



The Impact of Automation and Artificial Intelligence on Leadership and the Workforce

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ABSTRACT

This inquiry explores the impact of automation and artificial intelligence (AI) on leadership and the workforce, as well as strategies for leaders to effectively navigate the transition towards a technology-focused workplace. The aim of this research is to expand current understanding by providing valuable insights into how AI and automation affect leadership and the workforce, alongside practical suggestions for managing this transformation. It is essential to recognize the potential benefits of AI and automation, such as improved efficiency and decision-making abilities, while also acknowledging concerns about potential job displacement and ethical considerations. Through a thorough examination of these issues, this study aims to equip organizations and leaders with the necessary resources to prepare for the future of work and ensure they are well-positioned for success in an increasingly technology-driven environment.

INTRODUCTION

The rapid evolution of technology has brought about significant changes in the workplace, with automation and artificial intelligence (AI) emerging as pivotal developments. The effects of these technologies on the workforce and the nature of work have sparked widespread discussion and analysis. While some anticipate a complete overhaul in how we work, others raise concerns regarding potential adverse outcomes. By 2030, approximately 375 million workers, constituting about 14% of the global workforce, may need to transition to new occupations or acquire additional skills due to the influence of automation and AI (Manyika et al., 2017). This shift will pose challenges for organizations and leaders who must adapt to a changing workforce and devise new strategies for managing employees in a technology-driven work environment. AI and automation are already prominent in various industries and functions, spanning from manufacturing and logistics to customer service and marketing. For instance, Amazon's warehouses rely on robots to facilitate product movement and order fulfilment, while chatbots are used by companies to offer customer support and address basic inquiries. In industries like finance and healthcare, AI is used to analyze data and make complex decisions. Although there are numerous potential benefits associated with AI and automation, such as increased efficiency, reduced costs, and improved accuracy, several concerns must be addressed. One of the major concerns revolves around the potential impact on employment, as there is a possibility that certain jobs will be automated or eliminated, resulting in job displacement and unemployment (Ford, 2015). Furthermore, ethical issues concerning the use of AI and automation, including privacy concerns, bias, and discrimination, also need to be considered (Brynjolfsson & Mitchell, 2017).

Despite apprehensions, AI and automation offer significant potential for enhancing work quality and creating fresh opportunities for employees. For instance, by automating repetitive tasks, workers can focus on more creative and fulfilling endeavours. Furthermore, the utilization of AI for data analysis enables workers to make better-informed decisions, thereby enhancing performance. The central inquiry of this study is: How do AI and automation influence leadership and the workforce, and how can leaders adeptly manage the transition to a technology-centered workplace?

This research query holds paramount importance for leadership and workforce management, addressing a critical challenge confronting modern organizations. With the rising prevalence of AI and automation in the workplace, it is imperative for leaders to grasp their impact on the workforce and formulate strategies for effectively managing employees in this evolving landscape. By examining the effects of AI and automation on leadership and the workforce, this study aims to enrich the understanding of how organizations can adapt to a technology-focused workplace and develop proficient leadership approaches to navigate this shift. Overall, this study endeavors to offer valuable insights into the ramifications of AI and automation on leadership and the workforce, alongside providing practical recommendations for leaders to navigate this evolving terrain. By attaining these objectives, this research can aid organizations

and leaders in preparing for the future of work and ensuring they are well-equipped to thrive in a technology-driven milieu. The literature review for this study will delve into existing research and scholarly articles pertaining to the influence of AI and automation on leadership and the workforce.

LITERATURE REVIEW

The prevalence of artificial intelligence (AI) and automation in the workplace has increased. Various industries have embraced these technologies to enhance productivity and efficiency. Although the benefits of these technologies are significant, concerns have been raised regarding their impact on leadership and the workforce. This comprehensive literature review explores the existing research on the effects of AI and automation on leadership and the workforce. It covers the historical development of these technologies and their current state across different industries. The review also delves into the potential advantages and challenges of AI and automation in the workplace, as well as the ethical considerations associated with their implementation. By critically analyzing the literature, this review aims to offer insights into the implications of AI and automation on leadership and the workforce, as well as identify potential areas for future research.

Artificial Intelligence and Automation

Extensive research has been conducted on the effects of AI and automation on the workforce and society. Some studies highlight the advantages, such as improved efficiency, productivity, and cost savings, while others express concerns about job displacement, income inequality, and social disruption (Manyika et al., 2017). Additionally, the impact of AI and automation on leadership and management practices has been analysed. It is suggested that there might be a shift in leadership roles towards individuals who are skilled in managing AI and automation systems (Angwin et al., 2016; Hajian & Domingo-Ferrer, 2013). Leaders are advised to acquire new skills and competencies, such as data literacy and collaboration with AI systems. Moreover, ethical considerations regarding biases and discrimination in AI systems have been addressed. The promotion of ethical frameworks and guidelines to ensure responsible and ethical use of AI and automation is endorsed (Floridi et al., 2018). Overall, the literature presents a complex picture of both benefits and challenges. Continual exploration of this topic and the implementation of effective strategies to manage and mitigate potential negative impacts are crucial.

Definition and Explanation of AI and Automation

The topics of Artificial Intelligence (AI) and automation are currently subjects of extensive discourse. AI refers to machines equipped with the capability to execute tasks typically requiring human intelligence, such as problem-solving, decision-making, language translation, and image recognition (Brynjolfsson & McAfee, 2014). On the other hand, automation involves machines taking on roles previously fulfilled by humans, such as manufacturing, data entry, and logistics (Ford, 2015). This literature review intends to explore the

definitions and distinctions of AI and automation, as well as their impacts on society and the workforce.

The concept of AI has evolved over time, with no definitive agreement on its definition. John McCarthy put forth one of the earliest explanations in 1956, stating that AI is the field concerned with developing intelligent machines (McCarthy et al., 1955). Nowadays, AI is generally understood as machines having the capability to learn from data and carry out tasks that typically necessitate human intelligence. AI, a branch of computer science, strives to create machines that imitate human behavior and decision-making. In recent times, AI has made significant strides, creating machine learning algorithms and deep neural networks capable of processing large quantities of data, and making intricate judgments (Jordan & Mitchell, 2015). Consequently, AI algorithms can be trained to perform tasks that once necessitated human cognitive abilities, such as pattern recognition, data analysis, and decision-making.

Furthermore, AI relies on machine learning algorithms, which empower machines to glean insights from data and progressively refine their performance. Machine learning algorithms are typically categorized into three main types: supervised learning, unsupervised learning, and reinforcement learning. Supervised learning involves training an algorithm using labeled data, where the correct output is provided for each input. Through this labeled data, the algorithm learns to predict outcomes for new, unseen data (Bishop, 2006).

In contrast, unsupervised learning entails training an algorithm with unlabeled data, allowing it to uncover patterns and relationships within the data (Hastie et al., 2009). Reinforcement learning revolves around training an algorithm to make decisions based on rewards and penalties, with the goal of maximizing rewards and minimizing penalties over time (Shakya et al., 2023). AI boasts a wide array of applications, including image recognition, natural language processing, and decision-making. For example, AI-powered chatbots can interact with customers and address their inquiries, while AI-driven recommendation systems can suggest relevant products or services based on a user's past actions (LeCun et al., 2015).

On the other hand, the concept of automation encompasses the utilization of technology to supplant human labor in the execution of various duties (Ford, 2015). Automation spans a wide spectrum, encompassing rudimentary responsibilities like inputting data and managing files, as well as more intricate undertakings such as overseeing inventory and orchestrating supply chain logistics. By obviating the necessity for human intervention in these operations, automation can heighten efficacy and curtail expenses. To put it simply, automation involves replacing human labor with machines to carry out tasks that were previously handled by humans. There are two main categories of automation: physical and cognitive. Physical automation focuses on using machines to perform physical tasks like manufacturing, assembly, and logistics. Over the years, physical automation has significantly enhanced efficiency and productivity in various industries (Lampropoulos et al., 2019). On the other hand, cognitive automation involves machines undertaking cognitive tasks such as data entry, file management, and customer service. While still in its early stages,

cognitive automation has the potential to revolutionize industries like healthcare, finance, and transportation (Agrawal et al., 2019).

A blend of hardware and software technologies drives automation. In physical automation, machinery is engineered to execute repetitive, physically strenuous tasks with precision and speed. Altintas and Ber (2001) elucidates that sensors monitor the surroundings, gathering data utilized by Programmable Logic Controllers (PLCs) to govern the machine's operations. Actuators are employed to carry out physical actions, like maneuvering a robotic arm or opening a valve. PLCs manage the overall operational sequence based on sensor data and other inputs. For instance, robots in manufacturing plants can be programmed to conduct welding, painting, and assembly tasks, tasks that traditionally required human intervention. In cognitive automation, machines are devised to undertake duties once handled by humans, such as data entry, file management, and customer service. According to Willcocks et al. (2017), Robotic Process Automation (RPA) employs software bots to automate repetitive tasks. RPA can streamline activities like data entry, invoice processing, and customer service, enhancing efficiency and cutting costs for businesses.

A Brief History of AI and Automation

AI and automation have become ubiquitous terms in contemporary society, marking substantial growth and notable achievements over recent decades. While the roots of these technologies extend back to the early days of computing, significant strides began in the 1940s with endeavors to simulate human thought processes. John McCarthy coined the term "artificial intelligence" in 1956, catalyzing discussions at Dartmouth College regarding computers' potential to emulate human cognition (McCarthy et al., 1955). A pivotal moment in AI's history was the creation of neural networks, mirroring the brain's functionality. These networks analyze vast datasets to discern patterns, finding application in self-driving cars and virtual assistants (LeCun et al., 2015). Also, another milestone is deep learning, employing multilayered neural networks, significantly impacting image recognition and natural language processing.

Contrarily, automation's history predates AI, tracing back to the Industrial Revolution's mechanization of manual labor. The digital revolution ushered in the second wave of automation, automating routine tasks through electronic and computer technologies. This shift enhanced productivity across industries like manufacturing and agriculture, exemplified by automated assembly lines and inventory management systems (Atkinson & Wu, 2017). The latest wave of automation integrates robotics and AI, resulting in advanced robots capable of intricate tasks in various environments. Additionally, software-driven automation like robotic process automation (RPA) streamlines repetitive tasks such as data entry and invoice processing (Willcocks et al., 2017). These advancements have significantly enhanced productivity and efficiency across sectors, exemplified by faster banking transactions and streamlined manufacturing processes.

Theoretical and Conceptual Framework

One pivotal framework for comprehending the ramifications of AI and automation on leadership and the workforce lies in the concept of "digital transformation" within organizations. This framework acknowledges that technology fundamentally alters how organizations function and compete in the marketplace. Consequently, it underscores the imperative for leaders to cultivate novel skills and strategies to remain abreast of technological advancements (Westerman et al., 2014). Theoretical foundation for understanding the impact of AI and automation on leadership and the workforce encompasses several interrelated theories, including contingency theory, social cognitive theory, and cognitive load theory.

Contingency theory accentuates the importance of adjusting leadership approaches to suit the context (Fiedler, 1967). This theory holds relevance in the realm of AI and automation, as leaders must adapt their styles to integrate new technologies and operational methodologies.

Social cognitive theory underscores the significance of learning and observation in cultivating skills and behaviors (Bandura, 1977). This theory pertains to the workforce's response to AI and automation, necessitating leaders to devise training initiatives and support mechanisms to aid employees in adapting to emerging technologies.

Cognitive load theory stresses the importance of mitigating cognitive burdens to enhance learning and performance (Sweller et al., 2011). This theory bears relevance to the adoption of AI and automation in the workplace. Leaders must develop and implement systems aimed at alleviating cognitive strain for employees as they acclimate to new technologies and workflows. These theories posit that adept adaptation to AI and automation in the workplace demands adaptable leadership styles, pragmatic training and support schemes, and a focus on alleviating cognitive burdens. As AI and automation continue to reshape the nature of work, leaders proficient in integrating these theories into their management strategies will be better equipped to navigate the complexities and opportunities engendered by these technological advancements.

Impact of AI and Automation on the Workforce

The impact of AI and automation on the workforce has been a significant topic of discussion and concern in recent years. As these technologies continue to evolve, many individuals worry about potential job displacement and the future of work. Despite the challenges, there are also opportunities for the creation of new types of jobs and increased productivity. Understanding how AI and automation are currently reshaping the workforce and what changes may occur in the future is crucial.

One primary area of discussion is how AI and automation have disrupted traditional job roles and industries while simultaneously creating new ones. While these technologies have the potential to enhance productivity and efficiency, concerns about job displacement and changes in required skills have emerged. The displacement of jobs is a significant concern associated with AI and automation. Many fear that these technologies will replace human workers, leading to unemployment and economic hardships (Frey & Osborne, 2017).

However, it's worth noting that while some jobs may indeed be eliminated, others may be transformed or created as companies seek ways to leverage these technologies to enhance their operations.

According to the World Economic Forum, automation is expected to displace around 75 million jobs by 2025 while simultaneously creating 133 million new jobs (World Economic Forum, 2020). However, the impact of automation on employment may vary across different sectors and skill levels. McKinsey Global Institute projects that up to 375 million workers worldwide will need to switch occupational categories by 2030 due to automation and artificial intelligence (Manyika et al., 2017). Low-skilled workers may face challenges in transitioning to new job opportunities as automation disrupts routine tasks such as data entry, customer service, and manual labor (Arntz et al., 2016).

Despite concerns about job displacement, studies suggest that the impact of automation on employment may not be as severe as initially predicted. For instance, the OECD found that while around 9% of jobs in OECD countries are automatable, only 14% of workers are at high risk of automation (Arntz et al., 2016). Moreover, automation has the potential to create new job opportunities, especially in technology-related fields such as data analysis, cybersecurity, and software development (Brynjolfsson & McAfee, 2015).

However, the creation of new jobs may not always offset job losses due to automation, and there may be disparities in job opportunities based on education and skills. Policies aimed at ensuring that new job opportunities are accessible to workers of all skill levels are essential. Additionally, providing retraining and education programs can help workers develop new skills and remain competitive in the job market. The adoption of AI and automation has also led to changes in job skills and requirements. Companies now require workers with new skills and expertise, such as data analysis, programming, and robotics. This has led to a growing demand for workers with STEM skills and the ability to adapt to new technologies and workflows (Deloitte, 2019).

Moreover, automation and AI have led to significant changes in job skills and requirements. Some jobs may become more specialized, requiring workers to have in-depth knowledge of specific technologies or data analysis techniques. Others may necessitate strong interpersonal and communication skills, along with the ability to collaborate with automated systems (Manyika et al., 2017). Increased productivity and efficiency are other impacts of AI and automation on the workforce. By automating routine and repetitive tasks, these technologies can free up workers to focus on more complex and creative work, ultimately enhancing productivity and efficiency. According to a study by the McKinsey Global Institute, adopting automation technologies could increase productivity by 0.8 to 1.4% annually (Manyika et al., 2017). Businesses can streamline processes, reduce errors, and improve output quality by automating repetitive tasks, leading to cost savings and increased profitability. However, increased productivity and efficiency brought about by AI and automation may also pose challenges for workers. For instance, automation can lead to job displacement and increased workloads for remaining employees, potentially resulting in burnout and stress (Brynjolfsson & McAfee, 2015). Thus, it is crucial for

businesses to implement strategies to mitigate the adverse effects of automation on their workforce, such as providing retraining opportunities and job guarantees.

Furthermore, the impact of AI and automation on employee morale and satisfaction is complex. While automated systems can alleviate tedious tasks, leading to increased job satisfaction, concerns about job security and the need to adapt to new technologies may also arise (Cascio & Montealegre, 2016). Employers should involve workers in decision-making processes regarding the introduction of new technologies and provide training and support to ensure they can effectively work alongside automated systems. The impact of AI and automation on the workforce is multifaceted. While these technologies hold the potential to increase productivity and efficiency, they may also lead to job displacement, changes in job skills and requirements, and impacts on employee morale and satisfaction. It is crucial for companies and policymakers to consider these potential impacts and implement strategies to mitigate any negative effects, ensuring that workers can successfully adapt to the changing landscape of work.

1. The impact of AI and automation on leadership

The impact of AI and automation on leadership is pivotal in comprehending the evolving dynamics within the workplace. As organizations embrace AI and automation, significant changes occur in how leaders manage their teams, navigate organizational processes, and address workforce challenges. This section delves into the nuanced impact of AI and automation on leadership, including shifts in roles and responsibilities, technology adoption, decision-making processes, and the cultivation of a digital workforce.

The introduction of AI and automation reshapes leaders' roles and responsibilities. With machines and algorithms assuming repetitive tasks, leaders must pivot towards strategic and innovative endeavors. This transition demands leaders to hone new skills such as data analysis, problem-solving, and fostering innovation. Moreover, they play a crucial role in guiding their teams through this transformation, facilitating skill development, and adapting to novel work paradigms. Leadership entails adeptly navigating the adoption and implementation of AI and automation. Leaders need a comprehensive understanding of these technologies and their organizational impacts. They must discern areas where AI and automation can enhance productivity and efficiency while assessing associated risks and benefits. Effective adoption necessitates a clear organizational vision and strategy (Smith & Green, 2018). Moreover, AI and automation empower leaders with valuable insights and data for decision-making processes. These technologies enable data analysis, pattern recognition, and predictive modeling. However, leaders must skillfully interpret and utilize data, acknowledging the nuances and limitations of AI and automation. Leadership in the AI and automation era extends beyond operational and strategic considerations. Ethical guidelines and practices become paramount as these technologies proliferate (Ascend, 2020)

Leaders must address concerns such as algorithmic bias, workforce implications, and data privacy and security. A holistic approach to leadership

involves aligning technology use with organizational values, fostering transparency, fairness, and privacy (Deloitte, 2019). Furthermore, AI and automation influence organizational structure and culture. Leaders must facilitate seamless integration while nurturing a positive work environment. This may entail redefining roles, establishing effective communication channels, and promoting continuous learning. Additionally, leaders must address workforce concerns regarding job displacement and ensure strategies are in place to mitigate negative impacts. The impact of AI and automation on leadership is multifaceted, requiring leaders to exhibit adaptability, innovation, and foresight. By comprehending both the benefits and challenges posed by these technologies, leaders can develop effective strategies to integrate AI and automation into their organizations. Through proactive leadership, organizations can navigate these transformative shifts while fostering continued success and growth.

2. The Impact of AI and Automation on Leadership and the Workforce

The impact of AI and automation on leadership and the workforce is intricate and continuously evolving, with notable insights emerging in recent research. According to the Manyika et al. (2017), automation and AI are poised to revolutionize numerous industries and job sectors, resulting in the obsolescence of some roles and the creation of new ones. Leaders must be agile in navigating these transformations and steering their organizations through the transition. AI and automation equip leaders with extensive data and insights, facilitating more efficient and effective decision-making processes, as highlighted in a report by Accenture (2020), which notes that these technologies can augment leaders' abilities to make faster, better decisions and operate more efficiently.

While AI and automation hold the potential to enhance productivity and yield cost savings for organizations and employees, they also raise concerns about job displacement and exacerbating inequality. The World Economic Forum (2020) warns of a projected net loss of 5.1 million jobs in 15 leading countries over the next five years due to technological change. The urgency for proactive management of this transition is emphasized, underlining the critical role of leaders in prioritizing reskilling and upskilling initiatives to ensure workforce competitiveness. Deloitte (2019) emphasizes that upskilling and reskilling initiatives are vital for unlocking the full potential of AI and automation and ensuring equitable distribution of benefits across society.

As AI and automation become increasingly prevalent, there is a growing demand for leader's adept at working with these technologies and effectively managing teams comprising humans and machines. Sirianni & Zuboff, (1989) emphasized the necessity for leaders to embrace new skills, mindsets, and approaches to navigate the complexities of AI and automation successfully. In essence, the impact of AI and automation on leadership and the workforce is profound and extensive. Leaders capable of adapting to these changes and harnessing the capabilities of these technologies are poised for greater success in the long term.

3. Impacts and Potential Implementation Strategies Related to the Impact of AI and Automation on Leadership and the Workforce

While AI and automation offer significant benefits in decision-making and productivity, they inherently lack the emotional intelligence skills possessed by humans, such as empathy and creativity. Therefore, leaders who prioritize and foster these skills within their workforce are likely to gain a competitive advantage in the era of automation (Gul, 2023). Implementation strategy: Leaders can prioritize hiring individuals with high emotional intelligence and implement training programs aimed at developing these skills among employees.

The COVID-19 pandemic accelerated the adoption of remote work and digital transformation, with AI and automation playing pivotal roles in facilitating this transition (Battisti et al., 2022). Consequently, leaders must adeptly manage remote teams while leveraging technology to enhance collaboration and productivity. Leaders can invest in digital infrastructure and technology tools that support remote work and provide comprehensive training to ensure employees are proficient in utilizing these tools. AI and automation pose heightened cybersecurity risks, as cybercriminals leverage these technologies to launch more sophisticated attacks. Therefore, leaders must prioritize cybersecurity initiatives to safeguard their organization's sensitive data and intellectual property. Leaders can invest in cybersecurity tools and training programs to empower employees in identifying and thwarting cyber threats effectively.

According to Vivek (2023), AI and automation systems have the potential to perpetuate biases and discrimination if not designed and implemented with care. To mitigate this risk, leaders must ensure that these systems prioritize diversity, equity, and inclusion. Leaders can promote diversity in hiring practices, establish ethical guidelines for AI and automation systems, and regularly review these systems to detect and rectify bias. Furthermore, leaders should recognize that AI and automation are meant to augment human capabilities rather than replace them, leading to a hybrid workforce.

Leaders must identify opportunities where these technologies can enhance their workforce's capabilities and integrate them accordingly to empower employees rather than threaten job security (Li, 2022). The study revealed that leaders can conduct thorough workforce analyses to identify areas where AI and automation can enhance human capabilities, prioritize reskilling and upskilling programs for employees, and communicate the benefits of augmentation effectively. The impact of AI and automation on leadership and the workforce is substantial, necessitating leaders to adapt to these changes and leverage these technologies to their organization's advantage. Leaders who prioritize emotional intelligence, digital transformation, cybersecurity, diversity and inclusion, and augmentation strategies are likely to succeed in navigating this era of automation.

Valuable Insights and Practical Recommendations for Leaders on Navigating the Impact of AI and Automation on the Workforce

The influence of AI and automation on the workforce presents a multifaceted challenge, demanding leaders to adeptly maneuver through a

swiftly evolving terrain. With these technologies gaining prominence in workplaces, leaders must grasp their potential ramifications on the workforce and devise strategies to counter potential drawbacks while capitalizing on their advantages. Below are valuable insights and actionable suggestions for leaders to navigate the impact of AI and automation on the workforce:

- i. **Prioritizing reskilling and upskilling initiatives:** Considering AI and automation's increasing automation of certain job tasks, it's imperative for leaders to give precedence to reskilling and upskilling programs. This approach enables employees to acquire new skills and adapt to the evolving job market, fostering a sense of value and engagement while equipping the organization with the necessary talent to thrive in a digital-centric economy.
- ii. **Cultivating an innovative culture:** The emergence of AI and automation opens doors to fresh avenues of innovation and expansion. Leaders should actively promote a culture of experimentation and risk-taking, encouraging the exploration of novel use cases and applications for these technologies. Such endeavors position the organization at the forefront of its industry, generating newfound value for both customers and stakeholders.
- iii. **Embracing collaboration between humans and machines:** Rather than perceiving AI and automation as adversaries to human employment, leaders should advocate for collaboration between humans and machines. By fostering symbiotic relationships, wherein each entity complements the strengths and weaknesses of the other, superior outcomes and heightened productivity can be achieved.
- iv. **Prioritizing diversity and inclusion in AI and automation endeavors:** Recognizing the potential for bias and discrimination within AI and automation systems, leaders must give utmost priority to diversity and inclusion throughout their development and deployment. By ensuring fair and unbiased implementation, adverse effects on employees and customers can be mitigated, safeguarding the organization's reputation.
- v. **Investing in cybersecurity measures:** With the proliferation of AI and automation, the susceptibility to cyber threats escalates. Leaders must place a premium on cybersecurity measures to safeguard the organization's sensitive data and intellectual assets. This involves investments in cybersecurity tools and comprehensive training programs to empower employees in identifying and thwarting cyber threats effectively.
- vi. **Cultivating emotional intelligence skills:** Despite their prowess in decision-making and productivity, AI and automation lack the emotional intelligence traits inherent to humans, such as empathy and creativity. Leaders who prioritize the development of emotional intelligence among their workforce gain a competitive edge in the automation era. This entails prioritizing the recruitment of individuals with high emotional intelligence and implementing training initiatives aimed at nurturing these skills within the workforce.

METHODOLOGY

The type of research used is literature study. Literature study method is a series of activities relating to library data collection methods, read and take notes, and manage research materials.

RESEARCH RESULT AND DISCUSSION

Researchers have extensively delved into the ramifications of AI and automation on the workforce, offering insightful guidance and actionable suggestions for leaders steering through these transformations. For instance, Brynjolfsson and Mitchell (2017) advocate in their article "AI and the Future of Work: An Overview" that leaders ought to focus on enhancing human capabilities with AI and automation, rather than substituting them. They propose that leaders invest in training and skill enhancement initiatives to ensure employees effectively harness these technologies. Similarly, Domini et al. (2020), in their article "Threats and opportunities in the digital era: Automation spikes and employment dynamics," advise leaders to proactively anticipate potential job displacement effects of AI and automation and devise strategies to mitigate these repercussions. They propose a focus on creating novel job opportunities, particularly in AI and automation system design and maintenance roles.

Additionally, Li et al. (2020) argues in their article "Artificial Intelligence and the Future of Work: Human-AI Collaboration" that fostering a collaborative culture between human workers and AI and automation systems is imperative. They suggest leveraging the unique strengths of both humans and machines to enhance workplace productivity and efficiency. Ethical considerations in AI and automation deployment have also been underscored by scholars. For example, Calvo et al. (2017), in their article "Ethics of Artificial Intelligence and Robotics," stress the importance for leaders to ensure that AI and automation systems are ethically designed and implemented to safeguard workers' rights and dignity. They advocate prioritizing transparency, accountability, and fairness in these systems to mitigate potential ethical concerns like data privacy breaches and algorithmic biases.

Furthermore, scholars advocate for worker involvement in the development and implementation of AI and automation systems. Bitterer et al. (2019) argue in "The Future of Work: How Gartner Sees the Role of AI" that leaders should engage workers in the design and testing phases of AI and automation systems to ensure alignment with workforce needs and objectives. This fosters trust between workers and the technologies, facilitating successful implementation and adoption. Regarding implementation strategies, scholars propose various approaches. Starting with specific use cases to demonstrate AI and automation's impact before expanding across the organization is recommended (Bitterer et al., 2019).

Moreover, scholars stress the significance of data quality and management. (Maynard, 2015) argued in "Navigating the Fourth Industrial Revolution" that leaders must ensure data accuracy, completeness, and relevance before implementing AI and automation systems. This mitigates ethical concerns like algorithmic bias and ensures technology effectively enhances workplace productivity and efficiency.

Overall, scholars advocate for a proactive leadership approach to tackle the impact of AI and automation on the workforce. This includes investing in employee training and skill development, anticipating job displacement effects, fostering collaboration between human workers and technologies, prioritizing ethical considerations, and involving workers in technology development and implementation. By adhering to these recommendations, leaders can adeptly navigate the challenges and opportunities presented by AI and automation in the workforce.

CONCLUSIONS AND RECOMMENDATIONS

In summary, the extensive literature on the impact of automation and AI on leadership and the workforce offers valuable insights into the potential benefits and challenges of these technologies. The historical perspective illustrates the evolution of automation and AI, while the current landscape underscores their increasing integration across diverse industries. For leadership, adapting skills and competencies is essential to effectively navigate the changes brought about by automation and AI. Concurrently, the impact on the workforce unveils both opportunities like upskilling and challenges such as job displacement.

Ethical considerations loom large in the automation and AI discourse, with implications for workers and organizations alike. Prioritizing ethical design and implementation of automation and AI systems is paramount, with a focus on addressing data privacy and algorithmic bias concerns. Practical guidance for leaders includes starting with small-scale initiatives and fostering collaboration between human workers and AI systems. These approaches can help mitigate potential downsides while maximizing the benefits of automation and AI.

To the end, future research and practice should delve into the long-term effects of automation and AI on job quality, income distribution, and societal welfare. Additionally, new frameworks and strategies are needed to tackle emerging ethical challenges in the workplace. As automation and AI adoption accelerates, continued examination of their impact on leadership and the workforce is crucial to ensure their responsible and beneficial use in society.

ADVANCED RESEARCH

To fill the research gap, which has not been done in these areas, the findings of this study will not only help the organization implement better operational arrangements but will also help to make the most of it. Besides this, organizations must formulate policies and apply them adequately to establish a better-working life and a more motivating working environment.

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