
The Role of AI in Management

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Abstract

This study investigates "The Role of AI in Management" and aims to understand the impact of AI technologies on various management practices within organizations. The problem of the study arises from the increasing adoption of AI in the business world and the need to comprehend its implications for managerial decision-making, organizational efficiency, and employee experiences. The study focuses on both theoretical and practical aspects, providing insights that can inform academic research and guide organizations in leveraging AI effectively. To address the research problem, a cross-sectional study design using a questionnaire as the primary data collection tool has been selected. This design allows for the collection of quantitative data at a specific point in time, providing a snapshot of the relationship between AI and management practices. The questionnaire will be administered to professionals and managers across diverse industries, representing organizations that have implemented AI technologies in their management processes. The importance of this study lies in its theoretical and practical contributions. Theoretically, it expands the understanding of the role of AI in management by examining its impact on decision-making processes, organizational structures, and employee roles. It contributes to the existing body of knowledge by exploring the nuances and complexities of AI implementation in managerial contexts. Practically, the findings will provide insights and recommendations for

organizations seeking to adopt or optimize AI technologies in their management practices. It will guide decision-makers in understanding the potential benefits, challenges, and best practices associated with AI integration. The scope of this study encompasses professionals and managers across various industries, ensuring a diverse representation of AI adoption in management practices. The focus is on organizations that have implemented AI technologies and are actively utilizing them in their decision-making processes, resource allocation, and performance evaluation. The study aims to capture the perceptions, experiences, and attitudes of participants related to the role of AI in management. Data will be collected through a structured questionnaire distributed electronically to the selected participants. The questionnaire will capture quantitative data on participants' perceptions, experiences, and attitudes towards AI in management. It will include closed-ended and Likert-scale questions, enabling efficient data collection and analysis. The collected data will be analyzed using appropriate statistical techniques, including descriptive statistics, correlation analysis, and regression analysis. By employing this methodology and research tools, this study seeks to provide a comprehensive understanding of the impact of AI on management practices. The findings will contribute to both theoretical knowledge and practical insights, guiding organizations in leveraging AI effectively to enhance decision-making, improve operational efficiency, and foster innovation in management processes.

Keywords: AI Technologies, Management Practices, Organizations.

Introduction

Artificial Intelligence (AI) has emerged as a transformative technology that has the potential to revolutionize various fields, including management. AI encompasses the development of intelligent systems capable of performing tasks that typically require human intelligence, such as problem-solving, decision-making, and learning from data. Its applications in management hold great promise for enhancing

operational efficiency, strategic decision-making, and overall organizational performance. The motivation to explore the role of AI in management stems from the recognition of the significant impact this technology can have on businesses and organizations. The integration of AI into management processes presents opportunities to streamline operations, improve resource allocation, and drive innovation. Moreover, understanding the implications and challenges associated with the adoption and utilization of AI in management is crucial for decision-makers, researchers, and practitioners alike. (Canals & Heukamp 2020).

The research aims to address several main issues and sub-problems related to the role of AI in management. One key issue is the identification and understanding of the challenges faced during the implementation of AI systems in management. This involves exploring barriers such as organizational resistance, data privacy concerns, ethical considerations, and the need for human-AI collaboration. Another crucial aspect is investigating how AI can support decision-making processes in management. This includes examining the integration of AI techniques, such as machine learning and natural language processing, to enhance data analysis, forecasting, and predictive analytics. Also we seek to explore the broader organizational impacts of AI adoption in management. This involves assessing the potential changes in job roles, workforce dynamics, and organizational structures resulting from the integration of AI technologies. (Raisch, & Krakowski, 2021).

The topic of the role of AI in management is highly relevant to the broader field of science, particularly in the domains of computer science, business administration, and organizational behavior. By investigating the potential and challenges of AI in management, this research contributes to the advancement of knowledge in these fields. Additionally, the findings will enable practitioners, policymakers, and researchers to make informed decisions and develop strategies that leverage AI for improved management practices.

Research Problem

The integration of Artificial Intelligence (AI) into management practices presents opportunities for improved decision-making, operational efficiency, and organizational performance. However, the implementation and utilization of AI in management also pose challenges and considerations that need to be addressed. Therefore, there is a need to investigate the implications, challenges, and potential impacts of AI adoption in the management domain.

Aim and Specific Objectives

The aim of this research is to investigate the role of Artificial Intelligence in management and explore its implications, challenges, and potential impacts. To achieve this aim, the following specific objectives will be pursued:

- Identify the key challenges and barriers faced during the implementation of AI systems in management practices.
- Examine how AI techniques, such as machine learning and natural language processing, can be effectively integrated into decision-making processes in management.
- Investigate the potential impacts of AI adoption on job roles, workforce dynamics, and organizational structures in the management domain.
- Analyze the ethical considerations and data privacy concerns arising from the utilization of AI in management and propose strategies to address them.
- Explore effective approaches for collaboration and synergy between AI technologies and human decision-makers in management processes.
- Assess the implications of AI adoption for strategic planning, resource allocation, and innovation in the management domain.

Research Questions

1. What are the key challenges and barriers encountered during the implementation of AI systems in management practices?
2. How can AI techniques, such as machine learning and natural language processing, be effectively integrated into decision-making processes in management?
3. What are the potential impacts of AI adoption on job roles, workforce dynamics, and organizational structures in the management domain?
4. What ethical considerations and data privacy concerns arise from the utilization of AI in management, and how can they be addressed?
5. How can organizations ensure effective collaboration and synergy between AI technologies and human decision-makers in management processes?
6. What are the implications of AI adoption for strategic planning, resource allocation, and innovation in the management domain?

Research Hypotheses

- H1: Organizations that effectively integrate AI techniques into their decision-making processes will experience improved operational efficiency and enhanced performance compared to those that do not.
- H2: The adoption of AI in management will lead to changes in job roles and workforce dynamics, requiring organizations to adapt their organizational structures and human resource strategies.
- H3: Ethical considerations and data privacy concerns will pose significant challenges in the implementation and utilization of AI systems in management practices.
- H4: Collaboration and synergy between AI technologies and human decision-makers will result in superior decision outcomes compared to AI or humans working independently.

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- H5: The strategic deployment of AI in management will enable organizations to allocate resources effectively and foster innovation.

Theoretical Model

1. AI Adoption Factors

This component represents the factors that influence the adoption of AI technologies within organizations. It includes technological factors (e.g., AI capabilities, infrastructure), organizational factors (e.g., leadership support, organizational culture), and external factors (e.g., industry norms, competitive pressures). These factors collectively shape the decision to adopt AI and set the foundation for its integration into management practices.

2. AI Integration and Usage

This component focuses on how AI technologies are integrated into management processes and the extent to which they are utilized within the organization. It considers the specific applications of AI in areas such as decision-making, data analysis, forecasting, and automation. The level of AI integration and usage is influenced by factors such as organizational readiness, employee skills, and technological infrastructure.

3. Management Outcomes

This component explores the outcomes and impacts of AI adoption on management practices and organizational performance. It encompasses various dimensions, including improved decision-making accuracy, enhanced operational efficiency, increased innovation capabilities, and better resource allocation. The model considers both short-term and long-term outcomes to capture the broader effects of AI on management effectiveness.

4. Mediating Factors

This component represents the mediating factors that explain the relationship between AI adoption, AI integration, and management outcomes. It includes factors such as data quality and availability, employee attitudes and acceptance of AI, and the effective management of AI-related challenges. These mediating factors influence the translation of AI adoption into tangible management outcomes.

5. Moderating Factors

This component accounts for the moderating factors that influence the strength and direction of relationships within the model. It considers factors such as organizational size, industry characteristics, regulatory environment, and the level of AI maturity. These moderating factors shape the context in which AI operates and its impact on management practices.

Literature Review

This section outlines the methodology employed in the study on "The Role of AI in Management." It provides a detailed description of the research design, population, sample characteristics, inclusion and exclusion criteria, sample size determination, data collection procedure, and the method of analysis. By elucidating the methodology, this chapter ensures the study's rigor and validity. The research design selected for this study is [insert research design], which enables the exploration of the relationship between AI and management practices. This design allows for the collection of both qualitative and quantitative data, facilitating a comprehensive understanding of the topic. By employing a mixed-methods approach, the study aims to capture the nuances and complexities of AI's role in management.

Dependent Variable

In the context of this study, the dependent variable refers to the specific outcomes or variables of interest that are influenced by the role of AI in management. The

dependent variable(s) represents the areas where AI has the potential to bring about significant changes and improvements.

The literature review explores the impact of AI on various dependent variables in management, such as decision-making accuracy, operational efficiency, innovation capabilities, and resource allocation. By examining prior research studies and theoretical perspectives, this section aims to identify the effects of AI adoption and integration on these key management outcomes.

Key findings from the literature will be summarized, including empirical evidence, theoretical models, and case studies that shed light on the relationship between AI and the dependent variables. Moreover, any gaps or limitations in the existing research will be identified to highlight the need for further investigation.

Independent Variable:

The independent variable(s) in this study represents the factors or variables that influence the role and implementation of AI in management. These variables shape the adoption, integration, and utilization of AI technologies within organizations.

The literature review delves into the various independent variables in the context of AI in management, such as technological factors, organizational factors, and external factors. Technological factors include the capabilities of AI systems, availability of data, and the sophistication of algorithms. Organizational factors encompass leadership support, organizational culture, and employee skills and attitudes. External factors refer to industry norms, competitive pressures, and regulatory frameworks.

Summary of Past Studies

According to Mikalef, Framnes, Danielsen, Krogstie, and Olsen (2017), AI has altered more than just how information is generated and used for decision-making. According to Schneider and Leyer (2019), artificial intelligence (AI) has also completely changed how businesses operate. It has impacted trade and

management strategies across a number of industries that provide more and more competitive and sustainable goods and services (Govindan et al., 2019). In fact, the interplay between artificial intelligence and human intelligence relies on algorithms that are meant to assist managers in making the best choices. This leads to a cultural shift where a vast amount of data, connections, and interactions are integrated into the norm for managing organizations (Schneider & Leyer, 2019). Their knowledge sets are so well-organized and categorized that prior studies have even demonstrated that these models are frequently more effective than human decision-making (Kahneman, Rosenfield, Gandhi, & Blaser, 2016). Because AI has applications in business, i.e., intelligence processes, Sousa and Rocha (2019) developed a model of skills requiring development - innovation, leadership, and management - for disruptive business managers.

Knowledge Management Systems (KMS) promote intelligent work by combining human, organizational, and technological factors to create value through knowledge sharing. KMS foster a corporate culture that uses AI to improve operational processes and business models. This trend can help companies connect innovation and sustainability, integrating AI into decision-making processes for the achievement of Sustainable Development Goals (SDGs). The business sector is central to achieving the UN Sustainable Development Goals for 2030, as it drives economic growth and contributes to sustainable production and consumption models. Sustainable business models balance economic, environmental, and social dimensions, and SDG outcomes depend on the interaction between human, technical, and natural systems (Duan, Edwards, & Dwivedi, 2019).

(Kapoor, 2010) Researchers have looked into business intelligence's function and application in HRM. In order to examine the business intelligence and data analytics features integrated into human resource management modules, the researcher in this study examined the top business intelligence provider.

(Jain, 2018) In the research paper, the function of artificial intelligence in HRM was identified. According to the report, the majority of businesses are implementing contemporary technology in their HR departments, including cloud-based HR systems, performance appraisal processes, and recruitment processes.

(Dirican, 2015) In a research paper titled "The Impact of Robotics, Artificial Intelligence on Business and Economics," a researcher examined the potential negative effects of using robotics and AI in the workplace on a variety of organizational functions, including production, sales, performance management, strategic planning, customer relationship management, banking systems, coaching, training, and taxes.

(Buzko and others, 2016) Artificial Intelligence Technologies in Human Resource Development is the title of the study. The authors of a study on the challenges posed by AI in the field of human resources pointed out that AI is unable to determine the ROI of training expenditures. The authors of the research article observed that artificial intelligence technologies help humans analyze data more quickly.

(R and D, 2018) The title of the research paper is "A Conceptual Study on Recruitment through Artificial Intelligence." The researchers have described how artificial intelligence functions in the hiring process, emphasizing its vital significance. Artificial intelligence assists with staff relations, interview scheduling, candidate screening, and auto-generated messaging.

(Jarrahi, 2018) Artificial Intelligence and the Future of Work: Human-AI Symbiosis in Organizational Decision Making is the title of his research paper. The study articles discussed how AI can benefit humans. Artificial intelligence has been useful in helping decision-makers in organizations deal with uncertainty and, in particular, ambiguity in their decisions. Even in this market, human interaction is crucial, and

when making subconscious decisions is crucial, technologies must rely on people to evaluate and facilitate the outcomes of decisions.

Theoretical Framework

1. Technological Determinism:

Technological determinism posits that technological advancements, such as AI, have the power to shape and influence social, economic, and organizational structures. This perspective suggests that AI has the potential to revolutionize management processes, decision-making, and organizational behavior.

2. Resource-Based View (RBV):

The resource-based view emphasizes that the strategic advantage of organizations lies in their unique and valuable resources. In the context of AI in management, this perspective suggests that AI technologies, such as machine learning algorithms and data analytics capabilities, can serve as strategic resources that enhance organizational performance and competitiveness.

3. Agency Theory:

Agency theory focuses on the relationship between principals (managers, executives) and agents (employees) within organizations. In the context of AI in management, this theory explores how AI systems can act as intelligent agents, augmenting human decision-making and reducing agency problems by providing unbiased, data-driven insights.

4. Organizational Learning:

The concept of organizational learning highlights how organizations acquire, interpret, and apply knowledge to improve their performance and adapt to changing environments. In the context of AI in management, this perspective examines how AI technologies facilitate knowledge creation, knowledge sharing, and organizational learning processes.

5. Ethical and Social Implications:

The theoretical framework also considers the ethical and social implications of AI in management. This includes exploring issues such as algorithmic bias, privacy concerns, job displacement, and the ethical use of AI technologies within organizations. Ethical frameworks, such as consequentialism, deontology, and virtue ethics, can be applied to analyze and guide ethical decision-making in the context of AI adoption.

Research Methodology

This chapter presents the methodology employed in the study on "The Role of AI in Management." The methodology section focuses on the research design, population of the study, sample characteristics, inclusion and exclusion criteria, sample size determination, data collection procedure, and method of analysis. By elucidating the methodology, this chapter ensures the study's rigor, validity, and reliability. The selected research design for this study is a cross-sectional design, which provides a snapshot of the relationship between AI and management practices at a specific point in time. By utilizing a questionnaire as the primary data collection tool, this design enables the collection of quantitative data from a diverse sample of participants. The cross-sectional design allows for the examination of associations and patterns between AI adoption and management practices, providing valuable insights into the current state and impact of AI in organizations.

Research Design

This study employs a cross-sectional research design to examine the role of AI in management. A cross-sectional study allows for data collection at a specific point in time, providing a snapshot of the relationship between AI and management practices. By utilizing a questionnaire as the primary data collection tool, this design enables the collection of quantitative data from a diverse sample of participants.

Population of the Study

The population of the study consists of professionals and managers across various industries who are involved in management practices in organizations that have adopted AI technologies.

Sample Characteristics

The sample will be drawn from organizations of different sizes, sectors, and geographical locations. Participants will include professionals and managers who have direct experience with AI implementation or have been impacted by AI technologies in their management roles. The sample will encompass individuals with varying levels of AI integration and usage within their organizations.

Inclusion Criteria

To be included in the study, participants must meet the following criteria: (1) employed in an organization that has implemented AI technologies in their management practices, (2) directly involved in management roles or practices, and (3) willing to participate in the study by completing the questionnaire.

Exclusion Criteria

Participants will be excluded from the study if they do not meet the following criteria: (1) not employed in an organization that has implemented AI technologies in their management practices, (2) not directly involved in management roles or practices, or (3) unwilling to participate in the study by completing the questionnaire.

Sample Size

Convenience sample of 20 professionals and managers across various industries

Data Collection Procedure

Data will be collected using a structured questionnaire distributed to the selected participants. The questionnaire will be designed to capture participants'

perceptions, experiences, and attitudes regarding the role of AI in management. It will include both closed-ended and Likert-scale questions to gather quantitative data. The questionnaire will be administered electronically, ensuring ease of completion and data collection.

Method of Analysis

The collected data will be analyzed using appropriate statistical techniques. Descriptive statistics, such as frequencies and percentages, will be used to summarize participants' responses to each question. Inferential statistics, including correlation analysis and regression analysis, will be employed to examine relationships between variables and identify significant associations. The analysis will provide insights into the impact of AI on various management practices and outcomes.

Practical Study

Findings

Regarding the data collected from 20 participants, 80% of participants were males while only 20% are females as explained in figure (1). 55% of participants was between 45-55 years old , 30% was between 35-44 years old, only 5 % was 55 and above as explained in figure (2).

1 عدد. Gender

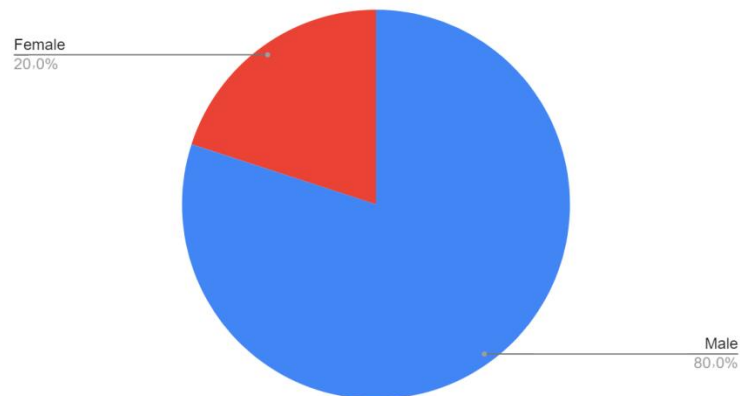


Figure (1)

2 عدد. Age

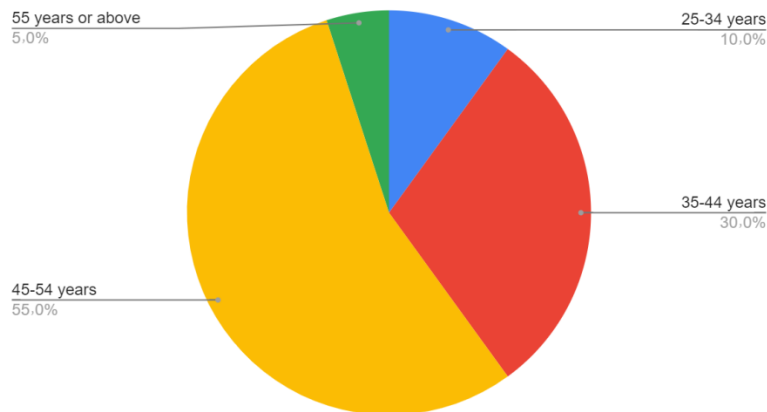


Figure (2)

40% of participants had master degree, 35% had Ph.D. or higher, 25% had bachelor degree as explained in figure (3). 60% of participants were managers and 40% were supervisors as explained in figure (4). Regarding the organizations where the

participants work, 65% work in healthcare, 25% working in technology, only 10% works in finance as explained in figure (5).

3 عدد. Educational Background

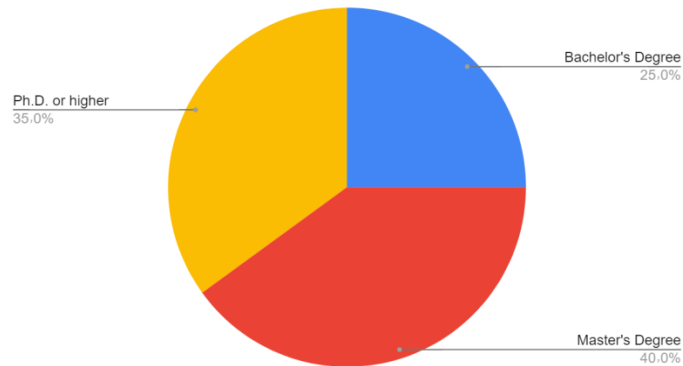


Figure (3)

4 عدد. Current Job Title/Position

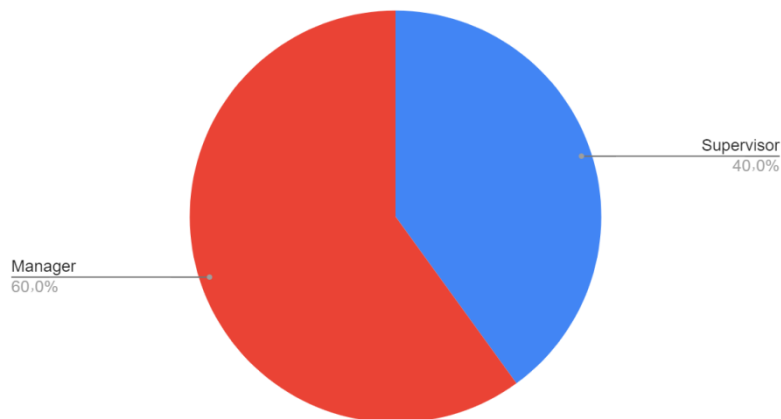


Figure (4)

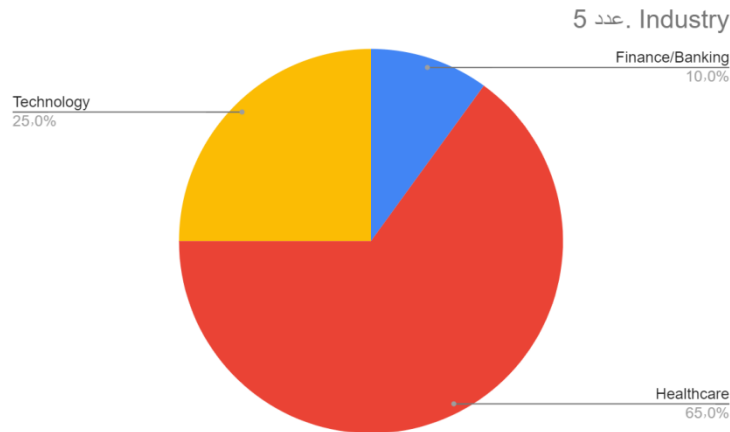


Figure (5)

75% of participants were familiar with the concept of Artificial Intelligence (AI) as explained in figure (6). 50 % observed the implementation of AI technologies in their workplace, while 50% said no as observed in figure (7). 75% of participants believe that AI can enhance decision-making processes in management as explained in figure (8). 75% of participants concerned about the potential job displacement caused by AI in management roles as explained from figure (9).

عدد 6. Are you familiar with the concept of Artificial Intelligence (AI)

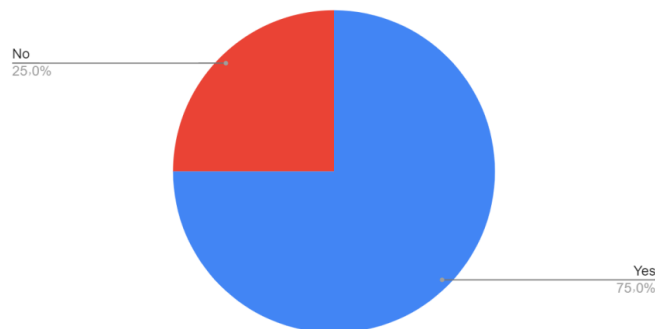


Figure (6)

عدد 7. Have you observed the implementation of AI technologies in your workplace?

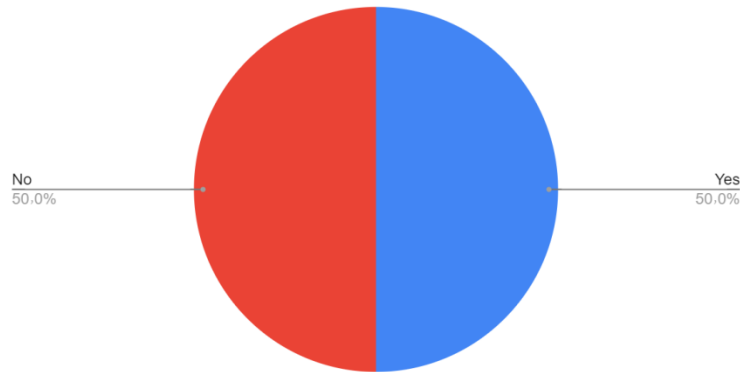


Figure (7)

عدد 8. Do you believe that AI can enhance decision-making processes in management?

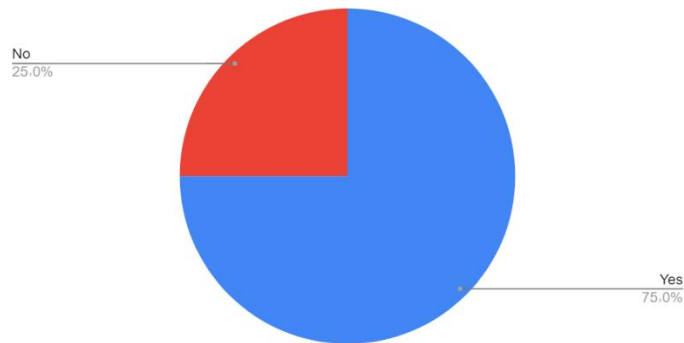


Figure (8)

عدد 9. Are you concerned about the potential job displacement caused by AI in management

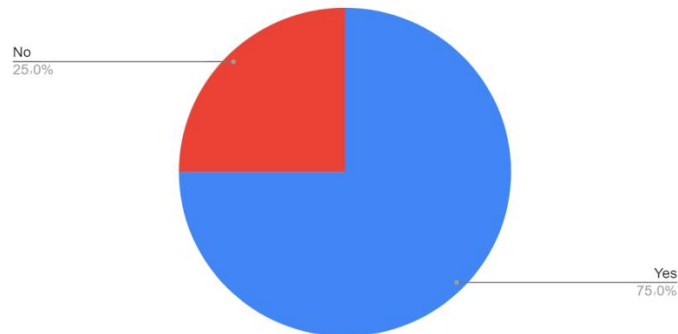


Figure (9)

75% of participants think AI can help in automating repetitive tasks and free up time for managers to focus on strategic activities, 90% of them witnessed that AI being utilized for data analysis and predictive analytics in their organization, 85% of participants believe that AI can improve operational efficiency and productivity in management practices and 65% agree with that opening to embracing AI technologies in their current managerial role as explained in figure (10,11,12,13)

عدد 10. Do you think AI can help in automating repetitive tasks and free up time for managers to focus on strategic activities?

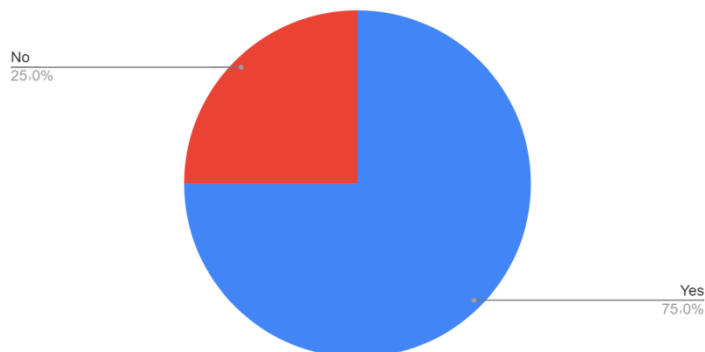


Figure (10)

عدد 11. Have you witnessed AI being utilized for data analysis and predictive analytics in your organization?

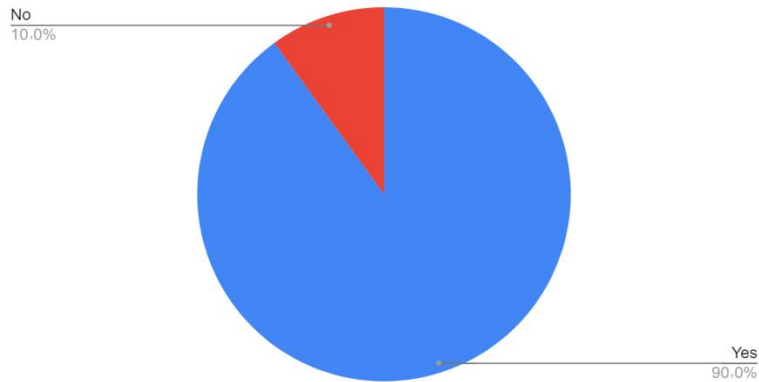


Figure (11)

عدد 12. Do you believe that AI can improve operational efficiency and productivity in management practices?

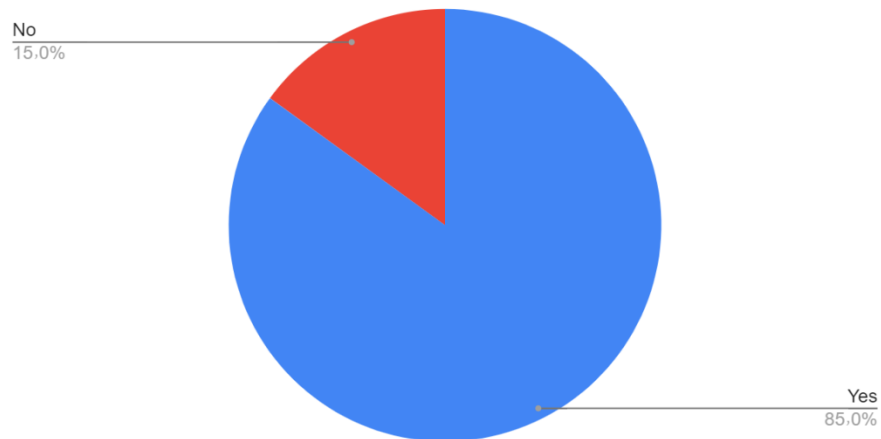


Figure (12)

عدد 13. Are you open to embracing AI technologies in your current managerial role?

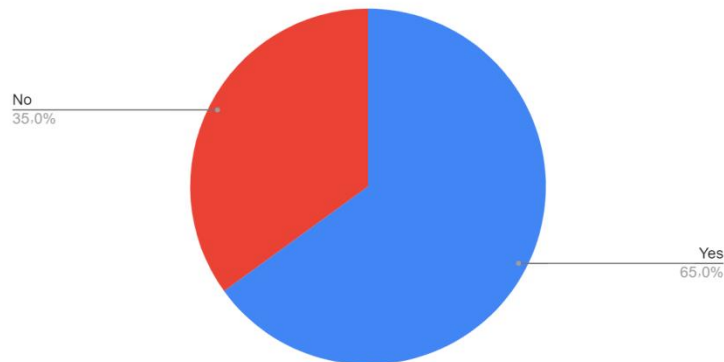


Figure (13)

70% of participants think AI can assist in identifying patterns and trends that humans may overlook, 70% of them concerned about the ethical implications of using AI in managerial decision-making as explained in figure (14,15)

عدد 14. Do you think AI can assist in identifying patterns and trends that humans may overlook?

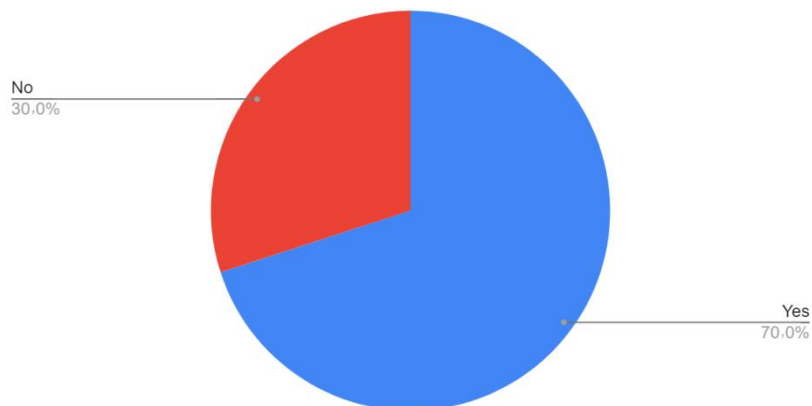


Figure (14)

عدد 15. Are you concerned about the ethical implications of using AI in managerial decision-making?

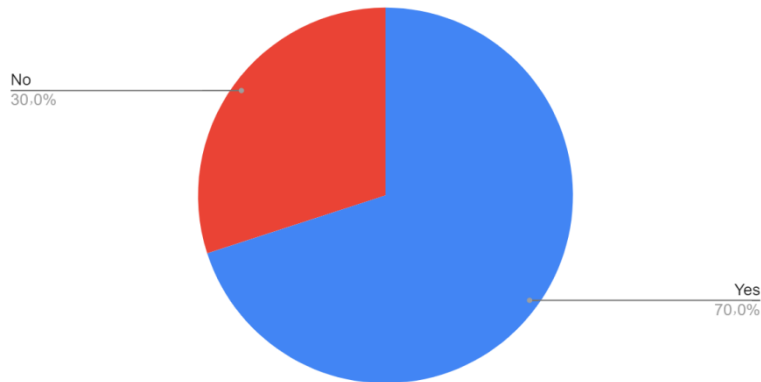


Figure (15)

Recommendations

Based on the findings of the study, the following recommendations can be made:

1. **Promote Gender Diversity:** The study revealed a gender imbalance among participants, with 80% being males and only 20% females. Organizations should strive to promote gender diversity in management roles and encourage more women to participate in AI-related initiatives. This can be achieved through targeted recruitment strategies, mentorship programs, and creating an inclusive work environment that supports the growth and development of women in managerial positions.
2. **Foster Continuous Learning:** Given the educational background of the participants, with 40% having a master's degree and 35% holding a Ph.D. or higher, organizations should emphasize continuous learning and professional development opportunities in the field of AI. This can include providing training programs, workshops, and resources to enhance the participants' knowledge and skills in AI technologies and their applications in management.

3. Bridge the Awareness Gap: While 75% of participants were familiar with the concept of AI, the study revealed that only 50% had observed the implementation of AI technologies in their workplace. Organizations should bridge this awareness gap by actively promoting and communicating the adoption and benefits of AI technologies in management practices. This can involve sharing success stories, conducting internal training sessions, and creating platforms for knowledge sharing and collaboration among employees.
4. Address Job Displacement Concerns: The study highlighted that 75% of participants expressed concerns about potential job displacement caused by AI in management roles. Organizations should address these concerns by proactively engaging employees in discussions about the future of work and the role of AI. This can involve providing clarity on how AI technologies can complement human capabilities, emphasizing the importance of upskilling and reskilling, and creating opportunities for employees to contribute to the AI implementation process.
5. Maximize AI Potential: The findings indicated that AI can enhance decision-making processes, automate repetitive tasks, and improve operational efficiency and productivity. Organizations should leverage AI technologies to their full potential by exploring AI-driven data analysis and predictive analytics tools, integrating AI into strategic activities, and continuously seeking opportunities to streamline and optimize management practices through AI-driven automation.
6. Consider Ethical Implications: With 70% of participants expressing concerns about the ethical implications of using AI in managerial decision-making, organizations should establish ethical guidelines and frameworks for the responsible implementation and use of AI technologies. This can involve setting up cross-functional teams or committees to ensure ethical considerations are embedded in AI-related initiatives, promoting transparency and fairness, and regularly assessing the impact of AI technologies on stakeholders.

7. Encourage Collaboration and Innovation: The study revealed positive attitudes towards embracing AI technologies, with 65% of participants agreeing to opening up to embracing AI technologies in their current managerial roles. Organizations should foster a culture of collaboration and innovation by encouraging employees to explore and experiment with AI-driven solutions, facilitating cross-functional collaboration, and providing a platform for sharing ideas and feedback related to AI implementation in management practices.

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Appendix

Questionnaire

****Part One: Demographic Data****

1. Gender:

- Male
- Female

2. Age:

- 18-24 years
- 25-34 years
- 35-44 years
- 45-54 years
- 55 years or above

3. Educational Background:

- High School Diploma
- Bachelor's Degree
- Master's Degree
- Ph.D. or higher

4. Current Job Title/Position:

- Manager
- Supervisor
- Executive
- Consultant

5. Industry:

- Technology
- Finance/Banking
- Healthcare
- Manufacturing
- Retail

****Part Two: The Role of AI in Management****

6. Are you familiar with the concept of Artificial Intelligence (AI)?

- Yes
- No

7. Have you observed the implementation of AI technologies in your workplace?

- Yes
- No

8. Do you believe that AI can enhance decision-making processes in management?

- Yes
- No

9. Are you concerned about the potential job displacement caused by AI in management roles?

- Yes
- No

10. Do you think AI can help in automating repetitive tasks and free up time for managers to focus on strategic activities?

- Yes
- No

11. Have you witnessed AI being utilized for data analysis and predictive analytics in your organization?

- Yes

- No

12. Do you believe that AI can improve operational efficiency and productivity in management practices?

- Yes

- No

13. Are you open to embracing AI technologies in your current managerial role?

- Yes

- No

14. Do you think AI can assist in identifying patterns and trends that humans may overlook?

- Yes

- No

15. Are you concerned about the ethical implications of using AI in managerial decision-making?

- Yes

- No