

Islamic Leadership in Human-AI Collaboration: Reviewing Strategies for Building Ethical and Effective Hybrid Teams

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Abstract—The rapid development of Artificial Intelligence (AI) has transformed organizational operations and accelerated the emergence of Human-AI Collaboration as a new approach to creating organizational value. While AI offers significant opportunities to improve productivity, innovation, and decision-making quality, its implementation also raises challenges related to trust, algorithmic transparency, ethical governance, and human oversight. Existing studies primarily focus on technological and managerial perspectives, while limited attention has been given to the ethical role of Islamic Leadership in managing Human-AI Collaboration. Therefore, this study aims to review and synthesize leadership strategies for building ethical and effective hybrid teams through the lens of Islamic Leadership. This research employs a Narrative Literature Review approach by analyzing ten peer-reviewed journal articles published between 2020 and 2025. Data were collected from Google Scholar and analyzed using thematic narrative synthesis to identify major themes, theoretical debates, and conceptual relationships. The findings indicate that successful Human-AI Collaboration depends on balancing automation and augmentation, strengthening trust in AI systems, ensuring algorithmic transparency, and maintaining human involvement in decision-making processes. Furthermore, Islamic leadership values, including *amanah* (trustworthiness), *adl* (justice), *shura* (consultation), *ihsan* (excellence), and *mas'uliyah* (accountability), provide a strong ethical foundation for governing Human-AI Collaboration. This study proposes a conceptual framework that integrates Islamic Leadership with AI governance to support effective hybrid team performance and organizational sustainability.

Keywords: Human-AI Collaboration; Islamic Leadership; Hybrid Teams; Algorithmic Transparency; Organizational Sustainability

1. INTRODUCTION

The development of artificial intelligence (AI) has fundamentally changed the way organizations run business operations, manage knowledge, and make strategic decisions. Technological advancements such as *machine learning*, *generative AI*, *predictive analytics*, and *intelligent automation* allow organizations to significantly improve efficiency, productivity, and innovation capabilities. According to a World Economic Forum report, AI integration is expected to be one of the key factors shaping the future of work and organizations in the coming decade. This condition encourages companies to transform from traditional work models to collaborative work systems that combine human capabilities and artificial intelligence in a single work ecosystem known as human-AI collaboration.

Human-AI collaboration refers to the interaction between humans and AI systems in completing tasks, making decisions, and creating organizational value together. In contrast to the conventional automation paradigm that aims to replace the role of humans, the collaborative approach places AI as a strategic partner that supports human capabilities through data analysis, decision recommendations, and routine process automation. In this context, humans continue to play a major role in aspects of creativity, empathy, ethical judgment, and strategic decision-making, while AI serves as a supporting tool that enhances the cognitive and operational capacity of organizations (Raisch & Krakowski, 2021; Dellermann et al., 2020).

This transformation has given birth to a new form of organization known as hybrid teams, which are work teams consisting of human members and AI systems that work in an integrated manner to achieve organizational goals. The presence of hybrid teams offers a variety of benefits, such as increased productivity, faster decision-making, resource optimization, and improved service quality. However, AI integration also poses new challenges related to trust in algorithms, decision-making transparency, data bias, accountability, and changes in human work roles and identities (Jarrahi, 2018; Dwivedi et al., 2023). Therefore, the success of human-AI collaboration is determined not only by the sophistication of the technology used, but also by the effectiveness of leadership in managing the relationship between humans and AI systems.

The management literature shows that traditional hierarchical leadership models are increasingly facing limitations in managing a work environment dominated by intelligent technology. Leaders no longer only function as directors of human activities, but also as managers of interactions between humans, technology, and organizations. In the context of hybrid teams, leaders are required to be able to build trust in AI systems, ensure algorithm transparency, maintain a balance between automation and human control, and manage the ethical implications that arise from the use of intelligent technology (Brynjolfsson & McAfee, 2022; Wilson & Daugherty, 2018). Thus, leadership becomes a strategic factor that determines the success of AI implementation in organizations. Although various studies show that AI is able to improve the efficiency and quality of decision-making, the literature also shows that there is debate

about the impact of AI on organizations. The first group argues that AI increases productivity, accelerates innovation, and strengthens an organization's competitive advantage through superior analytical capabilities (Brynjolfsson et al., 2023). In contrast, the second group highlights the various risks posed by AI, including algorithmic bias, loss of worker autonomy, unclear accountability, as well as increased reliance on technological systems (Brougham & Haar, 2020; Dwivedi et al., 2023). These differences of view show that the success of human-AI collaboration cannot be explained through technology perspective alone, but requires a leadership approach that is able to manage technical, social, and ethical aspects simultaneously.

The Islamic Leadership perspective offers a relevant conceptual foundation to address the various challenges that arise in human and AI collaboration. Islamic leadership is not only oriented towards achieving organizational goals, but also emphasizes moral, ethical, and spiritual responsibility in every decision-making process. Principles such as amanah (trust), adl (justice), shura (deliberation), ihsan (excellence), and mas'uliyah (accountability) provide a normative framework that can be used to ensure that the use of AI remains in harmony with human and ethical values (Beekun & Badawi, 1999; Ali, 2009).

The value of trust emphasizes the importance of using technology responsibly and transparently. In the context of AI, this principle requires organizations to ensure that algorithmic systems are used to create broader benefits and do not harm specific individuals or groups. Meanwhile, the adl principle demands fairness in AI-based decision-making, including efforts to minimize algorithmic bias that can lead to discrimination. The shura principle encourages human involvement in the decision-making process so that the *human-in-the-loop* concept is maintained even though organizations are making intensive use of AI technology. Thus, Islamic Leadership offers a more comprehensive perspective than conventional leadership approaches that generally focus solely on organizational efficiency and performance.

Previous research has examined various aspects of human-AI collaboration, including the influence of AI on productivity, decision-making, innovation, and organizational transformation. Dellermann et al. (2020) emphasize the importance of human and AI collaboration in creating sustainable organizational value. Raisch and Krakowski (2021) show that the success of AI integration is greatly influenced by an organization's ability to manage the relationship between automation and human augmentation. Meanwhile, Dwivedi et al. (2023) highlight the importance of AI governance and ethics in maintaining public trust in technology. However, most of the research still focuses on technology and strategic management aspects without integrating the perspective of Islamic leadership as an ethical foundation in managing hybrid teams. In addition, studies on Islamic Leadership in the context of digital technology and artificial intelligence are still relatively limited. Much of Islamic Leadership's research focuses on organizational behavior, ethical leadership, and employee performance, while its application in the context of human-AI collaboration has not been widely explored. As a result, there is still a gap in the literature on how Islamic leadership values can be used to build ethical, effective, and sustainable collaboration between humans and AI.

Based on these gaps, this study aims to review and synthesize various leadership strategies in building human-AI collaboration through the perspective of Islamic Leadership. Using the Narrative Literature Review approach to scientific articles published in the period 2020–2025, this study seeks to identify key themes, theoretical debates, and effective leadership strategies in managing hybrid teams. In addition, this research develops a conceptual framework that places the values of amanah, adl, shura, ihsan, and mas'uliyah as ethical foundations in creating human-AI collaboration that is fair, transparent, and oriented towards organizational sustainability. Thus, this research is expected to make a theoretical contribution to the development of Islamic Leadership literature as well as provide practical implications for organizations that implement AI technology in the modern work environment.

2. RESEARCH METHODS

2.1 Research Design

This study uses the Narrative Literature Review (NLR) approach to identify, analyze, and synthesize various leadership strategies in managing *human-AI collaboration* in the modern work environment. The Narrative Literature Review approach was chosen because it allows researchers to explore the theoretical developments, empirical findings, and conceptual debates that are developing in the literature regarding leadership, artificial intelligence, and *hybrid team management*. In addition, this method is suitable for developing theoretical synthesis and generating a conceptual framework that can explain the relationship between Islamic Leadership, Human-AI Collaboration, and organizational effectiveness.

In contrast to the *Systematic Literature Review* which emphasizes very strict selection procedures and quantitative synthesis, the Narrative Literature Review provides flexibility in integrating multidisciplinary perspectives from the fields of management, leadership, information technology, artificial intelligence, and organizational ethics. Therefore, this approach is considered appropriate to examine the phenomenon of Human-AI Collaboration that is still developing and requires broader conceptual exploration.

2.2 Literature Search Strategy

Literature searches are carried out through Google Scholar as the main source of academic data because it has a wide scope of publications and is able to access internationally reputable scientific articles that are relevant to the research

topic. The search process was conducted in January–February 2026 with a focus on articles published during the period 2020–2025 to ensure that the literature used reflects the latest developments regarding Human-AI Collaboration and leadership in the era of artificial intelligence.

Kata kunci yang digunakan dalam proses pencarian meliputi: “Human-AI Collaboration”, “Artificial Intelligence and Leadership”, “Hybrid Teams”, “AI Governance”, “Algorithmic Transparency”, “Human-in-the-Loop”, “Ethical AI”, “Islamic Leadership”, “Leadership in Digital Organizations”, “Human-AI Team Performance”. These keyword combinations are used with Boolean operators (AND, OR) to obtain articles that have high relevance to the focus of the research.

2.3 Inclusion and Exclusion Criteria

To maintain the quality and relevance of the literature used, this study applies the inclusion and exclusion criteria as presented in Table 1.

Table 1. Inclusion and Exclusion Criteria

Criteria	Inclusion	Exclusion
Publication Year	2020–2025	Before 2020
Language	English	Non-English
Document Type	Peer-Reviewed Journal Articles	Books, Editorials, News Articles
Research Focus	Human-AI Collaboration, Leadership, AI Governance, Hybrid Teams	Unrelated Topics
Accessibility	Full Text Available	Abstract Only
Academic Quality	Indexed Scholarly Articles	Non-Academic Sources

2.4 Article Selection Process

The initial stage of the search yields 124 relevant articles based on predetermined keywords. Next, screening was carried out based on titles and abstracts to identify articles that fit the focus of the research. After the process, 46 articles were obtained that met the initial criteria. The next stage is a *full-text evaluation* to assess academic quality, research contributions, and suitability with the themes of Human-AI Collaboration, leadership, and organizational governance. After the evaluation process was carried out, 10 main articles were obtained that met all the criteria and were used as the main source in the synthesis of the literature.

Table 2. Literature Screening Process

Selection Stage	Number of Articles
Initial Search Results	124
Title Screening	73
Abstract Screening	46
Full-Text Assessment	18
Final Articles Included	10

2.5 Selected Articles

After going through a screening and evaluation process based on inclusion and exclusion criteria, ten articles were obtained that met the requirements for further analysis. The articles come from reputable international journals that discuss Human-AI Collaboration, Artificial Intelligence Management, Algorithmic Governance, Human Trust in AI, as well as leadership strategies in managing hybrid teams. The selected articles are considered relevant because they are able to explain the relationship between leadership, human collaboration and AI, algorithm governance, and organizational implications in the era of artificial intelligence.

Table 3. Selected Articles Reviewed in This Study (2020–2025)

No	Authors	Year	Journal	Main Focus
1	Raisch, S., & Krakowski, S.	2021	<i>Academy of Management Review</i>	Automation–Augmentation Paradox in AI Management
2	Dwivedi, Y. K., et al.	2023	<i>International Journal of Information Management</i>	Generative AI and Organizational Implications
3	Nguyen, T., et al.	2025	<i>Information Systems Frontiers</i>	Human-AI Augmentation in the Workplace
4	Zárate-Torres, R., et al.	2025	<i>Behavioral Sciences</i>	Leadership and Human-AI Collaboration
5	Raisch, S., & Fomina, K.	2024	<i>Academy of Management Perspectives</i>	Combining Human and Artificial Intelligence

No	Authors	Year	Journal	Main Focus
6	Kellogg, K. C., Valentine, M. A., & Christin, A.	2020	<i>Academy of Management Annals</i>	Algorithmic Management
7	Glikson, E., & Woolley, A. W.	2020	<i>Academy of Management Perspectives</i>	Human Trust in Artificial Intelligence
8	Brynjolfsson, E., Li, D., & Raymond, L.	2023	<i>Management Science</i>	Generative AI and Productivity
9	Dellermann, D., Ebel, P., Soellner, M., & Leimeister, J. M.	2021	<i>Business & Information Systems Engineering</i>	Hybrid Intelligence
10	Raisch, S., & Krakowski, S.	2025	<i>Academy of Management Review</i>	Hybrid Problem Solving Through Human-AI Collaboration

Source: Compiled by the authors from selected peer-reviewed journal articles (2020–2025).

2.6 Data Analysis Technique

Data were analyzed using the Thematic Narrative Synthesis approach to identify relationship patterns, dominant themes, conceptual contradictions, and leadership implications that emerged in the literature. The analysis was carried out through four stages, namely: (1) data extraction from each article, (2) grouping findings based on similar themes, (3) *cross-study comparison*, and (4) conceptual synthesis to develop a research framework of thinking. Based on the synthesis process, four main themes that dominate the literature were obtained, namely: (1) Human-AI Collaboration and Hybrid Intelligence, (2) Leadership Challenges in Human-AI Teams, (3) Trust, Transparency, and Algorithmic Governance, and (4) Islamic Leadership Values for Ethical Human-AI Collaboration. These four themes are the basis for the preparation of research results and discussions.

2.7 Research Framework

This research departs from the assumption that the success of Human-AI Collaboration is not only determined by the capabilities of AI technology, but also by the effectiveness of leadership in managing the interaction between humans and artificial intelligence systems. The literature shows that trust, algorithmic transparency, and human oversight are the main factors that determine the effectiveness of collaboration in hybrid teams. In the perspective of Islamic Leadership, the values of amanah, adl, shura, ihsan, and mas'uliyah serve as ethical foundations that strengthen AI governance and the relationship between humans and technology. Therefore, Islamic Leadership is positioned as a mechanism that is able to ensure that the use of AI is carried out responsibly, transparently, fairly, and oriented towards the benefit of the organization.

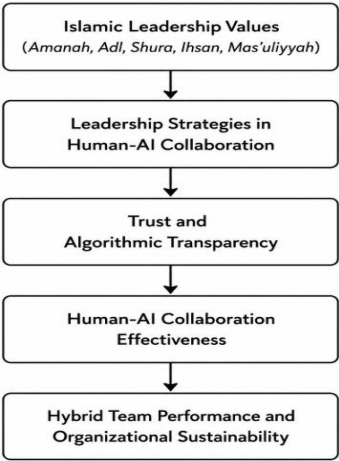


Figure 1. Conceptual Framework

3. RESULTS AND DISCUSSION

3.1 Overview of Literature Findings

An analysis of ten articles published in the period 2020–2025 shows that research on Human-AI Collaboration is developing very rapidly as the adoption of artificial intelligence in various sectors of organizations increases. The literature reviewed shows that the focus of research has shifted from the issue of job automation to the establishment of strategic collaboration between humans and AI. This shift shows that AI is no longer seen as a substitute for human labor, but rather as a partner capable of strengthening human capabilities in decision-making, data analysis, innovation, and organizational problem-solving.

Of the ten articles analyzed, most of the studies affirm that optimal organizational value is obtained when human and AI capabilities are combined in a complementary manner. However, the literature also shows that the success of Human-AI Collaboration is determined not only by the quality of the technology used, but also by leadership, trust in AI systems, algorithm transparency, and organizational governance that is able to maintain a balance between human control and technological automation.

Table 4. Major Themes Emerging from the Literature

Theme	Key References	Main Findings
Human-AI Collaboration	Raisch & Krakowski (2021); Dellermann et al. (2021); Nguyen et al. (2025)	AI berfungsi sebagai mekanisme augmentasi yang melengkapi kemampuan manusia
Leadership in Hybrid Teams	Zárate-Torres et al. (2025); Raisch & Fomina (2024)	Kepemimpinan berperan penting dalam koordinasi manusia dan AI
Trust and Algorithmic Governance	Glikson & Woolley (2020); Kellogg et al. (2020)	Kepercayaan dan transparansi menjadi faktor keberhasilan utama
AI and Organizational Performance	Brynjolfsson et al. (2023); Dwivedi et al. (2023)	AI meningkatkan produktivitas, inovasi, dan kualitas keputusan
Islamic Leadership	Sintesis seluruh artikel	Memberikan fondasi etika dalam Human-AI Collaboration

3.2 Human-AI Collaboration and Hybrid Intelligence

Key findings from the literature suggest that modern organizations are undergoing a transition from an automation paradigm to an augmentation paradigm. Raisch and Krakowski (2021) explain that organizations face *an automation–augmentation paradox*, which is a condition where AI is able to replace some of the human work but at the same time creates a new need for closer collaboration between humans and technology. This finding is reinforced by Dellermann et al. (2021) who introduced the concept *of hybrid intelligence*. The concept explains that organizational performance will be more optimal when AI's analytical capabilities are combined with creativity, intuition, empathy, and ethical considerations that humans have. In other words, competitive advantage no longer comes from the use of AI alone, but rather from the ability of organizations to integrate human intelligence and artificial intelligence simultaneously. Nguyen et al. (2025) show that Human-AI Augmentation is able to increase work effectiveness, speed up decision-making processes, and expand workers' cognitive capacity. However, these benefits can only be achieved if organizations are able to establish clear collaboration mechanisms and avoid over-reliance on AI systems.

3.3 Leadership Challenges in Human-AI Hybrid Teams

The literature shows that the emergence of hybrid teams has changed the traditional role of organizational leadership. In conventional organizations, leaders focus on coordination between individuals. In contrast, in Human-AI Collaboration, leaders must manage the relationship between humans, technology, and organizational processes simultaneously. Zárate-Torres et al. (2025) found that the success of Human-AI Collaboration is greatly influenced by the leader's ability to explain the functions of AI to members of the organization. Uncertainty about the role of AI often raises resistance, distrust, and concerns about the loss of human jobs. Therefore, leaders need to build effective communication so that AI is understood as a supporting tool, not a threat. Raisch and Fomina (2024) added that modern leaders must have new skills that include digital literacy, an understanding of algorithms, and the ability to manage data-driven decision-making. Thus, leadership in the AI era is no longer just managing humans, but also managing the interaction between humans and technology strategically.

3.4 Trust, Transparency, and Algorithmic Governance

One of the most dominant themes in the literature is the importance of trust in Human-AI Collaboration. Glikson and Woolley (2020) show that the level of trust in AI determines the extent to which individuals are willing to accept recommendations generated by intelligent systems. If the level of trust is low, the effectiveness of AI implementation will also decrease. In addition to trust, algorithm transparency is an important factor in AI governance. Kellogg et al. (2020) explain that non-transparent algorithms have the potential to result in bias, discrimination, and injustice in the organization's decision-making process. This issue is even more important when AI is used in recruitment, performance evaluation, and resource allocation. Dwivedi et al. (2023) affirm that effective AI governance must include transparency, accountability, and human oversight. Therefore, *the human-in-the-loop* concept is essential to ensure that strategic decisions remain under human control even though they are supported by AI systems.

Table 5. Key Challenges in Human-AI Collaboration

Challenge	Organizational Impact
Algorithmic Bias	Risk of discrimination and injustice
Lack of Transparency	Lowering trust in AI
Over-Reliance on AI	Reduces the quality of human judgment

Challenge	Organizational Impact
Ethical Concerns	Reputational and governance risks
Employee Resistance	Hindering the adoption of AI technology

3.5 Islamic Leadership as an Ethical Foundation for Human-AI Collaboration

The main contribution of this research is to integrate the perspective of Islamic Leadership into the discussion of Human-AI Collaboration. Based on the synthesis of the literature, most of the previous research focused on the technical, productivity, and governance aspects of AI. However, the ethical and moral dimensions still receive relatively little attention. In an Islamic perspective, leadership not only aims to achieve organizational efficiency, but also ensures that every decision is made fairly, transparently, and responsibly. The trust principle emphasizes the honest and trustworthy use of AI. The adl principle demands fairness in the design and implementation of algorithms. The principle of shura emphasizes the importance of human participation in decision-making. Meanwhile, ihsan and mas'uliyah encourage superior quality of work and moral responsibility for the impact of the use of technology.

Table 6. Islamic Leadership Values in Human-AI Collaboration

Islamic Value	Implication for AI Governance
Amanah	Responsible and trustworthy AI use
Adl	Fairness and non-discrimination
Shura	Human participation in AI decisions
Ihsan	Excellence in Human-AI Collaboration
Mas'uliyah	Accountability for AI outcomes

These findings suggest that Islamic Leadership can serve as an ethical framework that complements the technological approach in Human-AI Collaboration. Thus, the success of hybrid teams depends not only on the technical capabilities of AI, but also on the quality of leadership that is able to maintain a balance between efficiency, fairness, and social responsibility.

3.6 Proposed Conceptual Framework

Based on the synthesis of the entire article, this study proposes that Islamic Leadership serves as an ethical foundation that strengthens the relationship between leadership strategy, trust, algorithm transparency, and the effectiveness of Human-AI Collaboration. Islamic Leadership Values (Amanah, Adl, Shura, Ihsan, Mas'uliyah) influence Leadership Strategies in Human-AI Collaboration which further increases Trust and Algorithmic Transparency. Improving these two factors will strengthen Human-AI Collaboration Effectiveness and ultimately improve Hybrid Team Performance and Organizational Sustainability. This conceptual model expands the Human-AI Collaboration literature by showing that the successful integration of AI in organizations does not only depend on technological aspects, but also requires a strong foundation of ethics and leadership. In this context, Islamic Leadership offers an approach that is able to integrate technological efficiency with moral values and sustainable social responsibility.

4. CONCLUSION

This study aims to synthesize the literature on leadership strategies in Human-AI Collaboration through the perspective of Islamic Leadership. Based on an analysis of ten articles published in the period 2020–2025, the study found that the success of collaboration between humans and artificial intelligence is not only determined by the sophistication of AI technology, but also by the effectiveness of leadership in managing the relationship between humans, algorithms, and organizations. The literature shows that Human-AI Collaboration results in higher organizational value when AI is used as an augmentation mechanism that complements human capabilities, rather than as a substitute for human roles. In addition, trust, algorithmic transparency, and human oversight emerged as the main factors that determine the effectiveness of hybrid teams and the acceptance of AI technology in organizations. The main contribution of this research is the development of the Islamic Leadership perspective as an ethical foundation in Human-AI Collaboration. The values of amanah, adl, shura, ihsan, and mas'uliyah have proven to be relevant in strengthening responsible, transparent, and fair AI governance. These findings suggest that Islamic Leadership can serve as a mechanism that links technological efficiency with moral responsibility in modern organizations. Theoretically, this study expands the literature on Human-AI Collaboration by integrating ethical and spiritual dimensions into discussions about leadership and artificial intelligence. Practically, organizations are advised to develop a leadership strategy that focuses not only on technological competence and productivity, but also on strengthening ethical values in AI management. This study has limitations because it only uses ten articles that meet the selection criteria in the Narrative Literature Review approach. Therefore, further research is recommended to empirically test the conceptual models proposed in various organizational sectors and explore the role of other variables such as AI governance, digital trust, organizational culture, and ethical decision-making in strengthening the effectiveness of Human-AI Collaboration.

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