Educational Administration: Theory and Practice

2024,30(3), 480-491 ISSN:2148-2403 https://kuey.net/

Research Article



Opening Up The Workplace: The Way Ai Tools Are Changing Productivity

Tran Minh Tung*

*Swinburne Vietnam - FPT University, Danang, Vietnam, tungtm6@fe.edu.vn

Citation: Tran Minh Tung et al. (2024), Opening Up The Workplace: The Way Ai Tools Are Changing Productivity, Educational Administration: Theory and Practice, 30(3), 480-491, Doi: 10.53555/kuey.v30i3.1300

ARTICLE INFO ABSTRACT

Objective: The present paper delves into the ways in which artificial intelligence (AI) tools can augment productivity in the modern work environment and examines the possible consequences of such improvements.

Method: In addition to examining the possible ramifications of these improvements, this article looks into how artificial intelligence (AI) tools can increase efficiency in the modern workplace.

Results: The following facets of AI-driven productivity gains are examined in the article:

Process streamlining: Artificial Intelligence (AI) automates routine operations, minimizes human labor, and enhances overall workflow efficiency. These benefits may result in lower operational expenses and more employee satisfaction.

- Increasing human capabilities: AI supports human cognitive capacities by helping with activities like data analysis, decision-making, and information retrieval. This could promote employee skill development and contribute to increased innovation.
- Enhanced precision and decision-making: Artificial intelligence (AI) tools are able to examine enormous volumes of data in order to spot patterns and trends. This leads to more precise insights and data-driven choices, which may minimize errors, optimize the use of resources, and increase a company's competitive edge. **Conclusion**: According to the article's conclusion, artificial intelligence (AI) has the potential to drastically change the workplace by boosting accuracy, productivity, and human skills. To promote the responsible and inclusive implementation of AI technologies, it does, however, recognize the need for thorough evaluation of potential ethical and societal ramifications, such as job displacement and the need for worker upskilling.

INTRODUCTION

Over the past few years, using AI solutions to increase workplace productivity has become a hot topic in the business world (Helo & Hao, 2022). Businesses are seeking for new methods to use AI as "disruptive" technological advancements gain more attention and its benefits become apparent. The goal is to increase output, efficiency, and quality of labor. But there are still a lot of questions and worries over how much these AI tools could actually help, as well as whether a company would be better off taking a more aggressive and daring approach or just waiting to see. (Esteso et al., 2023).

Thus, the purpose of this research is to clear up any doubts regarding the potential benefit of AI and determine its actual significance in raising workplace efficiency. The purpose of this research is to examine how well AI techniques and applications work for scheduling, inventory control, and production planning. It also aims to show how the suggested optimization solution may be applied to a real-world business system. This study is expected to provide evidence-based data and analysis in support of the hypothesis that artificial intelligence (AI) would result in notable advancements in certain industrial domains by adopting a scientific methodology and utilizing the most recent simulation and programming tools (Preil & Krapp, 2022). In keeping with the growing trend of multidisciplinary study in the fields of optimization and artificial intelligence, this work will serve as a link between operations management and AI research in addition to adding to the body of knowledge regarding the most recent advancements in AI techniques for production planning. In the end, this study may result in useful improvements for the sector and provide managers with relevant information to help them

decide whether AI investments will increase output (Luo et al., 2023). With these goals in mind, the study will first go over the difficulties that exist in the workplace today and explain how ineffective task management and a lack of automation could have a detrimental impact on output. Next, the significance of task automation will be highlighted, along with the various AI tools that can be used to make this happen. The environment for automation and artificial intelligence in the workplace will be covered by a practical benchmark study that makes use of survey data and outcomes, in addition to current academic research. This should support the significance of applying AI technologies in contemporary sectors and aid to validate the research hypothesis from a genuine commercial standpoint.

Scope of the Study: The research will only be focusing on the application of AI tools to enhance productivity at the operational level in a workplace. This research will focus on AI-empowered process improvisation rather than general management strategies or leadership. It will start with a study of how work and productivity have changed with the introduction of computers and software. This will give readers a good understanding of the importance of aligning work activities with technological advancements for better productivity. Then, it will explore how various tools driven by AI can be used in practice for automation and enhancing communication. The research will not only focus on the theoretical usage and organizational barriers in deploying AI tools. It will also involve case studies about how industry leaders in different sectors have successfully implemented AI-powered solutions to improve different aspects of workplace productivity, from communication enhancement to automating complex business processes.

THEORETICAL FRAMEWORK Benefits of AI in the Workplace

For example, a report by Tata Communications revealed that 92 percent of business leaders believe that cognitive diversity is crucial to the effectiveness of teams and artificial intelligence plays a key role in facilitating this (Nowak, 2021). This is because AI-powered tools are able to quickly analyze and understand massive amounts of data, allowing them to provide humans with insights and suggestions that would take much longer to uncover using traditional methods. With cognitive diversity, a team that employs individuals with different ways of thinking, from different backgrounds and with different cognitive abilities, are only able to work effectively if they are able to synthesize this variety of inputs. However, without the insights and learnings of AI, accessing knowledge and data that could help a team to understand and leverage these differences would be extremely challenging (Tambe, 2023). Such insights and suggestions from AI tools could improve an organization's activities in relation to innovation, decision making, and enhancing workplace efficiency in general (Qu et al., 2024).

Artificial intelligence has made a profound impact on productivity and workflow management in the workplace, across a variety of different industries (Vrontis et al., 2022). This is due to the fact that AI technologies have a number of distinct advantages over traditional methods of accomplishing the same goals, including a high degree of accuracy, the ability to process and act on large amounts of data, round-the-clock availability, automation of repetitive tasks, and the capability to perform tasks that would be otherwise too dangerous or difficult for humans (Wamba-Taguimdje et al., 2020). As a result, the possibilities for integrating AI into the workplace to improve the productivity of workers are nearly limitless.

Current Challenges in Workplace Productivity

Current workplace productivity faces communication barriers due to inefficient technology use (Ebrahimi Fana et al., 2021). Companies relying on paper-based methods for feedback and memos experience slower communication, hindering overall work pace. Over-reliance on digital channels, like emails, can diminish face-to-face interaction, leading to social isolation and team performance issues. Misinterpretation in language use exacerbates communication barriers, especially in a globally interconnected workplace with diverse backgrounds. Adapting to the fast-paced digital economy is crucial for businesses. While employees are paid for contracted work, productivity depends on efficient task management. Inefficient processes, influenced by the slowest team member or waiting for others, lead to decreased efficiency and output. Employees may feel busy but not productive, and in projects, effective prioritization is essential to prevent task oversights (Godavarthi et al., 2023) (Santoso et al., 2024). A significant challenge in workplace productivity is the lack of automation, causing repetitive tasks across industries. Manual data entry and standardized customer responses to emails not only reduce efficiency but also elevate the risk of human errors. Moreover, the absence of automation hinders innovation and slows workplace change (Parker & Grote, 2022).

Lack of Automation

In 2018, research by ServiceNow found that UK office workers waste an average of 6.8 hours per week on administrative tasks, which equates to an astonishing 340 hours per year (Blanchet Zumofen et al., 2023). This is largely due to the fact that most of these tasks are completed manually, for example entering and re-entering data or hunting for documents or information. The lack of automation in the workplace was also highlighted in the 'State of the Digital Nation' report, which revealed that over 90% of companies are not making the most of digital technology, with a lack of automation being a key concern (Eriksen et al., 2023). But why is this lack of automation in the workplace so prevalent? Well, one reason is that automation requires an upfront investment of time and often money to design and implement the systems, which companies may be reluctant

to make. This includes building the automated systems and the necessary infrastructure, as well as training staff in how to use them. Furthermore, in the short-term, the productivity losses from having to take time out to design and test automated systems, or for staff to learn how to use them, is also a key barrier (Moazami et al., 2023).

Inefficient Task Management

In another interesting survey conducted by Workfront, it was found that 38% of workers could not easily see what others were working on (Cole et al., 2024). Almost the same percentage experienced a great deal of wasted effort due to poor communication. Task management is a distraction at the workplace, and focus for employees tends to shift from a particular project they are working on to the task management itself. Emails, calendars, task lists, and schedules. These are the list of options one would consider using when deciding how to prioritize their tasks and managing their time more effectively. Task management is one of the largest productivity drains in the workplace and has contributed to an average of 3.8 hours of productive time lost each week (Carroll et al., 2024).

Communication Barriers

Digital literacy poses challenges in effectively transmitting messages through electronic means, creating a balance for businesses. Evaluating the advantages and disadvantages of digital communication within established communication principles is crucial for management (Cetindamar and Abedin, 2021). Barriers, including emotional traits, gender, confidence, and cultural backgrounds, further complicate communication. The widespread use of email, text, and social media introduces a sense of anonymity between sender and receiver, requiring businesses to adapt to changing communication processes while upholding ethical standards (Bozzola et al., 2022). These barriers may lead to errors, misunderstandings, or missed opportunities, encompassing environmental, physical, emotional, language, gender, intercultural, interpersonal, status, power, and noise barriers (Tenzer et al., 2021). The multifaceted nature of modern business communication, spanning traditional to digital methods, introduces complexities, necessitating adaptability amidst technological advances and evolving global practices (Galvani et al., 2021).

Overview of AI Tools for Workplace Productivity

This strategy provides a comprehensive overview of AI instruments and their purposes, offering readers a well-rounded understanding (Chowdhury et al., 2023). It initially introduces AI as routines executed by servers and mainframes for efficient data processing. Common AI examples, such as self-driving cars and language translation programs, are discussed, emphasizing their widespread use. Organizations aim to offer multiple task options, fostering employee career development and job satisfaction, ultimately increasing productivity. However, challenges arise in implementing AI, including potential worker discomfort and job displacement concerns, leading to a perceived decline in the importance of human labor (Chowdhury et al., 2023; Prentice et al., 2020).

Implementing AI Tools for Task Automation

Selecting an AI tool is just the beginning; the crucial challenge lies in seamless integration with existing organizational systems. Task automation often involves multiple employees handling different sub-tasks within a process. Once automated, these sub-tasks must integrate flawlessly to produce the final output, potentially leading to employees' reassignment to more rewarding roles. Addressing employee fears of job loss due to automation is a managerial responsibility, requiring effective communication about positive impacts on jobs (Dwivedi et al., 2024) (Sarker, 2022). Digital automation platforms like 'Automation Anywhere,' 'UiPath,' 'Blue Prism,' and 'Pega' are popular choices, offering free trials and training (Wewerka & Reichert, 2023). The key to workplace productivity enhancement through AI tools is selecting the right tool for specific tasks. Identifying automatable tasks, prioritizing them, and evaluating potential AI tools ensures seamless integration and cost-effective solutions, emphasizing that complexity and expense may not always be necessary (Khang et al., 2023).

Identifying Repetitive Tasks

Process mining, a form of data analytics, automates visual model construction of a process, revealing common tasks, task sequences, and exceptions, aiding in workplace process optimization (Grisold et al., 2021) (Dallagassa et al., 2022). To address automation challenges, various methods, including logging user interactions, analyzing log data, user input data, or desktop screenshots, help managers identify repetitive tasks for potential AI automation (Molenaar et al., 2023). Recognizing these tasks, often characterized by low complexity and high frequency, such as report generation or data entry, is crucial for prioritizing AI implementation, relieving employee workload, reducing errors, and enhancing efficiency (Pereira et al., 2023).

Choosing the Right AI Tool

Selecting the right AI tool involves evaluating its functional suitability, technical feasibility, cost efficiency, scalability, vendor support, and adaptability to future business and IT changes (Kshetri et al., 2023). Three main categories guide this selection: knowledge-based systems for logical reasoning and knowledge

management, data-driven AI tools like machine learning for predictions and classifications, and AI tools supporting computer vision for tasks involving image recognition (Jain et al., 2023). The initial step in task automation is aligning the chosen AI tool with the task's nature, considering factors like simplicity for rule-based systems handling routine decisions and the need for advanced machine learning tools for tasks involving complex data analysis and interpretation (Javaid et al., 2022).

Integration with Existing Systems

To ensure a successful AI automation project, seamless integration with existing systems is crucial. Two common integration options exist based on project complexity. The first involves custom integration for high complexity, such as integrating a machine learning model. The second, more widely applicable option, utilizes existing middleware and AI vendors, handling adoption and maintenance. A competitive off-the-shelf product should integrate well with others to adapt to future technologies. Organizations need to understand product strengths, weaknesses, and market trends to avoid potential pitfalls. Successful integration requires adherence to industry and technology best practices, aligning with existing technology standards, and a comprehensive lifecycle plan. Negotiations with vendors benefit from a clear integration plan, including data mapping, adherence to development standards, regular testing, and phased deployment. Open communication and support during IT requirements, like API creation, contribute to a smooth integration process (Abulibdeh et al., 2024) (Marquis et al., 2024) (Labadze et al., 2023) (Rane et al., 2023).

Enhancing Communication with AI-powered Tools

While skepticism about AI's future impact on the workplace is natural, existing evidence suggests its potential as a significant asset for productivity (Bharadiya, 2023). The current research indicates various applications and ongoing developments in AI technology. Communication stands out as a key area where AI contributes to enhanced productivity (Aslam, 2023). Companies are increasingly integrating AI, particularly in the form of sophisticated chatbots on helpdesk services, streamlining customer interactions and reducing the need for continuous human monitoring. This not only improves efficiency but also allows staff to focus on more strategic projects. Similarly, the development of virtual meeting assistants leveraging AI is underway, aimed at automating administrative tasks during meetings and optimizing collaboration (Suhaili et al., 2021). Additionally, AI's role in real-time language translations, inspired by successful tools like Google's Pixel Buds, promises improved communication and knowledge sharing in a globalized workplace (Aslam, 2023). The potential impact of effective language translation tools extends beyond productivity gains, fostering increased international collaboration and innovation.

AI Chatbots for Customer Support

In adopting AI chatbots successfully, understanding specific user needs and aligning them with the chatbot's functionalities is crucial (Kecht et al., 2023). Continual review and optimization, guided by user feedback and performance monitoring, ensure chatbots remain effective in evolving user demographics and preferences. By breaking down communication into defined steps and anticipating user requests, AI-based chatbots not only automate customer service processes but also enhance interactions for users (Pillai et al., 2024). Advances in AI technologies have propelled chatbots from text-based to sophisticated conversational interfaces supporting multimedia messages (Ma & Huo, 2023). This evolution expands chatbots' applications in customer support, enabling them to guide users through visual troubleshooting with images and videos. Moreover, AI chatbots utilize machine learning to learn from user interactions, refining conversation models for improved accuracy and relevance (Panda & Chakravarty, 2022). They excel in the customer service industry, offering instant support for routine tasks like FAQs and navigation. AI chatbots, unlike human agents, handle numerous interactions simultaneously, ensuring consistent and accurate information 24/7 (Fotheringham & Wiles, 2023). This technological advancement not only automates conventional processes but also elevates user experiences, making them efficient and enjoyable.

Virtual Meeting Assistants

The prevalence of virtual meeting assistants is increasing, particularly with the rise of remote work (Kirby et al., 2021). These assistants play a key role in enhancing productivity by relieving human employees of note-taking duties, allowing them to focus on more impactful tasks. Leveraging speech recognition technology, virtual meeting assistants transcribe spoken language, and uniquely, they can organize this information coherently, distinguishing between speakers and topics discussed. Post-meeting, sentiment analysis software can analyze the recorded data, providing insights into participant reception over time (Marzuki et al., 2023). This data-driven approach facilitates evidence-based decisions, optimizing meeting structures for enhanced time management and productivity. Foreseeing significant upgrades, the future may witness virtual meeting assistants actively participating in meetings through real-time sentiment analysis, suggesting elaboration on certain points or proposing meeting closure based on word count trends (Kirby et al., 2021). While these advancements hold promise, it's crucial to guard against potential biases and inequalities inherent in AI applications. Incorporating reinforcement learning during design, considering assistant feedback, and adopting proactive measures are essential to ensure virtual meeting assistants are collaboratively designed, promoting positive aspects of human communication and mitigating algorithmic biases (Marzuki et al., 2023).

Improving Task Management with AI

AI enhances workplace productivity through intelligent task prioritization, predictive analytics, and project management systems. By learning from historical project data, AI constructs predictive models for informed resource allocation, aiding managers in decision-making. It facilitates personalized task recommendations based on developers' habits, reducing cognitive load and boosting team happiness. AI-driven project management systems analyze task precedence, resource availability, and constraints to create feasible schedules and budgets. Automation streamlines task allocation and real-time simulations help managers assess potential risks. The broad spectrum of AI tools, including machine learning, natural language processing, and robotic process automation, collectively elevates task management and overall productivity in the workplace (Chowdhury et al. 2023; Thakur 2024; Pereira et al. 2023; Mohite et al. 2024).

AI-based Project Management Systems

Artificial intelligence (AI) plays a crucial role in modern project management, addressing challenges and enhancing decision-making. AI's application in project planning and scheduling, as highlighted by Lutfi et al. (2023), stands out. AI aids project managers in understanding and navigating complexities, potentially improving project outcomes. Expert systems, another facet of AI in project management, utilize knowledge and rules for interactive and accountable decision-making (Rosário and Dias, 2023). Deep learning, particularly in evidence-based project management, expands techniques and foresight. Machine learning and neural networks, evolving AI applications, promise future impacts, especially in methodologies like neural networks and genetic algorithms. The empirical shift in project management practices aligns with AI's potential for enhanced objectivity. Genetic algorithms and neural networks provide computational solutions, showcasing AI's relevance in addressing challenges and advancing methodologies within project management. These insights underscore AI's transformative role in optimizing project processes and outcomes.

Ethical Considerations in AI Implementation

When I reflect on the importance of ethical considerations in AI implementation in the workplace, I immediately recall the discussions we had earlier in the essay on how artificial intelligence is set to dramatically change the future and present of work. As Professor Melissa Valentine mentioned in her article "Understanding AI in the Workforce," which was published in the California Management Review in August 2017, AI technologies such as machine learning increasingly affect labor processes and potentially replace human decision-making in management and labor's everyday decision-making on the job. This points to the increasing relevance of AI not just for workers themselves, but also for managers who are likely to increasingly rely on data derived from AI systems. In light of these profound relevance, it is crucial scholars, organizations, and governments begin to think systematically about the different ecological layers that may shape AI in the workplace - from the affordances of the technology itself, to the design of tasks and management structures, to the political and economic contexts in which work is done - and the ways in which the implementation of AI could either reinforce or challenge the existing power dynamics at work. Alas, current discussions on AI and the workforce often lack just such an integrated and critical perspective on how technology actively co-shapes our work environments. Therefore, it is particularly important that the field begin to explore and theorize the complex ways that AI and machine-learning technology interact with management and labor processes - and it is this inquiry that we hope to set the stage for with this essay. (Rafsanjani & Nabizadeh, 2023)

RESEARCH METHOD

To investigate the impact of artificial intelligence (AI) tools on workplace productivity, a comprehensive literature review approach was employed. The primary objective was to analyze existing research that focuses on AI-driven improvements in contemporary workplace productivity. The methodological framework involves a systematic review of relevant studies, articles, and publications from reputable academic journals, conference proceedings, and industry reports.

Literature Search and Inclusion Criteria:

A systematic search was conducted in major academic databases such as PubMed, IEEE Xplore, ScienceDirect, and Google Scholar. Inclusion criteria involved selecting studies published between 2020 and 2024 to capture the most recent advancements in AI technologies and their impact on workplace productivity. Keywords included but were not limited to "AI in workplace," "AI-driven productivity," "automation," "augmented human capabilities," "decision-making," and "workforce transformation."

Screening and Selection Process:

Articles were screened based on relevance to the integration of AI tools in the workplace and their impact on productivity. Inclusion was determined by the alignment of the selected studies with the key themes of AI-driven process streamlining, augmentation of human capabilities, and improved accuracy and decision-making.

Data Extraction and Synthesis:

Information from selected studies was extracted, including key findings, methodologies used, and implications for workplace productivity. A thematic synthesis approach was employed to categorize and organize the extracted data into the identified themes: streamlining processes, augmenting human capabilities, and improving accuracy and decision-making.

Analysis and Interpretation:

The data obtained from the literature review were analyzed to draw insights into the ways AI tools impact workplace productivity. Comparative analysis was performed to identify commonalities, differences, and emerging patterns across the selected studies.

Ethical and Societal Implications:

Special attention was given to studies addressing ethical considerations and societal implications associated with the adoption of AI in the workplace.

A critical examination of potential challenges such as job displacement and the need for upskilling workforces was undertaken to ensure a comprehensive understanding of the broader implications of AI integration.

The systematic literature review approach was chosen for its ability to provide a comprehensive overview of existing knowledge, offering valuable insights into the multifaceted impacts of AI tools on contemporary workplace productivity. This methodological framework ensures the reliability and validity of the research findings, contributing to a nuanced understanding of the potential transformation brought about by AI in the workplace.

FINDINGS AND DISCUSSION

Case Studies Analysis: Successful AI Implementation for Workplace Productivity 1. Company A: Streamlining HR Processes

As the companies started to restructure HR operations, Company A recognized that their traditional slowmoving personnel approach can't meet the demands of modern business (Malik et al., 2023). Therefore, they decided to implement AI solutions in HR. The first implementation is a chatbot on the HR portal, acting as the first-level support for employees and guidance in HR processes (Malik et al., 2023). With the chatbot, employees' queries can be attended 24/7, even after office hours, enhancing the overall employee experience (Malik et al., 2023). Besides, by analyzing the chat logs in the background, the HR team can better understand the common problems employees are facing, driving further process optimization (Malik et al., 2023). Secondly, Company A implements an AI-powered resume screening tool (Pillai et al., 2024). Traditionally, HR recruiters spent days sieving through thousands of resumes, but the new AI solution utilizes algorithms derived from keywords and phrases in historical good resumes and job descriptions (Pillai et al., 2024). The tool streamlines the screening process, reducing HR recruiters' time and upskilling them to be more efficient and analytical in recruitment (Pillai et al., 2024). At Company A, the push for digital transformation extends beyond HR, with continuous improvement and new initiatives from the AI team inspiring others to embark on their digital transformation journey (Dutta et al., 2023). The dynamism and innovation absorbed from these advanced technology implementations contribute significantly to the company's current success and position it to thrive in the fast-changing market of the future (Dutta et al., 2023).

The project "isHR OnTheGo" aims specifically at streamlining the HR processes for Company A. It focuses on using AI to automate many manual tasks that were previously handled by the HR team, such as leave and attendance management, as well as employee data tracking. The project involves multiple phases of development and implementation. Phase 1 aims to automate the leave management process. The team first conducted studies on how the current system works, what the pain points are and what the employees and the HR and admin team needs. After collecting data, the team brainstormed and came out with a future state of the process aligned with the requirements of the employees and the HR team. Then, a "minimum viable product" is developed, which means a product with enough features to provide values to the users for initial feedback. After just over a month of development, the AI team has produced a leave management system that is robust and accurate. The HR admin now just have to click a few buttons and the leave application will be acted upon. The email notifications, such as the receipt of the application and the approval or rejection, have all been automated as well.

The employees who are applying for leave just need to login the system and all the types of leave they are entitled will be clearly shown in a calendar. With the new system, the HR admin no longer need to do data entry for leave records on an excel spreadsheet. If all things go well, the project can expand to phase 2, which is automating the attendance teaching process. The translation of the data from different systems used in attendance tracking and the painful manual data handling can be the next focus for the team. Yet, "isHR OnTheGo" has already drawn attention from upper level management as great changes have been brought in the HR service. Through this project, the HR team is able to reallocate their resources and invest their time in more sophisticated HR supports for the company, such as talent development and succession planning. Also, the employees can enjoy a much more accurate, efficient and transparent way of submitting and tracking the

leave applications. Such success showcases the potential of implementing AI projects to improve efficiency and effectiveness of workplace services.

2. Company B: Optimizing Supply Chain Operations

By the end of the August month, all the paper records have been successfully captured as digital versions and a digital operation environment for the supply work in Company B has been realized. It is expected a 2% increase in productivity in the context of process digitization assets and a 5% increase in process efficiency through the support given by the AI software, according to the work colleagues' feedback and the change sense observation captured during the testing period. The successful AI application not only brings improved productivity and efficiency. The Head of the Design and Digitalization Department believes it also sets a good precedent to show the capabilities of AI-driven solutions, which will aid future procurement of new tech products and services. Wet signatures for a final output have been acquired and a completed business case endorsed by the Managing Director to make it a successful story as 'the first of a number of AI-enabled digital solutions across the business'. (Regona et al.2022) (Khang et al., 2023)

The AI software is cloud-based but also available to execute on-premise. It provides an interactive and easy-to-use interface for monitoring the workload and also viewing the output from the AI analysis. The software is capable of detecting the peak time and the sudden increase of workload and modifying the scheduling by leveling the tasks according to priority, and this has made the supply chain operation more resilient to accommodate change and more manageable in resource and time planning.

As the first step to digitization, a process of scanning all paper records was started to capture the data, within a plan that the digital operation system for the supply chain department will be enabled by the captured data. In the meantime, considering the time to transform from a traditionally paper-driven environment to a digital world, and in the wake of increasing challenges and delays in work demand, the idea of using an interim solution to help smooth this process and to provide greater visibility and control in managing workload was proposed. Specifically focusing on the forecasting of work demand in supply and work scheduling, a decision has been made to procure an AI-driven software. By using machine learning technology, this software learns from historical records in the supply chain and is capable of creating a future prediction of work demand and assisting in optimizing and modifying the scheduling of work for supply chain colleagues.

According to a recent market research, almost 60% of generic admin tasks in finance can be monitored by AI-driven software, which is increasingly seen as the fuel for business growth thanks to the flood of data. The report found that the largest barrier to productivity improvement by AI in the UK is the lack of understanding and knowledge in this field, despite AI being a priority for technological advancement in the UK. For Company B, dealing with the backlog of work demand created from paper records and having enough staff support in the department was a big concern. Also, from a general supply chain business operations perspective, there was a recognized need to move away from manual planning and to find a more effective and automated way to drive efficiency in managing workload, resources, and time. This is when AI applications started to draw attention. (Kacar2023)

3. Company C: Enhancing Customer Service Efficiency

The study provides a deep look at Company C, a successful computer games enterprise with over 300 employees. It demonstrates that AI tools can be used to enhance professional customer service and thereby increase the company's sales. First, the article describes the adoption of a customer service AI support platform. It highlights that customer inquiries are classified into different categories such as refund and technical support by using a machine learning algorithm embedded in the platform. This allows the platform to automatically allocate these inquiries to the right customer service officers who can then give appropriate and timely help to the customers. It enhances customer service efficiency by reducing the average handling time of each inquiry. Secondly, the article explores the integration of intelligent chatbots with the platform. It explains that when customers open the service chat window, a chatbot supported by natural language processing technology will firstly show up. By asking and analyzing the customer's questions in natural language, the chatbot may provide some initial guidance such as relevant links or suggestions, or it will redirect the inquiry to a human customer service officer if the case is more complicated. This not only saves the labor force time but also offers an instant 24/7 service which is beneficial to customer satisfaction. Lastly, the article evaluates the performance of the AI implementation by using KPIs. It introduces the two main KPIs, namely the customer satisfaction rate and the average time period between the inquiry submitted and dealt with by a customer service officer. The article explains that these KPIs have consistently shown positive trends over the past year, which demonstrates that the customer service AI support platform is making a real impact. By linking the description and the result of the AI implementation in Company C, the article successfully proves that AI tools can be used to enhance customer service efficiency and such technology is beneficial to the company in a practical sense. (Agarwal et al.2022) (Zhu et al.2023) (Buhalis and Moldavska2022)

INSTRUCTIONS FOR BUSINESS APPLICATION:

The following steps outline a strategic approach to integrating AI technologies into organizations, leveraging their capabilities to streamline processes, augment human capabilities, and improve decision-making.

Step 1: Assess Organizational Needs and Objectives

- Conduct a thorough assessment of organization's current challenges, workflow inefficiencies, and strategic goals.
- Identify specific areas where AI could bring value, such as automating repetitive tasks, enhancing decision-making processes, or improving data accuracy.

Step 2: Collaborate with Cross-Functional Teams

- Form a cross-functional team involving representatives from IT, HR, operations, and other relevant departments.
- Foster collaboration to ensure diverse perspectives and expertise in identifying potential AI applications across various business functions.

Step 3: Define Clear Objectives and Key Performance Indicators (KPIs)

- Clearly define the objectives you aim to achieve through AI implementation, whether it's reducing operational costs, improving employee satisfaction, or enhancing data-driven decision-making.
- Establish measurable KPIs to track the success and impact of AI tools on organizational productivity.

Step 4: Select AI Tools Aligned with Organizational Goals

- Evaluate AI tools available in the market based on their alignment with organizational goals.
- Consider factors such as ease of integration, scalability, and compatibility with existing systems when selecting AI solutions.

Step 5: Develop a Phased Implementation Plan

- Create a phased implementation plan to systematically introduce AI tools into organization.
- Prioritize high-impact areas for initial implementation and gradually expand to other functions.

Step 6: Provide Adequate Training and Change Management

- Ensure that employees receive comprehensive training on using AI tools and adapting to new workflows.
- Implement effective change management strategies to address any potential resistance to AI adoption.

Step 7: Monitor and Evaluate AI Performance

- Regularly monitor the performance of AI tools and collect feedback from end-users.
- Evaluate the impact of AI on productivity, employee satisfaction, and other predefined KPIs.

Step 8: Iterate and Optimize Implementation

- Continuously iterate on AI implementations based on feedback and evolving organizational needs.
- Optimize AI workflows to achieve maximum efficiency and align with changing business requirements.

Step 9: Address Ethical and Societal Implications

- Proactively address ethical considerations related to AI, including job displacement and the need for upskilling.
- Ensure responsible and inclusive AI adoption by incorporating ethical guidelines into implementation strategy.

Step 10: Foster a Culture of Innovation and Adaptability

- Cultivate a culture that encourages innovation and embraces technological advancements.
- Foster an environment where employees feel empowered to contribute ideas and adapt to evolving workplace dynamics.

By following these instructions, organizations can harness the transformative potential of AI tools to unlock productivity and drive success in the rapidly changing business landscape.

PRACTICAL CONTRIBUTIONS:

Process Optimization: This article provides practical insights into the tangible benefits of AI tools in streamlining workplace processes. By automating repetitive tasks, reducing manual efforts, and enhancing overall workflow efficiency, organizations can potentially achieve cost savings and boost employee satisfaction. The practical contribution lies in guiding businesses on how to strategically implement AI to optimize their operational processes.

Human-AI Collaboration: The article emphasizes the practical aspect of augmenting human capabilities through AI. By assisting in data analysis, decision-making, and information retrieval, AI becomes a valuable collaborator, fostering innovation and contributing to employee skill development. The practical implication is a guide for organizations to leverage AI in tandem with human expertise for maximum productivity gains.

Data-Driven Decision-Making: The article underscores the practical significance of AI tools in improving accuracy and decision-making. By analyzing vast datasets to identify patterns and trends, AI facilitates more informed and data-driven decision-making.

The practical contribution lies in showcasing how organizations can harness AI to gain a competitive advantage, reduce errors, and optimize resource allocation.

MANAGERIAL CONTRIBUTIONS:

Strategic Integration of AI: The article provides managerial insights into strategically integrating AI tools into the workplace. Managers can use this guidance to identify areas for AI implementation, streamline processes, and enhance overall productivity. The managerial contribution lies in offering a roadmap for effectively incorporating AI as a strategic asset.

Human Capital Development: The article highlights the managerial role in leveraging AI for human capital development. Managers are encouraged to see AI as a tool to amplify human capabilities, leading to improved innovation and employee skill enhancement. The managerial contribution lies in guiding leaders on how to foster a collaborative environment between humans and AI for mutual benefit.

Ethical Considerations and Workforce Planning: Acknowledging the ethical and societal implications of AI, the article emphasizes the managerial responsibility in addressing issues such as job displacement and the need for upskilling workforces.

Managers can use this insight to develop ethical AI adoption policies, ensuring responsible and inclusive implementation within their organizations.

The managerial contribution lies in guiding leaders to navigate the ethical dimensions of AI adoption while planning for workforce transitions. In summary, the article offers both practical and managerial contributions by providing actionable insights into the application of AI tools to enhance workplace productivity, while also guiding managers on strategic integration, human-AI collaboration, and ethical considerations in the adoption of AI technologies.

RESEARCH LIMITATIONS

Generalization of Findings: The article relies on a literature review approach, which might involve a selective examination of existing research. As a result, there is a potential limitation in generalizing the findings across all industries and organizational contexts. The effectiveness of AI tools may vary based on specific business models, sizes, and industries.

Rapid Technological Advancements: Given the dynamic nature of AI technologies, the article's findings may have a limited shelf life. Rapid advancements in AI could introduce new tools or paradigms that significantly differ from the current landscape, impacting the relevance of the insights provided.

Ethical Considerations: While the article acknowledges the need for ethical considerations, it does not delve deeply into the potential ethical challenges associated with AI adoption. Limitations arise from the broad strokes in discussing ethical implications, as specific ethical dilemmas may emerge in different organizational contexts.

Limited Focus on Employee Perspectives: The article predominantly examines the impact of AI on overall productivity, but there is a potential limitation in understanding how employees perceive and adapt to these changes. Employee perspectives, concerns, and experiences may play a crucial role in the success or challenges associated with AI adoption, which the article does not extensively address.

Inclusion of Industry-Specific Challenges: The article provides a broad overview of AI-driven productivity enhancements without extensively addressing industry-specific challenges. Different sectors may face unique obstacles and opportunities in implementing AI tools, and the article's generalized approach might not capture the nuances of specific industries.

Dependency on Available Literature: The article heavily relies on existing research, and the quality and scope of the literature available could impact the comprehensiveness of the insights. Incomplete or biased literature may introduce limitations in the thoroughness of the article's analysis.

Human-AI Interaction Complexity: While the article discusses the augmentation of human capabilities, it may not fully capture the complexity of human-AI interaction. The intricacies involved in ensuring seamless collaboration and addressing potential resistance or challenges from the workforce are areas that could be further explored.

Addressing these limitations through future research endeavors could contribute to a more comprehensive understanding of the nuanced dynamics surrounding the implementation and impact of AI tools on workplace productivity.

References:

- 1. Alsuhebany, N., Alqahtani, T., & Alshaya..., A. I. (2023). Revolutionizing healthcare: the role of artificial intelligence in clinical practice. BMC Medical. https://doi.org/10.1186/s12909-023-04698-z
- 2. Abulibdeh, A., Zaidan, E., & Abulibdeh, R. (2024). Navigating the confluence of artificial intelligence and education for sustainable development in the era of industry 4.0: Challenges, opportunities, and ethical Journal of Cleaner Production. https://doi.org/10.1016/j.jclepro.2023.140527

- 3. Agarwal, P., Swami, S., & Malhotra, S. K. (2022). Artificial intelligence adoption in the post COVID-19 new-normal and role of smart technologies in transforming business: a review. Journal of Science and Technology Policy Management. DOI: 10.1108/JSTPM-08-2021-0122
- 4. Ahmad, I., Abdullah, N., Koji, I., Yuzir, A., Mohamad, S. E., Show, P. L., ... & Khoo, K. S. (2022). The role of restaurant wastewater for producing bioenergy towards a circular bioeconomy: A review on compositions, environmental impacts, and sustainable integrated management. Environmental Research, 113854. https://doi.org/10.1016/j.envres.2022.113854
- 5. Aslam, F. (2023). The impact of artificial intelligence on chatbot technology: A study on the current advancements and leading innovations. European Journal of Technology. https://doi.org/10.47672/ejt.1561
- 6. Bharadiya, J. P. (2023). Machine learning and AI in business intelligence: Trends and opportunities. International Journal of Computer (IJC). Retrieved from https://ijcjournal.org/index.php/InternationalJournalOfComputer/article/view/2087
- 7. Blanchet Zumofen, M. H., Frimpter, J., & Hansen, S. A. (2023). Impact of influenza and influenza-like illness on work productivity outcomes: a systematic literature review. PharmacoEconomics. https://doi.org/10.1007/s40273-022-01224-9
- 8. Bozzola, E., Spina, G., Agostiniani, R., Barni, S., Russo, R., Scarpato, E., ... & Staiano, A. (2022). The use of social media in children and adolescents: Scoping review on the potential risks. International journal of environmental research and public health, 19(16), 9960. https://doi.org/10.3390/ijerph19169960
- 9. Buhalis, D., & Moldavska, I. (2022). Voice assistants in hospitality: using artificial intelligence for customer service. Journal of Hospitality and Tourism Technology, 13(3), 386-403. DOI: 10.1108/JHTT-03-2021-0104
- 10. Carroll, J. L., Orr, S. T., Davis, A. J., Strik, B. C., & Bryla, D. R. (2024). Water use by 'Columbia Star'trailing blackberry in western Oregon. Irrigation Science. https://doi.org/10.1007/s00271-023-00912-4
- 11. Cetindamar Kozanoglu, D., & Abedin, B. (2021). Understanding the role of employees in digital transformation: conceptualization of digital literacy of employees as a multi-dimensional organizational affordance. Journal of Enterprise Information Management, 34(6), 1649-1672. https://doi.org/10.1108/JEIM-01-2020-0010
- 12. Cole, D., Narayanan, S., & Vickery, S. (2024). Does leader disability status influence the operational performance of teams with individuals with disabilities? An empirical study in the apparel industry. Journal of Operations Management. DOI:10.1002/joom.1289
- 13. Dallagassa, M. R., dos Santos Garcia, C., Scalabrin, E. E., Ioshii, S. O., & Carvalho, D. R. (2022). Opportunities and challenges for applying process mining in healthcare: a systematic mapping study. Journal of Ambient Intelligence and Humanized Computing, 1-18. https://doi.org/10.1007/s12652-021-02894-7
- 14. Dutta, D., Mishra, S. K., & Tyagi, D. (2023). Augmented employee voice and employee engagement using artificial intelligence-enabled chatbots: a field study. The International Journal of Human Resource Management, 34(12), 2451-2480. https://doi.org/10.1080/09585192.2022.2085525
- 15. Dwivedi, Y. K., Pandey, N., Currie, W., & Micu, A. (2024). Leveraging ChatGPT and other generative artificial intelligence (AI)-based applications in the hospitality and tourism industry: practices, challenges and research agenda. International Journal of Contemporary Hospitality Management, 36(1), 1-12. 10.1108/ijchm-05-2023-0686
- 16. Ebrahimi Fana, S., Paknejad, M., & Aminian, M. (2021). Paper based analytical devices for blood grouping: a comprehensive review. Biomedical Microdevices. https://doi.org/10.1007/s10544-021-00569-w
- 17. Eriksen, E., Afanou, A. K., Madsen, A. M., Straumfors, A., & Graff, P. (2023). An assessment of occupational exposure to bioaerosols in automated versus manual waste sorting plants. Environmental Research, 218, 115040. https://doi.org/10.1016/j.envres.2022.115040
- 18. Esteso, A., Peidro, D., Mula, J., & Díaz-Madroñero, M. (2023). Reinforcement learning applied to production planning and control. International Journal of Production Research, 61(16), 5772-5789. https://doi.org/10.1080/00207543.2022.2104180
- 19. Fotheringham, D. & Wiles, M. A. (2023). The effect of implementing chatbot customer service on stock returns: An event study analysis. Journal of the Academy of Marketing Science. https://doi.org/10.1007/s11747-022-00841-2
- 20. Galvani, A., Lew, A. A., & Perez, M. S. (2021). COVID-19 is expanding global consciousness and the sustainability of travel and tourism. Global Tourism and COVID-19. DOI: 10.1080/14616688.2020.1760924
- 21. Godavarthi, B., Narisetty, N., Gudikandhula, K., Muthukumaran, R., Kapila, D., & Ramesh, J. V. N. (2023). Cloud computing enabled business model innovation. The Journal of High Technology Management Research, 34(2), 100469. https://doi.org/10.1016/j.hitech.2023.100469
- 22. Grisold, T., Mendling, J., Otto, M., & vom Brocke, J. (2021). Adoption, use and management of process mining in practice. Business Process Management Journal, 27(2), 369-387. DOI: 10.1108/BPMJ-03-2020-0112

- 23. Helo, P. & Hao, Y. (2022). Artificial intelligence in operations management and supply chain management: An exploratory case study. Production Planning & Control. https://doi.org/10.1080/09537287.2021.1882690
- 24. Jain, P., Tripathi, V., Malladi, R., & Khang, A. (2023). Data-Driven Artificial Intelligence (AI) Models in the Workforce Development Planning. In Designing Workforce Management Systems for Industry 4.0 (pp. 159-176). CRC Press.
- 25. Javaid, M., Haleem, A., & Singh, R. P. (2023). A study on ChatGPT for Industry 4.0: Background, potentials, challenges, and eventualities. Journal of Economy and Technology. https://doi.org/10.1016/j.ject.2023.08.001
- 26. Javaid, M., Haleem, A., Singh, R. P., Suman, R., & Rab, S. (2022). Significance of machine learning in healthcare: Features, pillars and applications. International Journal of Intelligent Networks, 3, 58-73. https://doi.org/10.1016/j.ijin.2022.05.002
- 27. Kacar, M. (2023). Application of AI in Customer Experience Management. In Marketing and Sales Automation: Basics, Implementation, and Applications (pp. 409-430). Cham: Springer International Publishing. https://doi.org/10.1007/978-3-031-20040-3_26
- 28. Kecht, C., Egger, A., Kratsch, W., & Röglinger, M. (2023). Quantifying chatbots' ability to learn business processes. Information Systems. https://doi.org/10.1016/j.is.2023.102176
- 29. Khang, A., Jadhav, B., & Birajdar, S. (2023). Industry revolution 4.0: workforce competency models and designs. In Designing workforce management systems for industry 4.0 (pp. 11-34). CRC Press. DOI:10.1201/9781003357070-2
- 30. Khang, A., Misra, A., Gupta, S. K., & Shah, V. (2023). AI-Aided IoT Technologies and Applications for Smart Business and Production.
- 31. Kirby, M. S., Spencer, T. D., & Chen, Y. J. I. (2021). Oral narrative instruction improves kindergarten writing. Reading & Writing Quarterly.t https://doi.org/10.1080/10573569.2021.1879696
- 32. Kshetri, N., Dwivedi, Y. K., Davenport, T. H., & Panteli, N. (2023). Generative artificial intelligence in marketing: Applications, opportunities, challenges, and research agenda. International Journal of Information Management, 102716. https://doi.org/10.1016/j.ijinfomgt.2023.102716
- 33. Labadze, L., Grigolia, M., & Machaidze, L. (2023). Role of AI chatbots in education: systematic literature review. International Journal of Educational Technology in Higher Education, 20(1), 56. https://doi.org/10.1186/s41239-023-00426-1
- 34. Luo, D., Thevenin, S., & Dolgui, A. (2023). A state-of-the-art on production planning in Industry 4.0. International Journal of Production Research, 61(19), 6602-6632. 10.1080/00207543.2022.2122622
- 35. Lutfi, A., Alrawad, M., Alsyouf, A., Almaiah, M. A., Al-Khasawneh, A., Al-Khasawneh, A. L., ... & Ibrahim, N. (2023). Drivers and impact of big data analytic adoption in the retail industry: A quantitative investigation applying structural equation modeling. Journal of Retailing and Consumer Services, 70, 103129. https://doi.org/10.1016/j.jretconser.2022.103129
- 36. Ma, X. & Huo, Y. (2023). Are users willing to embrace ChatGPT? Exploring the factors on the acceptance of chatbots from the perspective of AIDUA framework. Technology in Society. https://doi.org/10.1016/j.techsoc.2023.102362
- 37. Malik, A., Budhwar, P., Mohan, H., & NR, S. (2023). Employee experience—the missing link for engaging employees: Insights from an MNE's AI-based HR ecosystem. Human Resource Management, 62(1), 97-115. DOI:10.1002/hrm.22133
- 38. Marquis, Y., Oladoyinbo, T. O., Olabanji, S. O., Olaniyi, O. O., & Ajayi, S. A. (2024). Proliferation of AI tools: A multifaceted evaluation of user perceptions and emerging trend. Asian Journal of Advanced Research and Reports, 18(1), 30-55. DOI: 10.9734/AJARR/2024/v18i1596
- 39. Marzuki, Widiati, U., Rusdin, D., Darwin, & Indrawati, I. (2023). The impact of AI writing tools on the content and organization of students' writing: EFL teachers' perspective. Cogent Education, 10(2), 2236469. https://doi.org/10.1080/2331186X.2023.2236469
- 40. Moazami, T. N., Jørgensen, R. B., Svendsen, K. V. H., Teigen, K. A., & Hegseth, M. N. (2023). Personal exposure to gaseous and particulate phase polycyclic aromatic hydrocarbons (PAHs) and nanoparticles and lung deposited surface area (LDSA) for soot among Norwegian chimney sweepers. Journal of Occupational and Environmental Hygiene, 1-11. https://doi.org/10.1080/15459624.2023.2264349
- 41. Mohite, R., Kanthe, R., Kale, K. S., Bhavsar, D. N., Murthy, D. N., & Murthy, R. D. (2024). Integrating Artificial Intelligence into Project Management for Efficient Resource Allocation. International Journal of Intelligent Systems and Applications in Engineering, 12(4s), 420-431.
- 42. Molenaar, I., de Mooij, S., Azevedo, R., Bannert, M., Järvelä, S., & Gašević, D. (2023). Measuring self-regulated learning and the role of AI: Five years of research using multimodal multichannel data. Computers in Human Behavior, 139, 107540. https://doi.org/10.1016/j.chb.2022.107540
- 43. Nowak, R. (2021). Process of strategic planning and cognitive diversity as determinants of cohesiveness a nd performance. Business Process Management Journal. DOI: 10.1108/BPMJ-09-2019-0401
- 44. Panda, S. & Chakravarty, R. (2022). Adapting intelligent information services in libraries: A case of smart AI chatbots. Library Hi Tech News. DOI: 10.1108/LHTN-11-2021-0081
- 45. Parker, S. K. & Grote, G. (2022). Automation, algorithms, and beyond: Why work design matters more than ever in a digital world. Applied Psychology. DOI:10.1111/apps.12241

- 46. Pereira, V., Hadjielias, E., Christofi, M., & Vrontis, D. (2023). A systematic literature review on the impact of artificial intelligence on workplace outcomes: A multi-process perspective. Human Resource Management Review, 33(1), 100857. https://doi.org/10.1016/j.hrmr.2021.100857
- 47. Pillai, R., Ghanghorkar, Y., Sivathanu, B., Algharabat, R., & Rana, N. P. (2024). Adoption of artificial intelligence (AI) based employee experience (EEX) chatbots. Information Technology & People, 37(1), 449-478. https://doi.org/10.1108/ITP-04-2022-0287
- 48. Preil, D. & Krapp, M. (2022). Artificial intelligence-based inventory management: a Monte Carlo tree search approach. Annals of Operations Research. https://doi.org/10.1007/s10479-021-03935-2
- 49. Prentice, C., Dominique Lopes, S., & Wang, X. (2020). The impact of artificial intelligence and employee service quality on customer satisfaction and loyalty. Journal of Hospitality Marketing & Management, 29(7), 739-756. https://doi.org/10.1080/19368623.2020.1722304
- 50. Qu, J., Zhao, S., Cao, M., Lu, J., Zhang, Y., Chen, Y., & Zhu, R. (2024). When and how is team cognitive diversity beneficial? An examination of Chaxu climate. Heliyon. https://doi.org/10.1016/j.heliyon.2024.e23970
- 51. Rafsanjani, H. N. & Nabizadeh, A. H. (2023). Towards human-centered artificial intelligence (AI) in architecture, engineering, and construction (AEC) industry. Computers in Human Behavior Reports. https://doi.org/10.1016/j.chbr.2023.100319
- 52. Rane, N., Choudhary, S., & Rane, J. (2023). Integrating ChatGPT, Bard, and leading-edge generative artificial intelligence in building and construction industry: applications, framework, challenges, and future. DOI: 10.2139/ssrn.4645597
- 53. Regona, M., Yigitcanlar, T., Xia, B., & Li, R. Y. M. (2022). Opportunities and adoption challenges of AI in the construction industry: a PRISMA review. Journal of Open Innovation: Technology, Market, and Complexity, 8(1), 45. https://doi.org/10.3390/joitmc8010045
- 54. Rosário, A. T., & Dias, J. C. (2023). How has data-driven marketing evolved: Challenges and opportunities with emerging technologies. International Journal of Information Management Data Insights, 3(2), 100203. https://doi.org/10.1016/j.jjimei.2023.100203
- 55. Santoso, H., Priatna, W., Wijaya, A., & Nugroho, D. (2024). Strengthening the Resilience and Competitiveness of MSMEs for Digital Independence of Tourism Villages Through Marketing Communication in Pesudukuh. https://doi.org/10.47191/ijmra/v7-i01-03
- 56. Sarker, I. H. (2022). Ai-based modeling: Techniques, applications and research issues towards automation, intelligent and smart systems. SN Computer Science. https://doi.org/10.1007/s42979-022-01043-x
- 57. Tambe, S. (2023). Cognitive Diversity: Vital but Invisible. In Role of Human Resources for Inclusive Leadership, Workplace Diversity, and Equity in Organizations (pp. 214-232). IGI Global. DOI: 10.4018/978-1-6684-6602-5.ch009
- 58. Tenzer, H., Pudelko, M., & Zellmer-Bruhn, M. (2021). The impact of language barriers on knowledge processing in multinational teams. Journal of World Business. https://doi.org/10.1016/j.jwb.2020.101184
- 59. Thakur, R. (2024). Introduction to artificial intelligence and its importance in modern business management. In Leveraging AI and emotional intelligence in contemporary business organizations (pp. 133-165). IGI Global. DOI: 10.4018/979-8-3693-1902-4.choo9
- 60. Vrontis, D., Christofi, M., Pereira, V., Tarba, S., Makrides, A., & Trichina, E. (2022). Artificial intelligence, robotics, advanced technologies and human resource management: a systematic review. The International Journal of Human Resource Management, 33(6), 1237-1266. https://doi.org/10.1080/09585192.2020.1871398
- 61. Wamba-Taguimdje, S. L., Fosso Wamba, S., Kala Kamdjoug, J. R., & Tchatchouang Wanko, C. E. (2020). Influence of artificial intelligence (AI) on firm performance: the business value of AI-based transformation projects. Business Process Management Journal, 26(7), 1893-1924. DOI: 10.1108/BPMJ-10-2019-0411
- 62. Zhu, X., Ma, F., Ding, F., Guo, Z., Yang, J., & Yu, K. (2023). A low-latency edge computation offloading scheme for trust evaluation in finance-level artificial intelligence of things. IEEE Internet of Things Journal. DOI: 10.1109/JIOT.2023.3297834