

Leading Change in the Age of Generative AI: Exploring Leadership Perceptions and Workforce Trust in Hybrid Supportive Operations

Wallapa Suengkamolpisut^{1*}Saifon Singhatong^{2**}

Business Administration Division, International College, Mahidol University, Thailand

ABSTRACT

This study investigates how organizational leaders in hybrid workplaces perceive, trust, and manage the integration of generative artificial intelligence (AI) in supportive and back-office operations within the Thai context. As tools such as ChatGPT, Copilot, and Gemini are increasingly embedded in documentation, HR coordination, reporting, and internal communication, leaders must navigate not only technical implementation, but also workforce expectations, psychological safety, and evolving role identities. Drawing on leadership, human–AI collaboration, and culture-informed management literature, this qualitative study focuses on senior leaders and managers across sectors including education, services, hospitality, and SMEs. Semi-structured interviews with 30 leaders will explore their interpretations of AI’s benefits and risks, readiness for adoption, and strategies for maintaining employee trust while deciding whether to replace, reskill, or redesign administrative work. Thematic analysis will be used to identify patterns in leadership perceptions, trust-building behaviors, and workforce decisions across hybrid organizations. The study aims to develop a Trust-Based AI Leadership Framework that articulates how leaders can balance automation, ethics, and human well-being in AI-enabled transformation. The findings are expected to inform leadership development, workforce policy, and organizational practices for responsible, human-centered AI adoption in Thailand’s evolving digital economy.

Keywords: digital transformation; ethical decision-making; human–AI collaboration; psychological safety; Thai organizations

¹ Lecturer, DBA, Business Administration Division, International College, Mahidol University, 73170, Thailand (*First author)

² Lecturer, Ph.D. Business Administration Division, International College, Mahidol University, 73170, Thailand (**Corresponding author)