AI Era	Current Workforce Readiness
Digital and AI Competencies	AI literacy; data interpretation; AI tool proficiency; system thinking; digital security awareness	Foundation for effective human-AI collaboration and leveraging AI-generated insights	Moderate-to-Low; significant training required
Cognitive and Creative Competencies	Complex problem-solving; critical thinking; creativity and innovation; strategic reasoning; synthesis and integration	Machines automate routine thinking; humans differentiate through novel approaches and creative solutions	Variable; depends on educational background
Interpersonal and Emotional Competencies	Emotional intelligence; empathy; relationship building; collaboration; communication; cultural intelligence	As routine work automates, organizations value human connection, team collaboration, and stakeholder management	Moderate; cultural emphasis on collaboration helps
Adaptive and Learning Competencies	Learning agility; change adaptability; resilience; growth mindset; continuous learning orientation	Rapid technological change requires workers to continuously update capabilities and adapt to new work methods	Moderate-to-Low; organizational culture influences
Ethical and Governance Competencies	Ethical reasoning; responsible AI use; privacy awareness; bias recognition; accountability orientation	AI implementation raises ethical questions; workers need capability to raise concerns and identify problematic AI use	Low; limited emphasis in current training
Organizational and Strategic Competencies	Cross-functional collaboration; systems thinking; business acumen; strategic communication; organizational navigation	Integration of AI across functions requires collaboration across silos; workers need to understand organizational strategy	Moderate; develops with experience

Theoretical Implications

Human Capital Theory

This research extends Human Capital Theory by demonstrating how organizational responses to technological disruption reshape workforce value propositions and competency requirements. Traditional Human Capital Theory emphasizes investments in education and training that increase worker productivity and earnings. This research reveals that AI-driven technological change does not simply increase returns to existing skill investments; rather, it fundamentally reconfigures which human capabilities hold economic value.

The study demonstrates that as routine cognitive tasks automate, returns to human capital shift from specialized technical knowledge toward uniquely human capabilities—creativity, emotional intelligence, ethical judgment, and complex problem-solving. Organizations prioritize investing in capabilities complementary to AI rather than capabilities competitive with AI (Morandini et al., 2023). This reframes human capital development from accumulating specialized knowledge toward developing adaptive, learning-oriented capabilities that maintain relevance despite technological change.

Furthermore, the research reveals that organizational human capital strategies must now encompass building workforce capacity for continuous capability updating and technological adaptation, rather than assuming stable capability requirements over career spans. The half-life of technical skills shortens continuously, requiring organizations to invest in learning agility and adaptive capacity as much as specific technical competencies.

Dynamic Capability Theory

The research substantially supports and extends Dynamic Capability Theory by demonstrating how organizations orchestrate resources and capabilities to sense technological opportunities, seize opportunities through AI adoption, and reconfigure operations to leverage AI effectively (Xu & Hou, 2024). The study reveals that AI-driven competitiveness depends not on technological adoption alone but on organizational capacity to sense environmental signals (competitive threats, technological possibilities, customer needs), strategically seize opportunities (make AI adoption decisions aligned with organizational strategy), and continuously reconfigure organizational capabilities and processes.

Business leaders demonstrate sophisticated capability sensing—recognizing that competitors adopting AI represent threats, identifying organizational vulnerabilities to AI-driven disruption, and recognizing future opportunities. However, the research reveals significant variation in capability to effectively seize and reconfigure, with differences between early AI adopters and cautious responders reflecting different assessments of urgency and different organizational capabilities for managing change.

The framework reveals that dynamic capabilities encompass not just technological capabilities but workforce adaptation capabilities—organizational capacity to identify required workforce changes, develop required capabilities, manage employee transitions, and maintain organizational morale during disruption. Organizations demonstrating strong dynamic capabilities proactively address workforce implications of AI adoption, communicate clearly about transitions, invest in capability development, and manage change systematically.

Future of Work Literature

This research contributes to Future of Work literature by providing empirical grounding from business leader perspectives regarding how work actually changes in AI-enabled organizations. While Future of Work literature emphasizes job displacement risks and emerging opportunities, business leader perspectives reveal more nuanced realities. Leaders recognize both job transformation (changes to how work is performed) and selective job displacement (elimination of certain tasks and roles), but emphasize that net employment effects depend heavily on organizational adaptation strategies.

The research provides empirical support for the human-AI collaboration paradigm increasingly emphasized in Future of Work literature (Bankins et al., 2023). Rather than full automation eliminating human workers, observed organizations move toward complementary human-machine configurations where machines handle routine cognitive tasks and data processing while humans provide judgment, creativity, relationship management, and ethical oversight. This collaboration model depends critically on organizational capability to redesign work, develop workforce capabilities for collaboration, and manage implementation effectively.

The research demonstrates that Future of Work shifts extend beyond task changes to encompass workforce composition changes, organizational structure changes, and capability requirement changes.

Organizations consciously redesign recruitment, talent development, compensation, and advancement systems to align with AI-enabled operating models.

Organizational Adaptation Theory

The research illustrates how organizations respond to disruptive technological change through multiple adaptation mechanisms: strategic repositioning (reassessing competitive positioning in light of AI), structural adaptations (reorganizing to accommodate AI), capability development (building required capabilities), and cultural evolution (shifting toward innovation and change orientation).

The study demonstrates that organizational adaptation to technological disruption requires simultaneous attention to multiple organizational subsystems rather than technology-focused responses alone. Organizations attempting technological implementation without corresponding workforce adaptation, structural changes, and culture shifts experience implementation challenges and fail to fully realize AI benefits. Conversely, organizations attending systematically to all dimensions achieve more effective adaptation and superior outcomes.

The research reveals that successful adaptation requires leadership commitment to change, adequate resource investment, systematic change management, and attention to human dimensions of change alongside technological dimensions. Organizations with leaders viewing AI adaptation as incremental technical implementation rather than fundamental organizational transformation experience lower adaptation success.

Human-AI Collaboration Theory

The research provides empirical support for Human-AI Collaboration Theory by documenting how complementary human-machine configurations actually emerge in organizational practice. Businesses deliberately position AI and humans in complementary roles, with AI handling data processing, pattern recognition, and recommendation generation while humans apply judgment, manage relationships, and make final decisions (Raisch & Krakowski, 2021).

The research reveals that effective human-AI collaboration depends on organizational capability to manage the automation-augmentation paradox—recognizing that within specific processes, organizations may emphasize either automation (AI-driven decision-making) or augmentation (AI-generated insights supporting human decision-making), but the strategic balance between these approaches matters for organizational outcomes and workforce implications. Organizations overemphasizing automation achieve efficiency gains but risk capability loss and employee dissatisfaction. Organizations emphasizing augmentation maintain human capability and engagement but sacrifice some efficiency gains.

Practical Implications

Implications for Business Leaders

Business leaders confronting AI-driven transformation require explicit strategic frameworks for managing organizational change. Key implications include: (1) Adopt Proactive AI Strategy: Organizations cannot afford passive "wait and see" approaches. Leaders must develop explicit AI adoption strategies aligned with competitive positioning, organizational capabilities, and industry dynamics. Strategic AI adoption enables organizations to leverage technology advantage; reactive adoption means playing catch-up with competitors. (2) Integrate Workforce Adaptation with Technology Implementation: Technology implementation alone is insufficient. Leaders must simultaneously develop workforce strategies addressing required capability changes, managing employee transitions, and maintaining organizational commitment during disruption. This requires coordinated attention from technology leaders and HR leaders. (3) Invest in Human Capital Development: While investments in technology are necessary, organizations must equally emphasize investments in building workforce capabilities for AI-era work. Development programs should emphasize both AI literacy (understanding AI capabilities and limitations) and uniquely human capabilities (creativity, emotional intelligence, complex problem-solving) that remain distinctly valuable in AI-augmented organizations. (4) Manage the Automation-Augmentation Balance: Leaders must consciously decide for each process or function whether to emphasize AI automation (delegating decisions to AI systems) or AI augmentation (using AI-generated insights to support human decision-making). This balance should reflect organizational strategy, workforce preferences, and stakeholder considerations rather than defaulting to maximum automation. (5) Communicate Clearly About Future of Work: Employee concerns regarding AI-driven job losses understandably generate anxiety and potential resistance. Leaders must communicate clearly about organizational vision for future work, role of human workers, required capability transitions, and organizational commitment to supporting employee adaptation. Transparency about both opportunities and challenges builds trust and

engagement. (6) Build Organizational Capability for Continuous Adaptation: AI represents not a one-time change but an ongoing evolution. Leaders should build organizational capabilities for continuous sensing of technological developments, regular reassessment of organizational positioning, and ongoing capability renewal. This learning orientation enables organizations to adapt continuously rather than through periodic major disruptions.

Implications for Human Resource Managers

HR leaders have central roles in managing workforce adaptation to AI-driven organizational change: (1) Redesign Talent Strategy: Talent acquisition should prioritize learning agility, adaptability, and resilience alongside technical competencies. Development programs should emphasize continuous skill updating and learning orientation. Retention strategies should emphasize career pathway visibility and capability development opportunities. (2) Develop Comprehensive Training Programs: HR leaders should develop programs addressing AI literacy across workforce populations, specific training for roles affected by AI, and leadership development emphasizing adaptive leadership capabilities. (3) Manage Role Transitions: As certain roles decline in importance and new roles emerge, HR leaders must actively manage employee transitions. This includes honest conversations about role changes, support for skill development, and identification of alternative career pathways for affected employees. (4) Establish AI-Era Performance Management: Performance management systems should evolve to reflect changing work nature. As team collaboration and learning orientation become more important, performance systems should measure these alongside individual productivity. Human judgment regarding employee potential becomes more important as AI handles routine performance assessment. (5) Address Psychological Dimensions of Change: HR leaders should recognize and address employee concerns, fears, and resistance accompanying technological change. Psychological safety regarding failures during technology learning, peer support for capability development, and transparent communication about change timelines support employee adaptation. (6) Build Organizational Learning Systems: Organizations should develop systems enabling cross-organizational learning about AI applications, emerging work practices, and lessons learned from early implementations. Communities of practice, forums for sharing experiences, and organized learning enable faster organizational adaptation.

Implications for Educational Institutions

Educational institutions bear responsibility for preparing future workforce for AI-era work: (1) Integrate AI Literacy Across Curricula: Rather than restricting AI education to computer science programs, universities should embed AI literacy across all disciplines. Students should understand AI capabilities, limitations, ethical considerations, and practical applications relevant to their professional fields. (2) Emphasize Uniquely Human Capabilities: Educational institutions should prioritize the development of critical thinking, creativity, emotional intelligence, ethical reasoning, communication, leadership, and collaborative problem-solving, as these competencies remain difficult for AI systems to replicate. (3) Promote Experiential and Project-Based Learning: Learning activities should increasingly involve interdisciplinary projects, real-world case studies, simulations, and industry collaborations that encourage students to work alongside AI technologies while exercising independent judgment and innovation. (4) Foster Lifelong Learning Mindsets: Given the rapid evolution of AI technologies, universities should cultivate adaptability, curiosity, and continuous learning habits rather than focusing solely on static technical knowledge. Graduates must be prepared to continuously reskill and upskill throughout their careers. (5) Strengthen Industry–University Partnerships: Close collaboration between educational institutions and industry is essential to ensure curriculum relevance, internship opportunities, AI-related certifications, and exposure to emerging workplace practices. Such partnerships enable educational institutions to respond more rapidly to changing competency demands. (6) Develop Ethical AI Education: Beyond technical competencies, universities should integrate discussions of responsible AI, data privacy, algorithmic fairness, governance, and societal impacts into learning experiences, preparing graduates to become responsible decision-makers in increasingly AI-driven organizations. Collectively, these educational reforms will help bridge the growing gap between academic preparation and future workforce requirements while enhancing graduates' long-term employability and organizational adaptability.

CONCLUSION

This study provides an integrated understanding of how business leaders in Banten Province perceive the impact of Artificial Intelligence on the future of work and organizational competitiveness. The findings demonstrate that AI is widely viewed not merely as a technological innovation but as a

strategic organizational capability that fundamentally reshapes work processes, workforce competencies, leadership practices, and organizational adaptation strategies. Rather than replacing human workers entirely, AI is predominantly perceived as augmenting human capabilities, creating complementary relationships in which technology performs routine cognitive tasks while humans contribute creativity, emotional intelligence, ethical judgment, strategic thinking, and complex problem-solving.

The study further reveals that organizational competitiveness in the AI era depends less on technology adoption itself than on leaders' ability to develop adaptive organizations capable of continuous learning, workforce reskilling, ethical AI governance, and effective human–AI collaboration. Organizations that proactively integrate technological transformation with human capital development are better positioned to sustain long-term competitiveness than those focusing solely on automation or technological investment.

From a theoretical perspective, this research extends Human Capital Theory, Dynamic Capability Theory, Organizational Adaptation Theory, and Future of Work literature by demonstrating that AI-driven transformation requires continuous organizational capability renewal rather than one-time technological implementation. The findings also reinforce the Human–AI Collaboration perspective, emphasizing augmentation rather than substitution as the dominant organizational paradigm.

Practically, the study provides actionable insights for business leaders, human resource professionals, educational institutions, and policymakers. Organizations should simultaneously invest in AI technologies and uniquely human capabilities, while educational institutions should redesign curricula to integrate AI literacy, interdisciplinary learning, ethical reasoning, and lifelong learning competencies. Policymakers should facilitate collaborative ecosystems that support workforce reskilling, digital inclusion, responsible AI governance, and sustainable human capital development to strengthen national competitiveness in the digital economy.

Despite its contributions, this study has several limitations. The research focuses exclusively on business leaders located in Banten Province using a qualitative approach, limiting the generalizability of the findings across different geographical regions and organizational contexts. Future studies may adopt mixed-method or longitudinal research designs, involve multiple stakeholder groups such as employees, educators, and policymakers, and compare AI adoption across industries or countries. Such investigations would provide richer insights into the evolving dynamics of AI-enabled work and organizational transformation in emerging economies.

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