



The Bright Side of Artificial Intelligence in Corporate Leadership: A Rapid Literature Review of the Past Five Years

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Abstract

Artificial intelligence (AI) has emerged as a transformative force in corporate leadership, significantly reshaping how organizations operate and adapt in an increasingly digital world. As AI continues to evolve, understanding its impact on leadership practices is crucial for organizations seeking to stay competitive. This study employs a Rapid Literature Review approach to explore AI's beneficial impacts on corporate leadership over the last five years, synthesizing findings from 21 research articles. The PRISMA 2020 framework is used to select the articles for review, and Atlas.ti is applied to identify patterns in the literature and label the findings. The analysis reveals five key domains where AI demonstrates significant benefits, including building trust and ethical governance, enhancing decision-making and strategic insights, improving collaboration and team dynamics, increasing operational efficiency and productivity, and fostering emerging leadership dimensions. The findings highlight how AI embeds transparency and accountability, supports data-driven decision-making, and optimizes human resource processes. Additionally, AI fosters innovation by enabling leaders to adopt inclusive practices. This study provides valuable insights for leaders seeking to leverage AI for sustainable growth, emphasizing its potential in reshaping corporate leadership. By understanding and implementing these benefits, organizations can position themselves to thrive in the era of digital transformation.

Keywords: Artificial Intelligence; Corporate Leadership; Ethical Governance; Decision Making; Efficiency

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SDGs: Quality Education (4); Decent Work and Economic Growth (8); Peace, Justice and Strong Institutions (16)

1.0 INTRODUCTION

In today's rapidly evolving business landscape, organizations are under increasing pressure to adapt to new technologies and shifting market dynamics (Miceli et al., 2021). One of the most transformative technologies (Suhardjo et al., 2023) in recent years has been Artificial Intelligence (AI) (Nyoto, Sudarno, Priyono, et al., 2023), which is fundamentally reshaping how companies operate, make decisions, and interact with customers (Nalini, 2024; Renaldo et al., 2024). Over the past five years, AI has become particularly prominent, offering significant potential to enhance operational efficiency, improve decision-making, and drive innovation across industries (Kaggwa et al., 2024; Oluwaseun Badmus et al., 2024). While much of the focus has been on its operational benefits, AI is also beginning to have a profound impact on corporate leadership (Prasetya et al., 2023), changing how leaders approach strategic planning, talent management, and organizational development (Yarmanelis et al., 2022).

This study aims to explore the beneficial impacts of AI on corporate leadership (Hafni et al., 2024; Sirait et al., 2022; Wahyudi et al., 2023), with a particular focus on how AI tools and systems are helping to improve leadership practices in the modern business environment (Nyoto, Sudarno, Sriadmitum, et al., 2023; Renaldo et al., 2022; Sriadmitum et al., 2022). Over the last five years, AI has gained considerable traction. Aagaard & Tucci (2024) stated, with many corporate leaders integrating AI-powered tools into their decision-making processes, talent management strategies, and customer engagement practices. Technologies such as machine learning, natural language processing, and predictive analytics have enabled leaders to process vast amounts of data, gain deeper insights into market trends, and make decisions more quickly and accurately than ever before (Okeleke et al., 2024). Despite the significant operational benefits of AI, there has been limited focus on its direct impact on leadership effectiveness (Ngatno et al., 2022), which is what this study seeks to address.

The primary objective of this research is to investigate how AI can positively influence corporate leadership, serving as a powerful tool for driving meaningful change in a rapidly evolving business landscape. The urgency of this research lies in the growing reliance on AI technologies within organizations, coupled with the need for leaders to adapt to the complexities of digital transformation (Junaedi et al., 2023, 2024; Purwati et al., 2023). By understanding how AI enhances leadership practices, organizations can gain a lot of strategic advantages. This study contributes to the growing body of knowledge on AI in the workplace, providing insights into its potential to support leadership effectiveness and drive organizational success (Atika et al., 2022).

2.0 LITERATURE REVIEW

Artificial Intelligence

Artificial Intelligence (AI) has evolved significantly over the past few decades, transitioning from a theoretical concept to a practical technology that is now widely applied across various industries (Jan et al., 2023). Initially defined by its capacity to perform tasks that typically require human intelligence, AI has expanded to include a diverse range of techniques such as machine learning, deep learning, and natural language processing, which empower systems to analyze vast datasets, recognize patterns, and make data-driven predictions (Soori et al., 2023). These advancements in AI present a powerful tool for managers, enabling them to process large volumes of information more efficiently, automate repetitive tasks, and uncover insights that were previously difficult, if not impossible, to access (Allioui & Mourdi, 2023; Javaid et al., 2022). As a result, AI is profoundly influencing multiple key areas of management, from strategic planning and human resources to marketing, operations, and customer relationship management, allowing managers to make more informed decisions (Chandra et al., 2023), optimize processes, and improve overall organizational performance (Rafizal et al., 2022; Tohan et al., 2022).

Corporate Leadership

Corporate leadership refers to the practices, strategies, and behaviors (Renaldo et al., 2021) that individuals in leadership positions use to guide and influence an organization (Ali & Anwar, 2021). It involves setting the direction for the company, making important decisions, and ensuring that the organization's goals are achieved (Nyoto & Harianto, 2022). Corporate leaders are responsible for creating a vision, aligning resources, and motivating employees to work towards common objectives (Sari et al., 2022). They also play a key role in shaping the organizational culture (Bakhroini et al., 2022), fostering collaboration, and responding to challenges (Mokogwu et al., 2024). Effective corporate leadership is crucial for long-term success, as it not only drives performance but also influences how an organization adapts to changes in the market and industry (Joel & Oguanobi, 2024). In today's rapidly evolving business environment, corporate leaders are expected to be adaptable, forward-thinking, and capable of navigating complex challenges.

PRISMA 2020 (Rapid Review)

The PRISMA 2020 framework, developed as part of a rapid review process, provides a structured and efficient approach to synthesizing evidence quickly (Garritty et al., 2024; Wollschied & Tripney, 2021). Unlike traditional systematic reviews, rapid reviews streamline certain stages of the process, such as narrowing the scope of studies and reducing time for data extraction and analysis (Hamel et al., 2021). This makes rapid reviews particularly useful in time-sensitive situations where decision-makers need quick insights. One of the main advantages of using a rapid review is that it allows stakeholders to access essential evidence in a much shorter time frame, enabling faster, evidence-based decisions (Wollschied & Tripney, 2021). Despite the shortened timeline, PRISMA 2020 maintains key principles of transparency, relevance, and rigor, ensuring the review process remains reliable. In sectors like management and policy development, where swift action is often required, the ability to generate quick yet robust evidence is invaluable for informed decision-making (Hasan Chy & Buadi, 2024).

3.0 METHODOLOGY

Research Design

To address research questions about the benefits of AI use for corporate leadership, the study uses the Rapid Literature Review method (Rapid Review), which is an element of the Systematic Literature Review (SLR) approach (Hadi et al., 2023). Rapid Review focus on the need of quick insight of research question throughout a short time frame for a particular topic. The Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) 2020 framework was adhered to throughout the Rapid Review procedure in this study. PRISMA 2020 is used because it is known as one of the best procedures and standards for conducting literature reviews (Page, Moher, et al., 2021).

This study adapts the PRISMA flow by focusing solely on screening guidelines to establish the final selection of literatures. This streamlined approach maintains the study's focus while simplifying the SLR process. After adjustments, the process consists of three main stages: identification, screening, and final selection (Page, McKenzie, et al., 2021). During the identification stage, the platforms used to retrieve articles are determined, and the number of results is recorded. At this stage, results are filtered based on inclusion criteria. In the screening stage, further selection is conducted using exclusion criteria and abstract reviews, producing literature ready for

full-text evaluation. Finally, the determination stage finalizes the number of studies that pass the screening process.

The research sources for the study come from databases and platforms for research articles, such as Emerald, MDPI, DOAJ, and Google Scholar. These platforms were chosen according to factors like accessibility, the scope and quality of the research articles available, their significance to the field of management studies. This blend of sources guarantees access to thorough and current information while also enabling a wide-ranging literature search. Utilizing these platforms, the study seeks to perform a comprehensive literature review, consistent with its research goals and providing insights to the field of management, especially to address the research question. As the guide for the Rapid Review, the following research question used: "What are the beneficial impacts of artificial intelligence usage to corporate leadership?"

Rapid Review Search Keywords and Criteria

The keywords used to identify relevant articles were combinations of terms applied through Boolean Search techniques. To ensure a focused approach addressing the specific research issue, the search included terms such as "artificial intelligence," "corporate leadership," "company leadership," "impact," and "effect." This led to the identification of the following search string: ("artificial intelligence" OR "AI") AND ("corporate leadership" OR "company leadership") AND ("impact" OR "effect"). Searches will be conducted for the selected keywords found in titles, abstracts, and keywords, adjusted to the search systems (Mukhsin et al., 2024) of the respective source platforms used. To ensure the review remains current, this research focuses solely on articles published within the last five years.

Inclusion (I) and Exclusion (X) criteria used:

- I01: Literature published within the last five years, from 2019 to 2024.
- I02: Literature has a "published" status and is in the form of a complete manuscript.
- I03: Literature is in the form of a publication article.
- I04: Literature can be accessed (open access).
- X01: Literature in the form of books.
- X02: Literature not in English.
- X03: Literature outside the field of management or computer science.

4.0 RESULTS AND DISCUSSION

Results

The initial articles retrieved from the selected sources in the first stage (identification) are listed in Table 1. The results in Table 1 have already undergone filtering based on the inclusion and exclusion criteria. In total, 5303 articles (n) were obtained to proceed to the screening stage.

Table 1. Identification Stage Result

Source	Total
Emerald	114
MDPI	20
DOAJ	19
Google Scholar	5150
Total Articles (n)	5303

In the screening stage, duplicates were removed from the list. Additionally, to ensure the relevance of the articles, each article was screened individually based on the title, abstract, and full text to determine whether it belonged to the correct field. If the full text of an article was found to be irrelevant or not within the corresponding field, the article was discarded. In total, 5282 articles were deemed irrelevant, resulting in a decrease in the total number to (n) = 21. These articles then used as the result of the final selection stage.

All articles obtained from the final selection stage were re-analyzed to address the research question. The analysis process was facilitated using Atlas.ti 9 software, which assisted in labeling and identifying patterns within the article texts (Ñañez-Silva et al., 2024). This systematic labeling process enabled the identification of answers to the question, "What are the beneficial impacts of artificial intelligence usage on corporate leadership?". The findings from 21 research articles revealed several beneficial impacts of AI, categorized into five key areas: building trust (Goh et al., 2022; Hadi et al., 2024) and ethical governance (Setiawan et al., 2021), enhanced decision-making and strategic insights, improved collaboration, team dynamics, and human resources processes, increased operational efficiency and productivity, and emerging dimensions of leadership impact. These categorized impacts, along with the associated articles, are presented in Table 2, providing a clear summary of the findings.

Table 2. Impact Categorization

Refined Category	Associated Articles
Building Trust and Ethical Governance	(Gupta et al., 2024)
Enhanced Decision-Making and Strategic Insights	(Abositta et al., 2024; Coulson-Thomas, 2023; Frimpong, 2024; Kalkan, 2024; Karakose & Tülübaş, 2024; Kollmann et al., 2023; Matli, 2024; Mill et al., 2022; Nguyen & Shaik, 2024; Pang & Zhang, 2021; Pugna et al., 2019; Rahim & Dey, 2022; Xiong, 2023)
Improved Collaboration, Team Dynamics, and HR Processes	(Alqudah et al., 2024; Sejera & Bocarnea, 2022)
Increased Operational Efficiency and Productivity	(Alqudah et al., 2024; Sarika et al., 2023)
Emerging Dimensions of Leadership Impact	(Anghel, 2023; Luo & Yu, 2022; Ojha et al., 2024; Petrin, 2024)

Building Trust and Ethical Governance

AI enhances trust and ethical governance by embedding transparency and accountability into decision-making frameworks. For example, Gupta et al. (2024) highlight how AI algorithms can be programmed to flag ethical concerns in corporate decisions, ensuring alignment with regulatory standards. In the financial sector, AI-driven transparency tools help reduce risks associated with fraud and misconduct, reinforcing stakeholder confidence. These applications enable leaders to navigate complex moral landscapes and ensure decisions align with corporate social responsibility, thereby enhancing the legitimacy of AI-driven strategies.

Enhanced Decision-Making and Strategic Insights

AI's ability to support data-driven decision-making and strategic planning is a recurring theme. Abositta et al. (2024), Coulson-Thomas (2023), Frimpong (2024), Kalkan (2024), Kollmann et al. (2023), Mill et al. (2022), Nguyen & Shaik (2024), Pang & Zhang (2021), Pugna et al. (2019), Rahim & Dey (2022), and Xiong (2023) demonstrate how AI predictive models improve resource allocation in engineering management, while Matli (2024) illustrates AI's role in providing stress-responsive simulations for crisis scenarios (Elfita et al., 2022). In education, Karakose & Tülübaş (2024) show how real-time data analytics guide administrative decisions, improving institutional outcomes. These studies emphasize AI's transformative potential in equipping leaders with tools to make informed decisions, particularly in dynamic environments.

Collaboration, Team Dynamics, and HR Processes

AI fosters collaboration and enhances team dynamics by automating routine tasks, freeing leaders to focus on strategic goals. Sejera & Bocarnea (2022) explore how AI-human collaboration strengthens leadership adaptability in complex projects (Marliza et al., 2022; Panjaitan et al., 2023). Moreover, Alqudah et al. (2024) highlight AI's impact on optimizing recruitment processes, such as using natural language processing tools to screen candidates for diverse and inclusive hiring. By reducing administrative burdens, AI allows leaders to focus on fostering innovation and building cohesive teams.

Increased Operational Efficiency and Productivity

Operational efficiency is significantly enhanced by AI's ability to streamline processes and allocate resources effectively. Sarika et al. (2023) document how AI tools in security management reduce operational costs by automating monitoring tasks and identifying potential threats. Similarly, Alqudah et al. (2024) highlight the use of AI in small and medium enterprises (SMEs) to optimize workflow management, enabling rapid adaptation to market changes. These examples demonstrate how AI contributes to cost savings and overall productivity improvements.

Emerging Dimensions of Leadership Impact

Beyond traditional applications, AI drives innovation by enabling leaders to explore new business models. For instance, Ojha et al. (2024) show how AI enhances emotional intelligence in leadership, fostering cohesive team environments through sentiment analysis and real-time feedback systems. Anghel (2023) discusses the Honeycomb Complementary Skills Model, which uses AI to align talent acquisition with organizational goals. Additionally, Petrin (2024) and Luo & Yu (2022) illustrate AI's capacity to navigate regulatory landscapes and

balance technological innovation with capital investments (Renaldo et al., 2024). These advancements highlight AI's potential to redefine leadership practices in diverse organizational contexts.

5.0 CONCLUSION

Conclusion

This study identifies the beneficial impacts of artificial intelligence (AI) on corporate leadership through a Rapid Literature Review of 21 research articles. The analysis reveals that AI significantly enhances corporate leadership by fostering trust and ethical governance, improving decision-making and strategic planning, strengthening collaboration and team dynamics, optimizing operational efficiency, and supporting innovation and emerging leadership dimensions. These findings demonstrate AI's transformative potential in modernizing leadership practices, providing leaders with tools to navigate complex organizational challenges and align strategic goals with operational outcomes. A notable advantage of AI is its ability to embed transparency and accountability into leadership frameworks, while its adaptability across sectors highlights its broad relevance. As a suggestion, future research could focus on empirically examining the impact of AI on leadership in specific industries, such as healthcare or finance, where decision-making, ethical considerations, and innovation play a critical role. Such studies would provide deeper insights into how AI's potential can be effectively harnessed in sector-specific contexts and offer more actionable strategies for leaders to optimize AI integration.

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