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Artificial Intelligence Leadership and Employee Engagement in Contemporary Organizations: A Literature Review

Willy Chandra[1*], Ruslaini[2], Tanti Sugiharti[3]
[1-3]STIE Kasih Bangsa, Indonesia
Email: willychan@stiekasihbangsa.ac.id[1], ruslaini@stiekasihbangsa.ac.id[2], tanti@stiekasihbangsa.ac.id[3]*
[*]Author correspondence: willychan@stiekasihbangsa.ac.id[1]

Abstract. This study aims to examine the factors influencing employee engagement in AI-driven organizations, particularly from the perspective of Artificial Intelligence (AI) leadership. This literature review focuses on the relationship between AI leadership, AI utilization, and employee engagement in contemporary organizational settings. The review was based on recent empirical studies selected according to their relevance to artificial intelligence, leadership, employee engagement, work engagement, and knowledge sharing. The analysis indicates that AI does not inherently improve employee engagement merely through its availability in the workplace. Employee engagement is likely to improve with AI-savvy leadership that is supported by meaningful AI utilization, an innovative organizational culture, effective change leadership, work engagement, and enhanced team performance. AI implementation can promote employee knowledge sharing through learning opportunities, especially when supported by paradoxical leadership and positive employee attitudes toward technology. Therefore, this review highlights the importance of human-centered leadership in enabling employees to experience AI as a source of learning, collaboration, empowerment, and meaningful contribution.

Keywords: AI Utilization; AI-Driven Organizations; Artificial Intelligence Leadership; Employee Engagement; Knowledge Sharing.

1. BACKGROUND

Artificial intelligence (AI) is one of the most critical influences that are shaping organizations today (Ustahaliloğlu, 2025). AI is no longer considered a separate technology tool. Rather, it is a strategic resource that shapes the way organizations function in making choices and responding to environmental changes (Njuru et al., 2025; Rushidi et al., 2025). These capabilities enable AI to support data processing, communication, task automation, productivity analysis, performance, collaboration, and decision-making (Yitayew & Ketema, 2025; Zinia et al., 2025). Simultaneously, the growing use of AI brings with it new organizational issues, particularly regarding how leaders and employees achieve meaningful work outcomes in technology-enabled environments (Hu et al., 2025; Quttainah et al., 2025; Tuan, 2025).

Employee engagement is still a big challenge in today's environment since engaged employees are expected to display increased dedication and performance to contribute to organizational goals (Kritika et al., 2026). Employee engagement reflects employees who are motivated, committed, productive, innovative, and aligned with organizational goals (Quttainah et al., 2025). Prior studies suggest that engaged employees tend to demonstrate higher levels of dedication, productivity, and performance, thereby contributing more effectively to organizational goals. In AI-driven organizations, however, maintaining employee

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engagement becomes more challenging. AI can make people more effective, but the presence of AI alone does not automatically create engagement (Boyd & Markowitz, 2026). It is shown that while AI can be perceived as a support system, employees may also view it as a source of uncertainty, pressure, or even a threat if the corporation fails to provide adequate guidance or support from leaders (Boyd & Markowitz, 2026).

Recent studies indicates that leadership plays a key role in how organizations may convert AI adoption into beneficial outcomes for employees. AI-savvy leadership plays a critical role because while many firms are actively investing in AI, they fail to move beyond testing to have a meaningful effect (Quttainah et al., 2025). The challenge isn't just the technology itself but the preparedness of executives to adopt AI into their daily routines (Tuan, 2025). They observed that AI-savvy leadership has a beneficial effect on the use of AI and that the use of AI has a positive effect on employee engagement (Quttainah et al., 2025; Tuan, 2025). Interestingly, AI utilization entirely mediates the association between AI-savvy leadership and employee engagement, implying that leadership is only significant to engagement when it can guide employees to use AI properly in their jobs (Quttainah et al., 2025).

Tuan (2025) also supports the relevance of leadership in AI-based transformation. The author examined the influence of AI, which includes variables of creative culture, change leadership, and work engagement, on team performance and overall engagement. The report concluded that AI-enabled transformation is not a stand-alone one. The support of AI in enhancing team performance and engagement requires an innovative culture, effective change leadership, and active work engagement. Thus, leadership is crucial as the link between the adoption of technology and human behavior in the organization (Mohamed & Fayad, 2025). Leaders are expected to not only provide AI as a working tool but also to establish a communication flow and encourage staff to achieve the goals of change. Furthermore, organizations need to create learning opportunities that enable employees to understand how AI can improve work quality and performance (Valtonen et al., 2025).

Apart from engagement, AI adoption is also strongly associated with employee learning and knowledge sharing. Hu et al. (2025) found that AI adoption through learning opportunities can enhance employees' knowledge sharing. Their research also highlights the importance of paradoxical leadership and technophilia. Employees are more inclined to employ AI for learning and knowledge sharing when they work for leaders who can manage competing organizational demands and possess a positive outlook on technology. This research suggests that the adoption of AI is not just a technological challenge but also a psychological, cultural,

and leadership readiness challenge. When employees regard AI as an opportunity for professional progress, they are more likely to learn, collaborate, and share knowledge with others.

These studies suggest that AI leadership is a capacity that allows organizations to integrate AI use with the strategic objectives regarding the growth and engagement of their employees (Hu et al., 2025; Quttainah et al., 2025; Tuan, 2025). Leading AI involves more than just being tech-savvy; it also encompasses the ability to foster a supportive work culture while reducing uncertainty. Therefore, discussion of employee engagement in AI-driven organizations should extend beyond AI tools and digital infrastructure to include the leadership practices that shape employees' experiences with AI.

However, the relationship between AI leadership and employee engagement remains an emerging field of research (Graca, 2025; Gusti & Satrianto, 2024). Previous research has explored AI utilization, change leadership, work engagement, team performance, learning opportunities, knowledge sharing, paradoxical leadership, and technophilia, in different organizational contexts. (Hu et al., 2025; Quttainah et al., 2025; Tuan, 2025). Nevertheless, these findings remain fragmented and have rarely been synthesized into a comprehensive explanation of how artificial intelligence leadership influence employee engagement through multiple organizational and individual mechanisms. As a result, there is still limited understanding of the pathways through which AI leadership can transform AI adoption into meaningful employee outcomes in AI-driven organization. Therefore, a literature review is needed to integrate these emerging findings and provide a more comprehensive understanding of the factors influencing employee engagement in contemporary organizations. Hence, the objective of this literature review is to investigate the factors influencing employee engagement in contemporary organizations from the perspective of artificial intelligence leadership. Specifically, this review synthesizes recent empirical evidence to explain how AI-savvy leadership, AI utilization, change leadership, innovative culture, work engagement, team performance, learning opportunities, paradoxical leadership, and technophilia contribute to employee engagement and related employee outcomes in AI-driven organizational settings.

2. LITERATURE REVIEW

Artificial Intelligence Leadership

Artificial intelligence leadership refers to the capability of leaders to integrate and manage the use of artificial intelligence within the organization to achieve its goals (Santiago-torner et al., 2026). These leaders must also understand how AI transforms organizational

processes, workflows and decision-making practices. Therefore, AI leadership is not merely about technological competence but also about balancing technological capabilities with a human-centered approach. Quttainah et al. (2025) describe this emerging capability as AI-savvy leadership. The study explains that many organizations invest heavily in AI but still struggle to transform AI initiatives into meaningful organizational impacts and changes. Tuan (2025) then emphasizes that one of the necessary changes is the development of an innovative culture. Team performance and employee engagement are among the key outcomes that may be affected by AI-supported organizational change. This finding means that leaders have an important role in translating AI adoption into positive employee outcomes. Leaders need to communicate why change is necessary.

In addition, AI leadership requires the ability to balance different organizational tensions. Hu et al. (2025) highlight the importance of paradoxical leadership in AI adoption, where leaders must navigate competing demands. In this context, effective AI leadership helps employees perceive AI as an opportunity for learning, knowledge sharing and professional development. Thus, artificial intelligence leadership has to be positioned as a strategic and human-centered leadership capability that enables organizations to use AI meaningfully while maintaining employee engagement and contribution.

Employee Engagement

Employee engagement reflects a positive psychological state linked to their work within the organization (Thalia et al., 2024). Engaged employees tend to demonstrate behaviors and attitudes that align with organizational goals and value (Kuswara et al., 2025). In AI-driven organizations, employee engagement becomes more complex because employees are not only required to perform their formal tasks but also to continuously adapt to emerging technologies and develop new competencies (Babashahi et al., 2024). Quttainah et al. (2025) also explain that employees' emotional and intellectual commitment to their work and organization closely relates to employee engagement. In the context of AI, their study found that AI-savvy leadership does not directly influence employee engagement but works through AI utilization. This finding is important because it demonstrates that neither the mere presence of AI nor leadership intention alone automatically creates employee engagement. Engagement increases when employees can use AI meaningfully in their work and perceive it as useful for improving work effectiveness (Fauzy et al., 2026).

Employee engagement is also shaped by work engagement and team performance within AI supported organizational environments. Tuan (2025) found that AI contributes to team performance while team performance has a positive influence on employee engagement.

This indicates that engagement in AI-supported organizations is not only an individual psychological state but also a collective outcome such as leadership and teamwork culture. When AI helps employees communicate in making decisions, they are more likely to feel motivated and connected to their work (Valtonen et al., 2025).

Moreover, AI-driven organizations strongly link employee engagement to learning opportunities and knowledge sharing. Hu et al. (2025) argue that AI adoption can promote employee knowledge sharing through learning opportunities, especially when supported by paradoxical leadership and employees' positive attitudes toward technology. This suggests that employees become more engaged when AI is experienced as a source of learning and development rather than as a source of uncertainty. Therefore, learning opportunities and knowledge-sharing behaviors may serve as important mechanisms through which AI adoption contributes to stronger employee engagement.

3. METHOD

This literature review was conducted by identifying relevant keywords and searching for publications related to artificial intelligence leadership and employee engagement. Publications were identified through Google Scholar and screened from peer-reviewed indexed journals published between 2022 and 2025. The search process employed keywords such as artificial intelligence leadership, AI savvy leadership, employee engagement, AI utilization, knowledge sharing and AI driven organizations. The inclusion criteria were (a) studies examining leadership in AI driven environments and its impact on employee engagement, (b) empirical research, (c) written in English, and (d) employees as the research participants. Articles were excluded if they focused primarily on technological development, AI systems, or organizational applications without examining leadership, employee engagement, AI utilization, work engagement, or knowledge sharing mechanisms. From a total of 85 articles collected, 10 relevant articles were initially selected. Seven articles were excluded because they discussed AI in broader organizational or technological contexts without directly examining leadership, employee engagement, AI utilization, work engagement, or knowledge-sharing mechanisms. Finally, after the screening process, three recent empirical studies were identified as the most relevant sources because they directly examined the relationship between AI leadership, AI utilization, employee engagement, and related organizational mechanisms.

Findings

The selected studies were quantitative in nature and predominantly employed Structural Equation Modeling (SEM) to examine the relationships among artificial intelligence

leadership, AI utilization, employee engagement, and related organizational mechanisms. Table 1 summarizes the characteristics and key findings of the reviewed studies.

Table 1. Summary Table of the Main Articles.

Author (year)	Context	Sample	Variabel	Key Findings
Quttainah et al. (2025)	India	Employees	- AI-savvy leadership - AI utilization - Employee engagement	Leadership becomes effective for engagement when it successfully guides employees to use AI meaningfully in their work.
Hu et al. (2025)	China	Employeest	- Artificial Intelligence (AI) - Learning opportunities - Change leadership - Work engagement - Team performance	Employees are more likely to use AI for learning and knowledge sharing when they work under paradoxical leaders and have a positive attitude toward technology.
Tuan (2025)	Vietnam	Employees	Artificial Intelligence (AI) Innovative culture Change leadership Work engagement Team performance	AI improves employee engagement indirectly through organizational culture, leadership, work engagement, and team performance.

A comparison of the reviewed studies reveals a consistent pattern. None of the studies suggest that AI alone directly enhances employee engagement. Instead, employee engagement emerges through various organizational and individual mechanisms, including AI utilization, innovative culture, change leadership, work engagement, team performance, learning opportunities, and knowledge-sharing behaviors. These findings indicate that the effectiveness of AI in improving employee outcomes depends largely on leadership capabilities and organizational support rather than on technology adoption alone.

4. RESULT AND DISCUSSION

The studies reviewed were performed in the context of the rapid innovation of artificial intelligence in contemporary organizations and aimed to shed light on the factors affecting employee engagement and related employee outcomes in AI-driven workplaces. The reviewed studies consistently indicate that employee engagement in AI-driven organizations is not generated by technology adoption alone. Rather, employee engagement emerges through a combination of organizational and individual mechanisms that enable employees to meaningfully interact with AI in their daily work. The three selected main articles reviewed in this study indicatenine key factors were identified, namely AI-savvy leadership, AI utilization,

innovative culture, change leadership, work engagement, team performance, learning opportunities, paradoxical leadership, and positive attitudes toward technology. AI should be regarded not solely as a technological instrument but as a sociotechnical resource that must be guided and molded by leaders. In this sense, employee engagement in AI-driven organizations is not created by technology investment alone, but rather by the quality of leadership in making technology meaningful for employees (Quttainah et al., 2025; Tuan, 2025).

Regarding leadership, the finding of Quttainah et al. (2025) showed that AI-savvy leadership has a significant effect in a positive direction on AI utilization. The study found that AI-savvy leadership did not have a direct impact on employee engagement (P values = 0.675), and AI utilization was a significant mediator of the relationship between AI-savvy leadership and employee engagement (P values = 0.000). The mediation effect was strong (VAF = 84.83%) indicating full mediation. This finding suggests that leadership alone cannot drive employee engagement with meaningful use of AI in day-to-day work. Leaders need to not only encourage the use of AI but also help employees see how AI can support or improve the effectiveness of their tasks and reduce routine burdens to create a more meaningful work experience. Hence, AI-savvy leadership is important as it makes the AI connect to employees' actual work needs and organizational goals. This finding is pertinent to the Job Demands-Resources theory (JD-R) and the Technology Acceptance Model (TAM) employed by Quttainah et al. (2025). From a JD-R perspective, AI can function as a job resource when it reduces repetitive tasks, improves access to information, and strengthens employees' work capacity. But AI can also create new demand if employees don't understand how to use it or are unsure of its impact. According to the TAM perspective, employees are more willing to use AI when they find it useful and compatible with their work. Therefore, the focus for organizations must be on how to generate the perception of AI being useful for employees by means of effective training and organizational systems.

Tuan (2025) further highlights the importance of leadership as he finds AI to have a significant influence on innovative culture, change leadership, and work engagement. All three of these factors contribute to team performance, which has a strong effect on employee engagement. The findings indicated that change leadership positively influences team performance, innovative culture positively influences team performance, and work engagement positively influences team performance. Team performance also has a strong positive impact on employee engagement. This indicates that in AI-supported organizations employee engagement is more than a psychological state of an individual but a collective

outcome resulting from teamwork, common direction, innovation, and successful collaboration.

In a dynamic organization, leaders need to provide clear guidance on change to enable AI adoption. Tuan (2025) argues that change leadership is very critical for the successful implementation of technology to help employees to move to AI applications. Leaders need to communicate the benefits of AI to condition the employee to reduce resistance and build a shared understanding of the need for change. When leaders can offer this clear sense of direction, employees are more likely to embrace AI as a tool for improving quality of work, rather than as a threat to their jobs. In the end, leading change is a critical bridge between AI adoption and employee engagement. Without this bridge, AI may be a technical system within the organization but not completely internalized by employees.

Regarding organizational culture, Tuan (2025) also demonstrated that innovative culture plays an important role in supporting team performance and employee engagement. A strong culture fosters open communication among employees and experimentation with new ways of independently maintaining performance. It helps to develop ideas that will have long-term results. In a rigid culture, employees may view AI as another burden, whereas in an innovative culture, employees may see AI as a tool for creativity and improvement. Hence, it is crucial that companies develop a culture that embraces AI technology while also promoting experimentation and learning among its employees.

From the reviewed studies, it is also evident that learning opportunities are significantly associated with employee engagement (Hu et al., 2025). AI adoption positively influences employee learning opportunities. Employee learning opportunities positively influence employee knowledge sharing. The adoption of AI also indirectly helps employees share knowledge through learning opportunities. In other words, AI can positively affect employee outcomes when it gives employees chances to learn new knowledge, develop skills, and share information with others. The access provided by AI-driven tools can help learning, freeing up employees to do more complex problem solving.

This finding contributes to the discussion of employee engagement, since engagement should not only be seen as enthusiasm or commitment to work but also as a willingness to learn and share knowledge. Employees who view AI as a learning tool are more likely to feel confident in developing new skills and sharing insights with their colleagues. Here, knowledge sharing becomes a behavioral manifestation of engagement. Employees use AI not only to enhance their own productivity, but also to use knowledge gained from AI-assisted work to contribute to collective organizational learning. AI adoption may enhance organizational

capability when connected to employee learning and knowledge-sharing systems. Therefore, learning opportunities are an important mechanism to convert AI adoption into knowledge-sharing behavior in AI-driven organizations.

Furthermore, the positive impact of AI adoption on learning and knowledge sharing is reinforced by paradoxical leadership and technophilia (Hu et al., 2025). The results showed that a high level of paradoxical leadership strengthened the relationship between AI adoption and employee learning opportunities. Paradoxical leaders can deal with competing demands such as (1) control and autonomy, (2) flexibility and discipline, and (3) organizational targets and individual development. In the context of AI adoption, this style of leadership helps employees to see AI as an opportunity for professional growth rather than a threat. Employees are more willing to explore, learn, and share knowledge with others when they have leaders who can balance structure with flexibility.

Another personal factor is technophilia, which is important in an AI-driven work environment. Hu et al. (2025) suggest that employees with a high technophilia score are more prone to see technology as a way for individual and professional development. They're also more inclined to adopt AI and to leverage technology to improve performance. On the other hand, employees with low levels of technophilia may view AI as disruptive or threatening, which can have implications for their learning opportunities and willingness to share knowledge. This means that organizations should not assume that all employees will react to AI in the same way. Training, mentoring, supportive communication, and psychological safety are needed to develop employee attitudes toward technology. In organizations driven by AI, learning opportunities serve as an important mechanism that converts the adoption of AI into knowledge-sharing behavior.

The synthesis of the reviewed studies suggests that employee engagement in AI-driven organizations is shaped by the interaction between organizational and individual factors rather than by technology adoption alone. Organizational factors include (1) leaders who possess AI savvy leadership capabilities, (2) leaders who are capable of managing change, (3) an innovative culture, (4) team performance, (5) effective AI utilization, and (6) opportunities, whereas individual factors include (1) work engagement, (2) technology acceptance, (3) technophilia, and (4) willingness to share knowledge. Collectively, these findings indicate that AI creates value for employee engagement only when supported by leadership practices and organizational conditions that enable employees to perceive AI as a source of learning, collaboration, empowerment, and professional development. This perspective reinforces the

socio-technical view that meaningful employee outcomes emerge when technological capabilities are effectively aligned with human and organizational systems.

5. CONCLUSION

This literature review concludes that artificial intelligence does not automatically enhance employee engagement merely through its presence in the workplace. Instead, employee engagement in AI-driven organizations is shaped by a combination of organizational and individual mechanisms. The reviewed studies indicate that AI utilization, innovative culture, change leadership, work engagement, team performance, learning opportunities, knowledge sharing, paradoxical leadership, and positive attitudes toward technology play important roles in translating AI adoption into meaningful employee outcomes. These findings suggest that the relationship between artificial intelligence leadership and employee engagement is not direct and simple, but rather mediated by various organizational and individual mechanisms. Leadership matters when it helps employees understand the purpose of AI and creates a work environment where AI is seen as an opportunity, not a threat. Furthermore, AI enhances employee engagement by facilitating knowledge sharing and various types of team collaboration. AI needs to be seen not just as a technological tool for efficiency but as a human-centered resource for learning, empowerment, and meaningful contributions.

To promote employee engagement in modern AI-enabled organizations, managers and organizational leaders need to enhance AI-savvy leadership. They should provide clear directions for AI usage through employee training and foster an innovative culture that promotes experimentation and collaboration. Organizations also need to develop change leadership and paradoxical leadership skills so that employees can adapt to AI-related transformations with confidence. In addition, organizations should foster positive attitudes toward technology through the establishment of psychological safety. By combining technology readiness with human-centered leadership, organizations can make AI adoption more meaningful and sustainable for both organizational performance and employee engagement.

This review contributes to the emerging literature on artificial intelligence leadership by highlighting that employee engagement is not driven by technology alone but by leadership practices and organizational conditions that enable employees to perceive AI as a source of learning, collaboration, empowerment, and professional development. The findings reinforce the socio-technical perspective that meaningful employee outcomes emerge when

technological capabilities are effectively aligned with human, leadership, and organizational systems.

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