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From automation to co-creation – Addressing AI concerns and rethinking GenAI integration in management through digital ambidexterity

Od automatyzacji do współpracy – przezwyciężanie obaw związanych ze sztuczną inteligencją i propozycja integracji generatywnej AI w zarządzaniu z perspektywy obureczności cyfrowej

Keywords:

AI concerns, Digital
transformation, ambidexterity,
automation, digital
management

Abstract: The dynamic advancement of Generative AI (GenAI) has become a powerful disruptor in organizational management, challenging traditional roles and provoking widespread concerns regarding workforce displacement. This paper explores the dual nature of GenAI – as both a threat and a source of strategic opportunity – through the lens of digital ambidexterity, a concept adapted from classical organizational ambidexterity. While early AI applications focused primarily on routine, automatable tasks, GenAI introduces new complexity by demonstrating capabilities in soft skills and creative tasks, areas historically reserved for human activity. Rather than perceiving this shift as a zero-sum substitution of labour, the study proposes a collaborative model in which human competencies and algorithmic efficiencies are balanced to unlock new synergies. The paper also examines the short-, medium-, and long-term impacts of GenAI on employment, concluding that although short-term disruptions may increase unemployment, long-term collaboration models

Słowa kluczowe:
obawy wobec AI,
transformacja cyfrowa,
oburęczność, automatyzacja,
zarządzanie cyfrowe

JEL:
M15, O33, D83, L20

can preserve high-value human roles and foster innovation-driven job creation. The study's contribution is primarily theoretical, aiming to fill an existing gap in the literature by proposing a framework for future empirical research. The concept of digital ambidexterity provides a foundation for more effective AI integration strategies, supporting both technological adoption and change management within organizations navigating the transition to Industry 5.0.

Streszczenie: Dynamiczny rozwój generatywnej sztucznej inteligencji (GenAI) stał się istotnym czynnikiem zakłócającym procesy zarządzania organizacjami, podważając tradycyjne role zawodowe i wywołując szerokie obawy związane z wypieraniem pracowników z rynku pracy. W artykule przeanalizowano dualny charakter GenAI – zarówno jako zagrożenia, jak i źródła strategicznych możliwości – przez pryzmat oburęczności cyfrowej, koncepcji wywodzącej się z klasycznej teorii oburęczności organizacyjnej. Podczas gdy wczesne zastosowania sztucznej inteligencji koncentrowały się głównie na zadaniach rutynowych i podatnych na automatyzację, GenAI wprowadza nowe możliwości dzięki zdolności do realizacji zadań kreatywnych przy wykorzystaniu kompetencji miękkich, które dotychczas były domeną człowieka. Zamiast postrzegać tę zmianę jako grę o sumie zerowej, prowadzącą do zastępowania pracy ludzkiej przez technologie, w artykule zaproponowano model współpracy oparty na równoważeniu kompetencji człowieka i efektywności algorytmów w celu tworzenia nowych synergii. Przeanalizowano również krótko-, średnio- i długoterminowe skutki wdrażania GenAI dla poziomu zatrudnienia. Wnioski wskazują, że choć krótkookresowe zakłócenia mogą prowadzić do wzrostu bezrobocia, długookresowe modele współpracy człowieka i AI sprzyjają zachowaniu miejsc pracy o wysokiej wartości oraz tworzeniu nowych stanowisk opartych na innowacjach. Wkład artykułu ma przede wszystkim charakter teoretyczny i zmierza do wypełnienia luki badawczej poprzez zaproponowanie ram koncepcyjnych dla przyszłych badań empirycznych. Koncepcja oburęczności cyfrowej stanowi podstawę bardziej efektywnych strategii integracji sztucznej inteligencji, wspierając zarówno wdrażanie nowych technologii, jak i zarządzanie zmianą w organizacjach przechodzących transformację w kierunku Przemysłu 5.0.

Introduction

Artificial Intelligence (AI) has become a catalyst enabling the digital transformation of organizations. While traditional applications of AI focused on automating repetitive tasks, the emergence of Generative AI (GenAI) and Large Language Models (LLMs),

such as ChatGPT, has sparked new debates about AI's potential to support creative, strategic, and decision-making processes.

Until 2022 – prior to the rapid rise in popularity of GenAI – the dominant belief was that the main advantage of AI in management was its ability to relieve employees, including managerial staff, of routine duties, thereby allowing greater focus on strategic and creative activities [Ray, 2020]. At the operational level, the emphasis was placed on AI's ability to reduce human involvement in executing standardized business and management processes. It is worth citing the words of J. McKendrick and A. Thurai: *AI Isn't Ready to Make Unsupervised Decisions* [McKendrick, Thurai, 2022]. This statement was made just months before the global release of one of the most significant AI technologies – a type of LLM that gained worldwide popularity: ChatGPT. As a result, generative language models have come to be distinguished by their ability to support tasks requiring creativity, going far beyond the routine functions typical of earlier AI generations.

Most contemporary studies on AI, in the context addressed in this article, focus on predicting how this technology will impact organizational management in the future and what its application potential might be (i.e., operationalization within organizations).

The research problem concerns how perceptions and applications of AI in management have changed since the widespread adoption of LLMs, which – unlike earlier AI forms focused primarily on automation and optimization, enable co-creation of content, strategy, and decisions through human interaction. This shift – from automation toward the co-creative use of AI – forms a foundation for rethinking the relationship between humans and technology in management, and for applying the analytical framework of *digital ambidexterity*.

This research perspective emerges from a conceptual gap identified through a narrative review of the literature. Specifically, it relates to the state of knowledge generated by studies conducted prior to 2022. To a large extent, those studies concentrated on using AI to automate repetitive and routine tasks. More precisely, a lack of counterfactual analyses was observed – i.e., studies exploring how organizations (both operationally and strategically) would function in a world where GenAI had not been operationalized in the business domain. This identified cognitive gap has shaped the research field, in which four research questions (RQs) intersect:

- RQ1: What were the main applications of AI in management before 2022, and how have they changed since the mass operationalization of generative language models?
- RQ2: Has there been a noticeable increase in genuine concerns, post-2022, regarding the potential substitution of certain soft skills?
- RQ3: How has Generative AI influenced decision-making processes, particularly in areas requiring creativity and soft skills?
- RQ4: How can organizations leverage *digital ambidexterity* to balance exploratory and exploitative uses of AI in order to maximize business value?

These questions are addressed through a two-pronged conceptual research process, combining a narrative review of the literature with the development of an integrative conceptual framework. The first phase involved a comparative analysis of the scientific literature before and after 2022, which mainly included:

1. A review of publications on AI in management prior to 2022 (primarily focused on automation of highly standardized processes),
2. A review of studies conducted after 2022 (examining the impact of generative AI on management and creative decision-making),
3. A comparison of the scope of AI applications in both periods,
4. An assessment of the increase in concerns regarding generative AI in business, particularly in the managerial decision-making domain.

A non-systematic (narrative) literature review was conducted to identify key developments in the field of artificial intelligence in management. The review covered publications indexed in databases such as DOAJ, Scopus, BazEkon, among others. The selection of sources was purposive and focused on studies most relevant to the research context, rather than following a fully systematic review protocol.

The second phase focused on identifying and applying the concept of *digital ambidexterity* as a potential response to a new strategic-operational paradox: the need to balance exploitation and exploration in the digital economy. In particular, attention was paid to the organization's ability to simultaneously leverage GenAI support in decision-making processes and nurture human creativity and critical thinking.

The motivation for addressing this topic stems not only from the identified cognitive gaps, but also from numerous signals from the business environment suggesting that we are currently transitioning – from the phase of “theoretical excitement” into a period of practical business verification of GenAI’s usefulness in everyday enterprise operations [Ernst & Young, 2024].

For the purposes of this article, we adopt a structured conceptualization of key analytical categories. Artificial Intelligence (AI) is treated as an overarching term, encompassing a broad set of methods and technologies designed for data processing and decision support. Within this domain, we distinguish Generative Artificial Intelligence (GenAI), which focuses on the creation of novel content and solutions. Large Language Models (LLMs) represent a specific class of GenAI capable of processing and generating natural language, while GPT-type models constitute their specific technological implementation.

Consequently, we assume a hierarchical and narrowing interpretation of these categories, where each subsequent term refers to a more specialized functional scope. Against this backdrop, the concept of digital ambidexterity is treated as the primary managerial category, describing an organization's ability to balance exploration and exploitation through the utilization of the aforementioned technologies.

The contribution of this paper should therefore be understood as conceptual and integrative. The article does not claim to develop a fully new theory of digital ambidexterity. Instead, it adapts and extends existing ambidexterity-based perspectives to the emerging context of GenAI integration in management.

GPT as an ICT Driving New Challenges and Concerns in Business

Modern ICT technologies, classified under the broader category of AI, have a profound impact on the shape of contemporary business. Alongside a range of opportunities aimed at improving efficiency, they also bring a series of transformational challenges for enterprises. The literature analysis conducted in this part of the study aimed to determine whether, in recent years (following the release of breakthrough language models such as GPT), there has been a noticeable increase in concerns, or a shift in how these concerns are expressed, regarding the influence of AI on business.

The breakthrough nature of GenAI lies primarily in the fact that these solutions have been significantly liberated from the typical limitations that characterized earlier AI technologies prior to 2023. Their main feature was a high potential for processing repetitive and strictly logical tasks, while their usefulness in creative and imaginative domains was considerably lower. In generative models, these limitations are significantly reduced, allowing them to perform a variety of creative tasks previously considered exclusive to humans. Research published in *Nature* even indicates that in certain contexts, these models exhibit higher creative capabilities than humans [Hubert et al., 2024]. While direct competition between humans and algorithms in terms of creativity is difficult to assess unequivocally, the mere fact that such discussions appear in prestigious journals marks a significant red flag for the established order in the business ecosystem.

The first two decades of the 21st century were largely characterized by reinforcing concerns that AI and associated technologies (e.g., RPA) would primarily replace simple, repetitive jobs that are easy to algorithmically formalize [Shen, Zhang, 2024]. Other typical concerns related to AI's impact on business, commonly appearing in pre-2023 publications and reports, included [Chen, 2023]:

- Data security issues linked to algorithmic data processing,
- Ethical considerations and privacy,
- Data bias and the potential for harmful conclusions (e.g., algorithmic discrimination manifesting as exclusion in areas such as financing or recruitment).

The issue of bias and judgment distortion in algorithmic decision-making became a particular focus for European authorities, who not only launched awareness campaigns

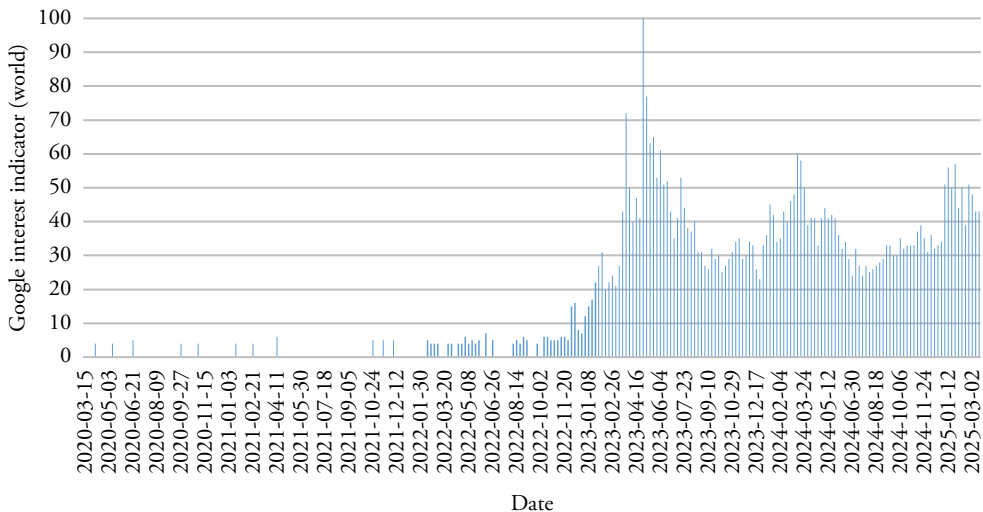
but also undertook concrete measures to mitigate the negative effects of this phenomenon [EUAFR, 2022].

Referring to the new challenges and concerns emerging in the business sector following the introduction of GPT models, it is evident that issues related to the creative potential of these algorithms now dominate the discourse. In an article published in *Harvard Business Review* shortly after the release of ChatGPT, T.H. Davenport and N. Mittal emphasize that generative AI is reshaping the realities of creative work, which had previously been beyond the reach of classical quantitative models [Davenport, Mittal, 2022]. The authors stress that these models could pose a threat to the broader content creation landscape (e.g., marketing, copywriting), marginalizing the human role to merely initiating the process (prompt formulation) and later receiving and deploying the content (e.g., on a social media platform).

Moreover, the implementation of generative AI raises a host of ethical and legal concerns. Collaboration and task delegation – particularly in creative area – blur the line between the products of human imagination and outputs generated by the model. Increasing public awareness of the creative potential of new AI technologies appears to be driving greater concern over the risk of displacing roles that, until recently, seemed immune to algorithmic progress.

Trends observed via the global search engine Google.com regarding the popularity of the phrase “AI replace jobs” are presented in Figure 1.

Figure 1. Global Search Interest in phrase ‘AI Replace Jobs’ (Google Trends, March 15, 2020 – March 15, 2025)

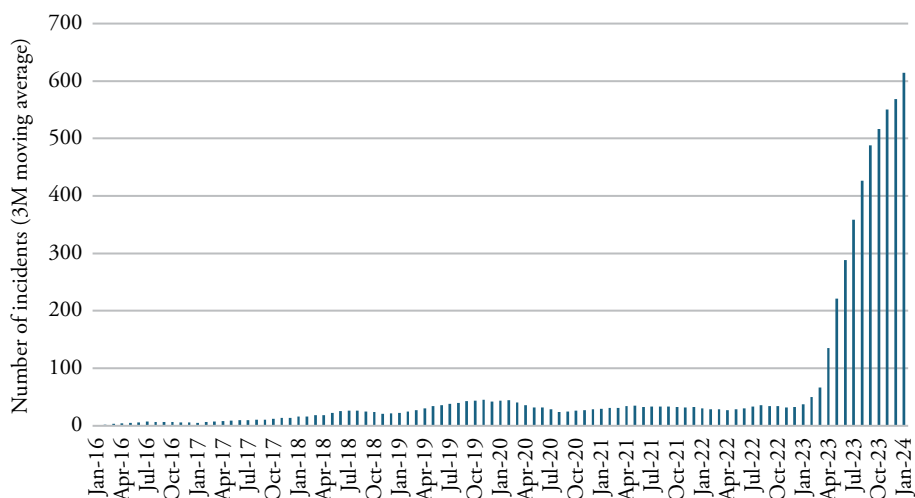


Source: own study based on Google Trends data for the query “AI replace jobs” (access: 17.03.2025).

When analyzing the trend visualized in Figure 1, two key dates should be taken into account. The first is the end of November 2022, and the second is the latter half of March 2023. The initial noticeable increase in search activity for the term “AI replace jobs” closely coincides with the global release of the first version of ChatGPT (late 2022). The second, even more dynamic surge in interest appears to align precisely with the launch period of a newer version of the chatbot, referred to as GPT-4 (second half of March 2023). This revision (GPT-4) has been associated with particularly significant business implications due to a marked leap in technological capability and its broad applicability across enterprise functions [George et al., 2023].

It is also important to emphasize that some of the concerns – extending beyond job displacement – appear to be materializing in the form of real incidents and threats, as highlighted in a report prepared by the OECD (Figure 2).

Figure 2. AI incidents and hazards as reported by reputable international media, January 2016–January 2024 (OECD)



Source: [OECD, 2025].

The increasing number of reported incidents and the materialization of risks associated with AI technologies – measured as a three-month moving average – also appears to coincide with the growing availability and refinement of generative algorithms in the socio-economic environment. This trend seems to be observable across other social media platforms as well. By entering a specific query into the main search engine of X.com (formerly Twitter), covering a 14-day window following the release of GPT-4 (March 14, 2023), it was found that out of over 1,500 social media posts resulting from the

term “AI Business risks”¹ (including various combinations of those three words), more than 200 contained the word “gpt” – on average, roughly every seventh post.

Moreover, as highlighted by Miyazaki et al. [2023], negative sentiment toward generative AI is primarily concentrated among occupational groups directly exposed to the automation of creative work. Particularly strong concerns are observed among illustrators, graphic designers, and content creators, for whom the development of generative models is perceived as a threat to employment stability. This negative attitude largely stems from fears of human labor being replaced and the declining value of creative skills. At the same time, other professional groups exhibit more neutral or positive attitudes, indicating a differentiated perception of AI-related risks. This pattern becomes particularly pronounced following the widespread adoption of generative AI tools (post-ChatGPT period, 2022–2023), when both the volume of discussion and the polarization of sentiment significantly increased.

In the examples cited above (especially the temporal trend analyses), it is essential to approach potential causal inferences with caution. Such conclusions could only be drawn after developing an appropriate model. Nevertheless, one should consider the potential temporal correlation between these processes. Just a few years ago, it was noted that the computational power of algorithms is so overwhelming that it dominates virtually all repetitive and measurable areas of business activity. This dominance is evidenced by asymmetries and distortions, such as algorithmic discrimination or excessive trust in numerical outputs, as emphasized by M. Szreder [2019].

In conclusion, the emergence and mass adoption of technologies like GPT – along with related solutions developed simultaneously in various parts of the world – appear to act as a catalyst for existing concerns surrounding AI, not only within business but across the broader socio-economic landscape. Importantly, beyond amplifying known risks, these technologies also generate uncertainty in domains and tasks that were previously considered the exclusive domain of human activity.

Ambidexterity as a Driver of Effective AI – Human Cooperation

The technological potential and rapid development of GenAI make resistance to this trend or attempts to negate it largely futile. In current discussions – not only in business but also in education and public services – the focus should shift toward developing an

¹ The query entered into the search engine covered the 14-day period following the announcement of the GPT-4 launch (including the launch day) and included records with sufficient “visibility,” meaning those with a minimum number of likes and further shares, as specified in the query: “AI business risk min_replies:10 min_faves:100 min_retweets:10”.

optimal model of collaboration between humans and algorithms. Such cooperation can significantly enhance the efficiency of processes and create synergies by combining the unique strengths of both human and algorithmic capabilities [Sliz, 2024].

An article published in the prestigious *MIT Technology Review*, written in response to the decision by several prominent universities around the world to restrict access to ChatGPT, argues that GPT technologies will not destroy the educational model but rather profoundly transform it [Heaven, 2023]. Managing this transformation should therefore not involve attempts to neutralize the technology, but instead should aim to design a framework for balanced collaboration. This is supported by numerous academic studies suggesting that such cooperation appears to be the only long-term solution. One notable example is the application of generative algorithms in day-to-day managerial decision-making, where analytical and creative components often intertwine. Delegating even partially creative tasks to algorithms may result in a managerial role increasingly centered around overseeing algorithmic outputs and making the final business decision – a function described as the human acting as an “algorithm supervisor.” This is evidenced by research examining the cooperation between managers and algorithms in the context of assessing insolvency risks in enterprises [Siciński, 2022].

A multinational research team from the United States, China, and Singapore, reflecting on human and AI collaboration – especially in creative domains – puts forward the following view: “Hybrid human-AI approaches that focus on enhancement rather than replacement could allow the integration of AI capabilities while preserving the irreplaceable human elements that give art its depth” [Zhu et al., 2024]. However, the authors unanimously emphasize that such collaboration must be carried out with the utmost ethical and legal diligence, as incorporating AI into decision-making processes raises serious concerns regarding accountability. A potential resolution to this paradox lies in balancing human creative potential with the analytical power of modern generative AI technologies [Zhu et al., 2024].

These operational paradoxes increasingly dominate everyday managerial decisions, which reinforces the need to design an optimal strategy for navigating them. In this context, the concept of ambidexterity – recognized as a strategically significant organizational capability – may prove useful [Zakrzewska-Bielawska, 2016]. Within the AI discourse, and based on various definitions presented by Zakrzewska-Bielawska [2016], ambidexterity refers to an organization’s ability to exploit existing competencies while simultaneously exploring new opportunities [Lubatkin et al., 2006]. More precisely, it denotes the capacity to implement paradoxical strategies that pursue inherently conflicting strategic goals [Han, Celly, 2008]. This dual focus can be observed in the tension between strategic goals [Han, Celly, 2008], the use of current competencies and exploration of new capabilities [Cao et al., 2009; Lubatkin et al., 2006], activities [Carmeli, Halevi, 2009], or processes [Sliz, Jackowska, 2024].

In light of the current topic, the words of O'Reilly and Tushman remain highly relevant: "Organizational ambidexterity refers to the ability of an organization to both explore and exploit – to compete in mature technologies and markets where efficiency, control, and incremental improvement are prized and to also compete in new technologies and markets where flexibility, autonomy, and experimentation are needed." [O'Reilly, Tushman, 2013]. Even after more than a decade, this statement resonates strongly with the challenges and experimentation that businesses and academia are currently experiencing with AI technologies.

Applied in a cascading manner to operational goals, the concept of ambidexterity could help explain the need for a newly emerging managerial competence – one that has not yet been thoroughly defined in the literature. This ability, directly tied to the need for collaboration between humans and machines (human – GPT collaboration), may be referred to as digital ambidexterity of managerial staff or decision-making processes. It is the ability to simultaneously leverage human skills and identify areas where algorithmic support could bring synergistic advantages. Although many recent studies have confirmed the synergistic potential of such collaboration [Kirinuki, Tanno, 2024], few have offered specific solutions for balancing managerial decisions in this context.

This paper proposes a conceptual reinterpretation of organizational ambidexterity in the context of GenAI-enabled management and adapts the classical exploration – exploitation logic to explain how organizations may balance automation-oriented efficiency with human – AI co-creation in the era of Industry 5.0.

Balancing managerial creativity and generative AI Support through digital ambidexterity

In this paper, digital ambidexterity is understood as a GenAI-enabled organizational and managerial capability to dynamically balance automation-oriented exploitation and co-creation-oriented exploration by deliberately orchestrating human and AI capabilities across operational, creative, and decision-making environments. This interpretation does not treat digital ambidexterity as a general synonym for the relationship between digital transformation and organizational ambidexterity. Rather, it narrows the concept to the specific context of GenAI-enabled management, where systems increasingly participate in business process allocation, decision support, and the redesign of human – technology collaboration. It is worth emphasizing that the search for a common ground where digitalization and ambidexterity intersect has already been the subject of research and discussion, as reflected in the works of [e.g., Liu et al., 2023; Magnusson et al., 2020; Dixon et al., 2017]. Previous studies have mainly linked digital ambidexterity with digital transformation capabilities, IT-enabled innovation, public-sector digitalization, or

the general balancing of exploration and exploitation in digitally transforming organizations. In contrast, the present paper focuses specifically on the managerial implications of GenAI. The distinctive feature of the proposed approach is therefore not the general use of digital technologies, but the way in which GenAI reshapes the balance between efficiency-oriented automation and exploration-oriented human – AI co-creation.

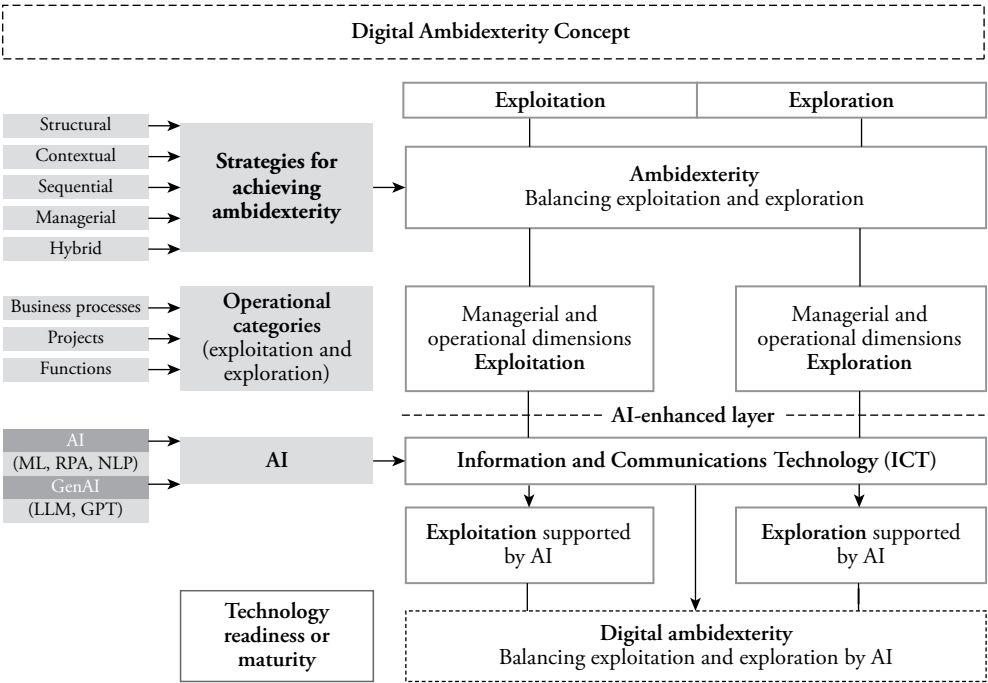
The developed conceptual model presents a multi-layered approach to the integration of AI within organizational ambidexterity. As illustrated in Figure 1, the model consists of three main layers: the strategic-managerial layer, the operational layer, and the technological layer. At the top level, the model presents the classical ambidexterity, operationalized through structural, contextual, sequential, or managerial strategies [see e.g. Constant et al., 2020] – or through hybrid configurations [see: Sliž, Jackowska, 2024]. It is important to emphasize that digital ambidexterity does not replace these established approaches but rather acts as a supporting layer that enhances their practical application in digitally enabled organizational environments, particularly by influencing processes (core, support, managerial), projects, and functions. The model also highlights the dynamic interplay between operational and managerial dimensions, underscoring the need for their synergistic alignment with the degree of AI implementation and technological maturity.

The proposed framework reinforces existing strategies for achieving ambidexterity and suggests their reinterpretation in the context of AI-enabled management. In this sense, the paper uses the term AI-driven ambidexterity to describe a specific configuration in which intelligent systems support the balancing of exploration and exploitation, particularly through task allocation, decision support, automation, and content co-creation. Like managerial ambidexterity, this approach entails dynamic balancing of exploration and exploitation, yet it is partially delegated to intelligent systems (e.g., GenAI, LLM), which can autonomously support task allocation and decision processes in real time. At the base of the model lies the ICT infrastructure, with a particular emphasis on AI. The framework distinguishes between classical AI solutions (RPA, NLP, ML), Generative AI (GenAI), and Large Language Models (LLMs) such as GPT. These technologies serve a supporting function: automating repetitive tasks, analyzing data, and co-creating content and decisions. It is at this level that transformational human – technology interaction occurs-where classical AI enhances exploitation, and GenAI enables creativity and exploration.

As illustrated in Figure 3, the proposed model suggests that AI-particularly in the form of Generative AI (GenAI) – should not be regarded merely as an automation tool, but rather as an enabler of digital ambidexterity. The implementation of AI at the operational level can relieve managerial staff from routine tasks, thereby fostering the development of exploratory activities. Moreover, the model extends the existing literature on ambidexterity by incorporating the technological component (AI) as a supportive

layer. It offers a novel perspective on digital ambidexterity, viewing it not as a substitute for the classical approach, but as a catalyst for its implementation within ICT-enabled environments. Additionally, the model integrates previously fragmented threads in the literature – such as exploration – exploitation, ICT, AI, GenAI, and ambidexterity strategies – into a coherent systemic framework.

Figure 3. Integrating AI into the Architecture of Digital Ambidexterity: A Multi-Level Conceptual Model



Source: own study based on [Sliż, Jackowska, 2024; Constant et al., 2020].

While Automation May Imply Reduction, Co-Creation May Offer Catharsis

Technological advancement is driving a shift where automation is increasingly being supplanted by more autonomous systems, which should become one of the key manifestations of the next-generation approach to Business Process Management (BPM) [Rosemann et al., 2024]. This concept represents a more advanced stage of development, as it encompasses not only routine processes but also the ability of technology to make independent decisions and continuously learn. A key catalyst of this transfor-

mation toward more autonomous systems is Generative AI (GenAI), and an essential aspect lies in understanding the nature of human – technology coexistence, which can generate positive outcomes for organizations. It is therefore justified to discuss how, in light of the identified concerns and the application of the digital ambidexterity approach, the coexistence of humans and advanced technologies should be evaluated. The trends presented and the literature review indicate that AI and related technologies (e.g., RPA) may be associated with increased concerns about potential substitution of human labour. However, it should be noted that such concerns – particularly regarding workforce reduction – should typically refer to automation in its narrow sense. In a broader perspective, and especially in the context of the human – algorithm cooperation and balance discussed in this paper, enabled through digital ambidexterity, the benefits of this collaboration should be equally emphasized.

Collaboration between employees and technology does not have to entail a reductionist effect within organizational structures. Rather, it may lead to increased efficiency, enabling the retention of the most valuable human resources, while transforming previously inefficient, human-dependent processes into more effective ones through integration with specialized technology. The symbiosis between technology and employees is currently the subject of extensive research, with the majority of findings pointing to a significant increase in workforce efficiency when supported by such solutions [Peng et al., 2023]. These findings are not limited to the IT sector but extend across various branches of the economy.

In conclusion, the proposed model of digital ambidexterity highlights the role of modern technologies as a catalyst for balancing an organization's explorative and exploitative activities. The implementation of new technologies and the potential implications of integrating AI into organizational structures should not be oversimplified into a binary discourse of workforce replacement. Rather, the absorption of advanced technologies by an enterprise should be considered a supportive layer that aids in balancing exploratory and exploitative efforts – where the human remains the central actor and a key partner to technology in unlocking collaborative synergies.

The potential impact of such collaboration on unemployment levels should be examined on three distinct temporal levels. As studies suggest [Qin et al., 2024], in the short term, AI-supported automation is expected to increase unemployment, as the rate of task destruction will outpace the creation of new roles. In the medium term, assuming a collaborative model, the effect is expected to be mixed: re-education efforts will complement the emergence of new vacancies. In the long term, synergies between humans and AI are expected to preserve highly specialized staff in their existing roles, while AI-driven innovation processes will lead to the creation of new employment areas. Ultimately, over the long run, this dynamic is expected to contribute to a reduction in the unemployment rate [Qin et al., 2024].

Conclusion and practical implications

In summary, the technological revolution within the sphere of AI, which has rapidly accelerated due to the widespread availability of GenAI solutions, presents a range of challenges for organizational management. Firstly, it has become a significant catalyst for growing concerns and anxieties, particularly with regard to the disruption of the traditional status quo of employees within organizations. It should be emphasized that GenAI appears to be a particularly powerful disruptor for management, and as various reports suggest, after an initial phase of “theoretical” excitement, it is now undergoing intensive testing in practical, managerial applications. The disruption of the status quo from a technological standpoint stems from several factors, one of which is the susceptibility of certain industries – and their associated processes – to automation and subsequent scalability, as underlined by A. Damodaran [Damodaran, 2025]. According to his analysis, GenAI seems to represent a disruption with exceptional potential for redefining traditional models (cf. Damodaran, 2025 – “Disruptor Playbook”).

Referring to the formulated research questions, it should be noted that the primary applications of AI and related technologies have long focused on routine tasks with a clear potential for being formalized into algorithmic processes. Furthermore, both literature analysis and the assessment of recent trends suggest that GenAI has become a catalyst for heightened concerns related to AI-especially regarding the replacement of human-held positions, positioning it as a potential competitor to human labour. These concerns are primarily driven by one unique characteristic of GenAI that sets it apart from previous technological solutions: its emerging capability to perform tasks of a *soft* and *creative* nature – traditionally considered a domain of human intuition and imagination.

At this stage, it remains uncertain whether this transformation constitutes a true revolution or a natural evolution that, when coupled with adequate organizational adaptation processes, will result in a smooth transition toward a new work model. Nevertheless, and in reference to the fourth research question, it is recommended that there be an active search for concepts and paradigms that support a symbiosis between humans and technology. This is particularly important for effective change management and for creating conditions that foster increased efficiency, reduce waste (e.g., through optimization of overemployment), and reframe technological integration not merely as a stress-inducing threat of job loss, but as a strategic collaboration between human and machine – especially in processes that offer synergistic potential.

Such recontextualization is made possible through the adaptation of well-established management frameworks. One of these is the theory of organizational ambidexterity, which has been adapted in this study to the context of emerging technologies, serving as a conceptual foundation for the proposed model. This contribution provides a con-

ceptual approach of the coexistence of humans and GenAI through the lens of digital ambidexterity. Rather than introducing digital ambidexterity as an entirely new concept, the study adapts this perspective to the specific context of GenAI-enabled management, where AI technologies function as a catalytic-supportive layer enhancing classical ambidexterity.

The concept presented in this paper has a multidimensional character from the perspective of organizational management, as it considers different hierarchical levels within the organization. For top management, the proposed approach illustrates the potential of GenAI to support the development of an overall organizational strategy grounded in the logic of ambidexterity, with GenAI understood as a collaborative and enabling technology. At this level, it is also important to emphasize the growing relevance of AI governance, particularly in organizations that seek to develop or sustain ambidextrous capabilities. For middle and lowerlevel managers, GenAI may have increasing relevance at the operational and managerial levels, for example by supporting managers and process owners in decision-making and in managing both exploitative and explorative processes. Finally, at the level of process execution, assuming a human – AI collaboration model, GenAI may provide significant support for employees involved in organizational processes, not only in performing their tasks, but also in improving and optimizing processes. A main limitation of this study lies in its conceptual and non-empirical nature. The proposed framework is based on the synthesis and adaptation of existing research streams rather than on original empirical data. Therefore, it should not be interpreted as a fully validated theoretical model, but rather as a preliminary conceptual proposition requiring further refinement and empirical verification. Future research should operationalise the key constructs of GenAI-enabled digital ambidexterity, including automation-oriented exploitation, co-creation-oriented exploration, human – AI collaboration, managerial decision support, and AI-related concerns.

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