


Chapter 9

Exploring the Role of Artificial Intelligence in Enhancing Values-Based Leadership and Its Impact on Workplace Engagement

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ABSTRACT

Abstract: Artificial Intelligence (AI) has increasingly been integrated into leadership and workplace engagement, transforming decision-making processes, employee interactions, and organizational efficiency. This study systematically reviews the role of AI in leadership and workplace engagement over the last five years, utilizing bibliometric analysis and the PRISMA framework to identify key research trends, methodologies, and future research directions. The findings indicate that AI-driven applications, such as large language models (LLMs), generative AI, and machine learning (ML) systems, have significantly influenced leadership decision-making,

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human resource management (HRM), and employee engagement strategies. While AI has enhanced operational efficiency and predictive analytics, ethical concerns regarding bias, transparency, and data privacy remain prominent. Furthermore, the study highlights the shift from AI as a purely automation tool to a hybrid AI-human collaboration model, where AI complements rather than replaces human leadership.

1. INTRODUCTION

Artificial Intelligence (AI) has become a transformative force across various domains, including education, leadership, and workplace engagement. The proliferation of AI applications has sparked discussions on its implications for human interactions, productivity, and ethical considerations in professional and educational settings. AI's ability to enhance decision-making, automate administrative tasks, and facilitate engagement within organizations has been widely explored, yet its integration into leadership practices and employee engagement remains a subject of growing academic interest (Watermeyer et al., 2024; Marchena Sekli et al., 2024).

The emergence of Generative AI (GenAI), including large language models such as ChatGPT, has further revolutionized how AI interacts with users, influencing communication patterns and organizational dynamics. Scholars have debated the extent to which AI can effectively complement or even replace human-centric processes, raising ethical concerns related to bias, transparency, and accountability (Fleischmann, 2024). AI-driven decision-making models have demonstrated potential in reducing human workload and optimizing efficiency, yet their impact on leadership strategies and employee satisfaction remains a complex and evolving subject of inquiry (Murray-Rust et al., 2024).

Recent studies emphasize the necessity of critically evaluating AI's role in leadership and workplace engagement. AI's influence on leadership development, team collaboration, and employee well-being necessitates a nuanced understanding of its practical implementations. While some research highlights AI's capacity to enhance engagement through automation and personalized feedback mechanisms, others caution against over-reliance on AI-driven strategies without considering human intuition and ethical constraints (Watermeyer et al., 2024). For instance, AI-assisted decision-making in Human Resource Management (HRM) has been found to streamline recruitment processes and performance evaluations, yet concerns persist regarding data privacy and fairness (Jia & Hou, 2024).

Moreover, AI's integration into workplace engagement strategies has introduced novel methodologies for assessing and improving employee interactions. Studies have explored AI's role in sustainable human resource practices, generative AI's applications in higher education, and the impact of AI-driven analytics on leadership

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