

A Study of the Relationship between Employees' AI Knowledge and their Readiness to Adopt Artificial Intelligence in the Workplace

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Abstract:

Artificial intelligence is becoming increasingly relevant to workplace activities, yet its successful use depends partly on whether employees understand the technology and feel prepared to work with it. The present study examined the relationship between employees' AI knowledge and their readiness to adopt artificial intelligence in the workplace. It also assessed whether AI knowledge influenced employee readiness. A quantitative approach and cross-sectional explanatory design were used. Primary data were collected from 187 employees through a structured questionnaire. Employees' AI knowledge was measured through five statements, while readiness for AI adoption was assessed through ten statements using a five-point Likert scale.

Descriptive statistics, Pearson's correlation and simple linear regression were applied. The responses indicated moderate AI knowledge and a generally favourable level of readiness, although uncertainty remained regarding practical applications, AI-related risks, system use and possible changes in job responsibilities. AI knowledge had a positive and statistically significant relationship with employee readiness. Regression analysis further showed that knowledge explained a meaningful part of the variation in readiness. The results suggest that clearer awareness, practical training and gradual exposure to AI tools may help employees become better prepared for workplace adoption.

Keywords: AI knowledge; employee readiness; workplace technology adoption; artificial intelligence awareness; digital preparedness

INTRODUCTION: AI KNOWLEDGE AND EMPLOYEE READINESS IN THE WORKPLACE

Artificial intelligence is changing how many workplace tasks are understood and performed. It can assist employees in organising information, improving routine processes, supporting decisions and completing work more efficiently. Its value, however, does not depend only on the availability of new systems. Employees must also understand what the technology can do, recognise its limitations and feel prepared to include it in their daily work.

Knowledge of AI can differ considerably among employees. Some may be familiar with basic concepts and common applications, while others may have only limited exposure to such tools. Even those who

recognise the benefits may remain uncertain about incorrect outputs, privacy, bias or the effect of AI on existing responsibilities. These gaps matter because employees are expected to use the technology carefully rather than accept its output without judgement.

Readiness for adoption involves more than a willingness to try something new. It includes confidence, openness to learning and the ability to adjust established work practices. Employees may support AI when it clearly improves their performance but still feel uncomfortable using an unfamiliar system. Changes in job roles can create further hesitation, particularly when organisations do not explain how the technology will be introduced or how human responsibility will be maintained.

For organisations, this creates a practical concern. Investment in AI may not lead to effective use when employees lack the knowledge or confidence needed to work with it. Training is often offered as a response, but general awareness alone may be insufficient. Employees may also require practical demonstrations, guidance on responsible use and opportunities to learn through tasks connected with their own work.

Existing discussions of workplace AI frequently emphasise technical capability and organisational efficiency. The connection between what employees know about AI and how ready they feel to adopt it deserves closer attention. Understanding this link can help organisations identify whether knowledge-building efforts are likely to support acceptance and where further assistance may be needed.

Against this background, the present study focuses on employees' level of AI knowledge and their readiness to adopt artificial intelligence in the workplace. It examines the relationship between these constructs and assesses whether differences in AI knowledge are associated with changes in employee readiness.

REVIEW OF LITERATURE

Jerez-Jerez (2025) examined hotel employees' readiness for and acceptance of artificial intelligence and considered how these attitudes influenced organisational AI adoption. Using a quantitative approach in independent hotels, the study found that employees' understanding and acceptance of AI were important for successful implementation. Employees were more supportive when they recognised the practical benefits of AI and felt prepared to work with it. The study shows that organisations cannot depend solely on purchasing AI systems; they must also develop employees' knowledge and confidence. This is directly relevant to the present study because it connects employee awareness and understanding of AI with readiness to accept it in the workplace.

Al-Khatib (2025) investigated the factors influencing the adoption of generative AI-based innovations in the hospitality industry. Data were collected from 221 participants and analysed using structural equation modelling. The findings showed that perceived benefits, organisational readiness, management support, organisational culture, competitive pressure, government support and vendor support positively influenced AI adoption. In contrast, technological complexity reduced adoption. The study indicates that employees are more likely to support AI when the technology is understandable and when suitable organisational support is available. However, its main focus was organisational adoption rather than the direct relationship between employees' AI knowledge and their readiness.

Babashahi et al. (2024) conducted a systematic review to understand how artificial intelligence is changing workplace skills across different industries. The review covered areas such as software engineering, education, accounting, mining, legal services, media and industrial automation. The authors found that

employees increasingly require AI-related technical knowledge, adaptability, problem-solving ability and an understanding of the ethical and practical limitations of AI. They also stressed the importance of continuous training because workplace skills must develop alongside technological changes. The study supports the view that AI knowledge can help employees feel more capable of working with AI and can therefore improve their readiness to adopt it.

Peretz-Andersson et al. (2024) explored how manufacturing small and medium-sized enterprises organise their resources when implementing artificial intelligence. Through a qualitative investigation of manufacturing firms, the study showed that successful AI implementation depends on the combined development of technology, data, employee skills and managerial capabilities. Firms experienced difficulty when employees lacked the knowledge required to understand or use AI-supported processes. The findings suggest that employee knowledge is an essential resource that enables organisations to move from interest in AI to its practical application. Nevertheless, the study considered AI readiness mainly at the organisational level rather than measuring individual employees' readiness.

Cheng et al. (2023) examined how organisational AI adoption affects employees' efforts to modify and improve their work, commonly described as job crafting. Using employee-level quantitative data, the researchers found that employees may view AI either as an opportunity that supports their work or as a difficulty that threatens or complicates it. Employees who saw AI as useful were more willing to make constructive changes to their tasks, whereas negative views could limit such behaviour. This study shows that employee responses depend on how they understand and evaluate AI. It is relevant because greater AI knowledge may help employees form more realistic views of the technology and become more prepared to adopt it.

Zirar et al. (2023) reviewed existing research on the coexistence of employees and artificial intelligence in the workplace. The review identified major themes involving employee skills, training, trust, work redesign, ethical concerns and human–AI collaboration. The authors concluded that the benefits of AI cannot be fully achieved unless employees are equipped with suitable knowledge and are actively involved in the adoption process. They also noted that insufficient knowledge may create fear, resistance and uncertainty. The study establishes a clear conceptual connection between employee knowledge and acceptance of workplace AI, although it calls for further empirical research to test these relationships directly.

Uren and Edwards (2023) investigated the organisational journey towards AI adoption and the meaning of technological readiness. The researchers conducted a qualitative study involving AI experts from research, development and business settings. The findings showed that readiness for AI depends on four connected areas: people, processes, technology and data. Employee knowledge, appropriate skills and communication between technical and business staff were particularly important. The study demonstrates that technological infrastructure alone does not make an organisation ready for AI. Employees must understand the technology and how it relates to their work. However, the study did not statistically examine whether higher employee AI knowledge produces greater individual readiness.

Horani et al. (2023) examined the technological, organisational and environmental factors affecting organisational intentions to adopt AI. Survey data were collected from 512 senior information technology and information systems managers in public and private organisations in Jordan. The results showed that perceived advantage, compatibility, management support, availability of resources, strategic alignment, vendor support and competitive pressure positively influenced adoption intentions. Complexity had a

negative influence. These findings suggest that people are more willing to adopt AI when they understand its usefulness and find it compatible with organisational needs. The research provides useful evidence about adoption intentions, but it focuses on managers and organisational conditions rather than the AI knowledge and readiness of employees in general.

Hradecky et al. (2022) explored organisational readiness to adopt artificial intelligence in the exhibition sector of Western Europe. Through interviews with industry professionals, the researchers examined how organisations understood AI and whether they were prepared to introduce it. The study found that limited knowledge of AI, uncertainty about possible applications, inadequate resources and insufficient employee skills were important barriers. Organisations with a clearer understanding of AI opportunities were in a stronger position to consider its adoption. This study supports the importance of AI knowledge, although it addresses readiness at the industry and organisational levels rather than testing the relationship between employees' knowledge and readiness quantitatively.

Kinkel et al. (2022) examined the conditions required for manufacturing firms to adopt artificial intelligence. The study used data from 655 manufacturing companies operating in different countries. Its findings showed that digital skills, company size and research and development intensity were among the strongest factors associated with AI adoption. The availability of employees with suitable digital knowledge was especially important because organisations could not effectively introduce AI without people capable of understanding and applying it. The study therefore provides strong evidence that knowledge and skills support AI adoption, although its unit of analysis was the organisation rather than the individual employee.

Chiu et al. (2021) developed and tested a model explaining how employees evaluate artificial intelligence before it is introduced into their organisations. The study showed that employees form their readiness through both rational and emotional evaluations. They consider whether AI will improve their performance, require additional effort, threaten their jobs or create uncertainty. Employees who expected useful outcomes were more willing to accept AI, while those who anticipated risks or disruption were more hesitant. The findings are closely connected with the present study because employees with greater AI knowledge may be better able to judge the benefits and limitations of the technology and may consequently show greater readiness to adopt it.

Jöhnk et al. (2021) investigated the factors that make organisations ready for artificial intelligence. Based on interviews with 25 AI experts, the researchers identified 18 readiness factors relating to strategy, resources, knowledge, culture, data and technology. Employee awareness, AI-related competencies, openness to change and management of employee concerns were identified as important parts of readiness. The authors concluded that organisations should develop human knowledge and capabilities alongside their technical systems. Although the study offers a detailed framework for organisational readiness, it does not quantitatively test the direct relationship between employees' AI knowledge and their individual readiness to adopt AI.

RESEARCH METHODOLOGY

Research Objectives

The research objectives were as follows:

1. To examine the relationship between employees' level of AI knowledge and their readiness to adopt artificial intelligence in the workplace.

2. To assess the influence of employees' level of AI knowledge on their readiness to adopt artificial intelligence in the workplace.

Research Design

The study adopted a cross-sectional explanatory research design to examine the relationship between employees' AI knowledge and their readiness to adopt artificial intelligence in the workplace. The design was appropriate because both constructs were assessed at a single point in time, while their relationship and predictive association were examined statistically.

Research Approach

A quantitative research approach was followed because the study involved measurable variables and numerical analysis. Employees' AI knowledge and readiness for AI adoption were assessed through structured Likert scale statements. The approach supported the use of descriptive statistics, Pearson's correlation and simple linear regression.

Population and Sample

The target population comprised employees who could provide relevant responses concerning AI knowledge and workplace AI adoption. Purposive sampling was used to select employees suited to the purpose of the study. Primary data were collected from 187 employees through a structured questionnaire. The sample provided an adequate basis for examining the proposed relationship and regression model.

Research Variables

The study included one independent variable and one dependent variable. Table 1.1 presents their classification and corresponding operational roles.

Table 1.1: Research Variables

Variable type	Variable
Independent variable	Employees' level of AI knowledge
Dependent variable	Employees' readiness to adopt artificial intelligence in the workplace

Employees' AI knowledge referred to their understanding of basic AI concepts, workplace applications, potential benefits, limitations and associated risks. Employee readiness represented their willingness, confidence and preparedness to learn, adapt and use artificial intelligence in the workplace.

A construct mean score was calculated separately for each employee. The AI Knowledge score was obtained by averaging responses to its five statements. The Employee Readiness score was calculated by averaging responses to its ten statements. This procedure retained the original five-point scale and enabled direct comparison and statistical analysis of the two constructs.

Instrument Development and Measurement

A structured questionnaire containing 15 Likert scale statements was used. Five statements measured Employees' AI Knowledge, while ten statements assessed Employee Readiness for AI Adoption.

Responses were recorded on a five-point scale ranging from 1 for Strongly Disagree to 5 for Strongly Agree. Higher mean scores indicated greater AI knowledge or stronger readiness to adopt artificial intelligence at work.

Reliability of the Instrument

Cronbach's alpha was used to assess the internal consistency of the two constructs.

Table 1.2: Reliability Analysis

Construct	Number of items	Cronbach's alpha	Interpretation
Employees' Level of AI Knowledge	5	0.870	Good
Employee Readiness for AI Adoption	10	0.913	Excellent

The alpha coefficient for Employees' AI Knowledge was 0.870, indicating good internal consistency. Employee Readiness for AI Adoption recorded an alpha value of 0.913, reflecting excellent internal consistency. Both values exceeded the commonly accepted threshold of 0.70 and supported the use of composite scores in the subsequent analysis.

Statistical Tools and Techniques

The collected data were analysed using descriptive and inferential statistical techniques. Each tool was selected according to the nature of the variables and the purpose of the analysis.

Table 1.3: Statistical Tools and Techniques

S. No.	Statistical test/tool	Objective of use
1	Frequency and percentage	To describe the distribution of employee responses across the five Likert scale categories.
2	Mean and standard deviation	To examine the general direction and variability of responses at the item and construct levels.
3	Cronbach's alpha	To assess the internal consistency and reliability of the statements measuring AI Knowledge and Employee Readiness for AI Adoption.
4	Pearson's correlation coefficient	To examine the strength and direction of the relationship between employees' level of AI knowledge and their readiness to adopt artificial intelligence in the workplace.
5	Simple linear regression	To assess the influence of employees' level of AI knowledge on their readiness to adopt artificial intelligence in the workplace.

LIKERT SCALE STATEMENT ANALYSIS

Likert Scale Statement Analysis for Employees' Level of AI Knowledge

Table 1.4: Likert Scale Statement Analysis for Employees' Level of AI Knowledge

No.	Likert Statement	SD	D	N	A	SA	$\bar{X}$	σ
1	I understand the basic concepts of artificial intelligence.	12 6.42%	28 14.97%	39 20.86%	56 29.95%	52 27.81%	3.58	1.22
2	I am aware of how artificial intelligence can be applied in the workplace.	16 8.56%	33 17.65%	42 22.46%	56 29.95%	40 21.39%	3.38	1.24
3	I can identify work-related tasks that may be performed with the support of artificial intelligence.	21 11.23%	45 24.06%	41 21.93%	48 25.67%	32 17.11%	3.13	1.27
4	I understand the potential benefits of using artificial intelligence at work.	14 7.49%	28 14.97%	40 21.39%	53 28.34%	52 27.81%	3.54	1.25
5	I am aware of the limitations and risks associated with artificial intelligence.	22 11.76%	27 14.44%	59 31.55%	40 21.39%	39 20.86%	3.25	1.27

The responses reflected a moderate level of agreement regarding employees' AI knowledge. Employees appeared more familiar with basic AI concepts and its potential workplace benefits. Their understanding was comparatively weaker in identifying tasks that could be supported by AI and recognising its limitations and risks. The pattern suggests general awareness, although practical and critical knowledge remains uneven.

Likert Scale Statement Analysis for Employee Readiness for AI Adoption

Table 1.5: Likert Scale Statement Analysis for Employee Readiness for AI Adoption

No.	Likert Statement	SD	D	N	A	SA	$\bar{X}$	σ
6	I am willing to use artificial intelligence tools in my work.	16 8.56%	30 16.04%	42 22.46%	51 27.27%	48 25.67%	3.45	1.27
7	I am prepared to learn the skills required to use artificial intelligence at work.	5 2.67%	23 12.30%	52 27.81%	61 32.62%	46 24.60%	3.64	1.07

No.	Likert Statement	SD	D	N	A	SA	$\bar{X}$	σ
8	I feel confident about adapting to artificial intelligence-based changes in my workplace.	24 12.83%	28 14.97%	43 22.99%	51 27.27%	41 21.93%	3.30	1.31
9	I am open to modifying my existing work practices to incorporate artificial intelligence.	16 8.56%	36 19.25%	42 22.46%	50 26.74%	43 22.99%	3.36	1.26
10	I would participate in training programmes related to the workplace use of artificial intelligence.	7 3.74%	31 16.58%	39 20.86%	55 29.41%	55 29.41%	3.64	1.18
11	I am comfortable working with artificial intelligence-enabled systems.	20 10.70%	39 20.86%	52 27.81%	45 24.06%	31 16.58%	3.15	1.24
12	I am prepared to collaborate with artificial intelligence tools while performing my duties.	18 9.63%	30 16.04%	45 24.06%	44 23.53%	50 26.74%	3.42	1.30
13	I intend to use artificial intelligence when it can improve my work performance.	9 4.81%	24 12.83%	33 17.65%	57 30.48%	64 34.22%	3.76	1.19
14	I am willing to accept changes in my job responsibilities resulting from artificial intelligence adoption.	27 14.44%	33 17.65%	51 27.27%	40 21.39%	36 19.25%	3.13	1.32
15	I consider myself ready to adopt artificial intelligence in my workplace.	13 6.95%	40 21.39%	52 27.81%	40 21.39%	42 22.46%	3.31	1.23

Employee readiness showed a moderately favourable pattern. Respondents expressed stronger intentions to use AI when it could improve work performance and demonstrated willingness to learn relevant skills and participate in training. However, confidence in adapting to AI-related changes, comfort with AI-enabled systems and acceptance of changing job responsibilities received more mixed responses, indicating areas that require support.

HYPOTHESIS TESTING

H₀₁: There is no significant relationship between employees' level of AI knowledge and their readiness to adopt artificial intelligence in the workplace.

For testing H_{01} , employees' level of AI knowledge was used as the independent variable, while employees' readiness to adopt artificial intelligence in the workplace was used as the dependent variable. Pearson's correlation coefficient was applied to examine the strength and direction of the relationship between employees' level of AI knowledge and their readiness to adopt artificial intelligence in the workplace.

Table 1.6: Correlation

	r	p
AI_Knowledge_Mean and Employee_Readiness_Mean	0.53	<.001

The correlation analysis showed a positive relationship between employees' AI knowledge and their readiness to adopt artificial intelligence in the workplace, $r = .53$, $p < .001$. The coefficient indicated a moderately strong association between the two variables. Employees with higher AI knowledge generally reported greater readiness to adopt artificial intelligence at work. Since the p value was below the 5 per cent significance level, the relationship was statistically significant.

Finding and Conclusion

Employees with greater knowledge of artificial intelligence tended to demonstrate stronger readiness to adopt it in the workplace. This suggests that familiarity with AI may be associated with employees' preparedness to accept and use workplace AI.

H_{01} was tested using Pearson's correlation coefficient. The statistically significant positive correlation indicated that employees' AI knowledge was related to their readiness to adopt artificial intelligence in the workplace. H_{01} was therefore rejected. It was concluded that employees' level of AI knowledge was significantly related to their readiness to adopt artificial intelligence in the workplace.

H_{02} : Employees' level of AI knowledge has no significant influence on their readiness to adopt artificial intelligence in the workplace.

For testing H_{02} , employees' level of AI knowledge was used as the independent variable, while employees' readiness to adopt artificial intelligence in the workplace was used as the dependent variable.

Simple linear regression was applied to assess whether employees' level of AI knowledge significantly predicted their readiness to adopt artificial intelligence in the workplace.

Table 1.7: Model Summary

R	R²	Adjusted R²	Standard error of the estimate
0.53	0.28	0.27	0.79

Table 1.8: ANOVA

Model	df	F	p
Regression	1	70.97	<.001

Table 1.9: Summary of Coefficients

Model	Unstandard. Coef. B	Standard. Coef. Beta	Std. Error	t	p
Constant	1.79		0.20	8.92	<.001
AI_Knowledge_Mean	0.48	0.53	0.06	8.42	<.001

The regression model showed a positive association between employees' AI knowledge and their readiness to adopt artificial intelligence, $R = .53$. The model explained 28 per cent of the variation in employee readiness, $R^2 = .28$, adjusted $R^2 = .27$. The standard error of the estimate was 0.79. The overall regression model was statistically significant, $F(1, 185) = 70.97$, $p < .001$.

Employees' AI knowledge had a positive and statistically significant regression coefficient, $B = 0.48$, $SE = 0.06$, $\beta = .53$, $t(185) = 8.42$, $p < .001$. This indicated that a one-unit increase in the AI Knowledge mean score was associated with an estimated increase of 0.48 units in the Employee Readiness mean score. The regression equation was:

Employee Readiness Mean = $1.79 + 0.48(\text{AI Knowledge Mean})$

Finding and Conclusion

Employees with higher levels of AI knowledge tended to demonstrate greater readiness to adopt artificial intelligence in the workplace. This suggests that AI knowledge may contribute meaningfully to employees' preparedness for workplace AI adoption.

H_{02} was tested using simple linear regression. The regression model and the coefficient for employees' AI knowledge were statistically significant at the 5 per cent level. H_{02} was therefore rejected. It was concluded that employees' level of AI knowledge had a significant influence on their readiness to adopt artificial intelligence in the workplace.

SUGGESTIONS BASED ON FINDINGS

The following are the suggestions based on the findings:

1. A basic AI awareness programme may be introduced to explain how artificial intelligence works, where it can be used and what its main benefits and limitations are.
2. Employees need practical examples of the tasks that AI can support. Demonstrations based on everyday work would make the technology easier to understand.
3. Training should include guided practice with AI tools rather than being limited to lectures or written instructions. Direct experience can help employees become more comfortable with their use.
4. Clear information about privacy, biased results, incorrect outputs and other risks would help employees use AI with greater care and understanding.
5. Before arranging training, organisations could identify what employees already know about AI. This would help them provide basic guidance to new users and more advanced learning to experienced employees.

6. Short training sessions held at regular intervals may be easier for employees to understand and remember than a single lengthy programme.
7. The value of AI becomes clearer when employees can see how it improves the quality, speed or ease of their work. Training examples should therefore be connected with actual job activities.
8. Introducing AI gradually would give employees time to understand new systems and adjust to changes. A small trial within one team or department may be useful before wider adoption.
9. Employees who are uncomfortable using AI may benefit from individual guidance, help from experienced colleagues and easy access to technical support.
10. Any expected change in job responsibilities needs to be explained before a new AI system is introduced. Clear communication can reduce uncertainty about future roles.
11. Employees may be invited to share their concerns and practical difficulties during the introduction of AI. Their feedback can help organisations identify where further explanation or support is required.
12. Workplace AI systems should assist employees in performing their duties while keeping important decisions under appropriate human review.
13. Sharing simple examples of successful AI use among colleagues can make learning more relevant and encourage employees to explore similar applications in their own work.
14. Employee knowledge and readiness may be assessed before and after an AI training programme. The comparison would show whether the programme has improved understanding, confidence and willingness to use the technology.
15. As AI knowledge explained only part of the variation in employee readiness, organisations need to monitor other practical concerns raised by employees during adoption and respond with suitable guidance.

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