

Research Article

Hybrid Intelligence: A Three-Layer Model for Business Operations in the AI Era

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Abstract

The rapid advancement of Artificial Intelligence (AI) and Generative AI is accelerating the emergence of Hybrid Intelligence in business operations. While prior studies mainly emphasize technological development, operational efficiency, and digital transformation, the mechanisms of human-AI collaboration and conceptual models explaining Hybrid Intelligence remain underexplored, particularly in the Vietnamese context. This study aims to synthesize the theoretical foundations of Hybrid Intelligence and propose a Three-Layer Hybrid Intelligence Model for business organizations. An integrative literature review following Torracco (2016) and the PRISMA framework of Moher et al. (2009) was employed. Literature was collected from Scopus, Web of Science, Dimensions, Google Scholar, and PubMed, covering 2016 to April 2026. The findings show that Hybrid Intelligence emerges through the integration of AI's data-processing capabilities with human critical thinking, strategic judgment, ethics, and empathy. The proposed model comprises three interconnected layers: (1) AI capability, (2) human strategic capability, and (3) the collaborative human-AI mechanism that generates Hybrid Intelligence. The study also highlights leadership transformation toward orchestrating human-AI collaboration while addressing risks such as AI hallucination, algorithmic bias, skill erosion, and overreliance on AI. The model provides a conceptual foundation for future empirical research and sustainable AI-enabled business management.

Keywords: Hybrid Intelligence; Artificial Intelligence; Generative AI; Digital Leadership; Business Governance; Digital Transformation.

JEL Classification: M15, O33, D83

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1. Introduction

In recent years, the rapid development of Artificial Intelligence (AI) and Generative AI has brought profound changes to business management and operations in Vietnam and worldwide. The proportion of organizations adopting AI increased from 55% in 2023 to 78% in 2024.

McKinsey (2025) also reported that 71% of organizations regularly use Generative AI in at least one business function. In the workplace, the Microsoft Work Trend Index (2024) found that 75% of global knowledge workers have already used AI at work. These findings indicate that AI is no longer an experimental technological trend but has become an essential component of modern business operating models.

The emergence of models such as ChatGPT, Gemini, Claude, Llama, Midjourney, DALL·E, Sora, Luma AI, Runway, Suno AI, Udio, ElevenLabs, GANs, Transformers, and Copilot has marked the transition from mechanical automation to cognitive automation. In this new stage, AI is no longer limited to data-processing tasks but is also capable of generating content, supporting decision-making, conducting strategic analysis, and participating in enterprise knowledge management activities (Söllner et al., 2025). This development is accelerating the restructuring of organizational operating models while simultaneously transforming the traditional role of humans in digital work environments.

Artificial Intelligence is reshaping the competitive structure of enterprises by transforming the nature of knowledge work and organizational value creation (Brynjolfsson & Raymond, 2023). Kaplan and Haenlein (2020) argued that AI is no longer merely a supporting technology but is increasingly becoming a partner within the ecosystem of modern business governance. From this perspective, recent studies have paid increasing attention to integrating human intelligence with the computational capabilities of AI to establish strategic collaboration models within enterprises (Dellermann et al., 2021).

The advancement of AI has created numerous new opportunities for enterprises. AI is capable of supporting big data analytics, optimizing operational processes, accelerating decision-making, and enhancing strategic management effectiveness (Sposato & Dittmar, 2026). Studies by Jarrahi (2018) and Parker and Grote (2022) indicate that AI is driving the transition from traditional labor models toward human augmentation, in which AI does not completely replace humans but instead expands cognitive capabilities and improves work performance. Consequently, the role of humans is not eliminated but is repositioned toward strategic thinking, creativity, ethics, and emotional management.

However, alongside these opportunities, AI also presents significant challenges for enterprises. Dwivedi et al. (2023) warned that AI still poses risks related to misinformation, algorithmic bias, digital trust crises, and excessive dependence on automated systems. Söllner et al. (2025) argued that implementing AI without adequate ethical control mechanisms may lead to governance crises, information distortion, and the erosion of critical thinking within organizations. Moreover, recent studies indicate that many enterprises continue to approach AI primarily as a labor-replacement tool rather than as a mechanism for augmenting human cognitive capabilities. Studies by Williams (2025), Pepple and Muthuthantrige (2025), Lábaj et al. (2025), and Stevens (2026) show that many organizations are adopting AI to reduce labor costs, automate operational processes, and replace portions of knowledge work. This trend reflects a shift from a human augmentation model toward a labor substitution model, thereby increasing the risks of labor polarization and workforce skill crises in the AI economy.

Under these circumstances, the role of leadership within enterprises is also undergoing profound transformation. Contemporary leaders no longer perform only the traditional function of controlling organizational activities but are increasingly acting as coordinators of collaborative ecosystems between humans and AI (González-Reyes et al., 2026). Likewise, organizational decision-making structures are shifting from centralized decision-making toward AI-assisted decision-making models, in which AI provides data, analysis, and forecasting while humans remain responsible for strategic judgment and ethical oversight. This suggests that organizational performance in the AI era no longer depends solely on technological capability but rather on the ability to harmoniously integrate human intelligence and artificial intelligence within the organizational ecosystem.

Although previous studies have extensively examined the impact of AI on digital transformation, automation, and organizational performance (Raisch & Krakowski, 2021; Dwivedi et al., 2023), most of these studies continue to focus on technological factors, operational efficiency, or job-level issues. An important academic gap remains regarding the mechanisms of human–AI collaboration, the coordinating role of leadership, and the formation of Hybrid Intelligence in business operations. In particular, existing theoretical frameworks on human–AI collaboration, Collaborative Intelligence, and Human-Centered AI have not fully explained how AI processing capability, human strategic capability, and the collaboration mechanism between these two actors can be integrated into a unified business operating model.

In response to these research gaps, this study aims to systematize the theoretical foundations related to AI, digital leadership, and business governance in the AI era while proposing the Three-Layer Hybrid Intelligence Model for business operations. The novelty of this study lies in the development of a three-layer model consisting of interconnected components: AI processing capability, human strategic capability, and the collaboration mechanism between humans and AI that together form Hybrid Intelligence. By doing so, this study extends the existing literature on human–AI collaboration by providing a clearer explanation of how organizational value is created through the integration of human intelligence and artificial intelligence within modern enterprises.

2. Literature Review and Related Studies

Socio-Technical Systems Theory

Socio-Technical Systems (STS) Theory is considered one of the most important theoretical foundations for explaining the interaction between technology and humans within modern organizations. The theory originated from the work of Trist & Bamforth (1951) at the Tavistock Institute, who examined changes in labor productivity in the British coal mining industry under conditions of technological mechanization. Their findings indicated that organizational effectiveness depends not only on technological systems but also on human adaptation, organizational culture, and the social structure within the organization.

According to Trist & Bamforth (1951), an effective organization requires a balance between two fundamental subsystems:

- (a) Technical subsystem: This includes technological infrastructure, machinery, data, operational processes, and technical tools that support organizational activities.
- (b) Social subsystem: This includes people, organizational culture, organizational structure and behavior, work motivation, and social relationships within the enterprise.

Socio-Technical Systems Theory further emphasizes that technological change directly affects organizational structures and work systems. Organizations that focus solely on technological optimization while neglecting human factors may experience declining employee motivation, trust issues, and internal cultural conflicts (Trist & Bamforth, 1951). This perspective is particularly relevant in the current era, where Artificial Intelligence (AI) is increasingly integrated into organizational operations and management processes.

Today, technology is no longer merely a supporting tool but has become an integral component of organizational ecosystems. AI can participate in data analysis, forecasting, process automation, and managerial decision support (Kaplan & Haenlein, 2020). As a result, the relationship between humans and technology is evolving from a tool-user relationship toward a collaborative relationship. Organizations can no longer focus exclusively on technical efficiency but must also ensure alignment between AI systems and human values, organizational culture, and leadership capabilities.

Furthermore, AI is transforming work structures and coordination mechanisms by reducing linear workflows and increasing dependence on digital data ecosystems (Faraj, Pachidi & Sayegh, 2018). Consequently, the role of employees and managers is shifting from executing routine tasks toward activities requiring judgment, creativity, ethical reasoning, and strategic decision-making. This

transformation highlights the growing importance of collaboration between human intelligence and artificial intelligence within organizational settings.

Based on the Socio-Technical Systems perspective, organizational success in the AI era depends not solely on technological capabilities but on the effective integration of technical and social systems. Therefore, this theory provides an important theoretical foundation for understanding the emergence of the Hybrid Intelligence Model, in which human intelligence and artificial intelligence collaborate to create organizational value and improve organizational performance.

Although Socio-Technical Systems Theory explains organizational effectiveness through the balance between the technical system and the social system, it primarily views technology as a component of the organizational system and does not fully explain the cognitive collaboration mechanism between humans and AI. Meanwhile, the development of Generative AI has expanded the role of technology from a supporting tool to an active agent capable of participating in knowledge processing and decision support. Therefore, Socio-Technical Systems Theory alone is insufficient to explain the emergence of Hybrid Intelligence in modern enterprises.

Distributed Cognition Theory

Distributed Cognition Theory was developed by Hutchins (1995) to extend the traditional approach to human cognition. Unlike the classical view that cognition exists solely within the individual mind, Hutchins (1995) argued that cognitive processes are distributed through the interaction among humans, technological tools, and the social environment. Accordingly, knowledge is not created solely by individuals but is formed through a collective system of interaction among actors and supporting technologies. In his study *Cognition in the Wild*, Hutchins (1995) demonstrated that cognitive activities in real-world work environments occur through the coordination between humans and technical tools, data, and organizational processes. This provides a foundation for explaining the role of AI in contemporary business organizations, where artificial intelligence systems are increasingly participating in knowledge processing, data analysis, and decision support.

At present, with the rapid development of Artificial Intelligence (AI), cognition within organizations is no longer concentrated entirely in individual leaders but is shifting toward a networked intelligence model. AI is acting as an extended brain that enables enterprises to enhance data-processing capabilities, knowledge synthesis, and strategic forecasting at a much higher speed than traditional management models (Sposato & Dittmar, 2026). Therefore, as AI becomes deeply integrated into organizational management and operations, changes in the decision-making structure of business organizations are inevitable.

Clark (1998) emphasized that technology serves to extend cognitive capabilities rather than replace the entire human thinking process. Similarly Jarrahi (2018) argued that AI is most effective when functioning as a collaborative system that supports human decision-making rather than completely replacing leadership and strategic judgment. Therefore, it can be observed that although AI possesses the capability to process large volumes of data and automate cognitive activities, it still cannot fully replace human intelligence. Furthermore, the decision-making structure within contemporary enterprises is shifting from a centralized model toward a decision-making model that combines human intelligence and machine intelligence (Shrestha et al, 2019). This reflects the emergence of a distributed cognition model between humans and AI in modern enterprises, where AI is responsible for data analysis and forecasting, while humans remain responsible for ethical oversight, contextual interpretation, and strategic judgment.

Based on the above discussion and perspectives grounded in Distributed Cognition Theory, this theory plays an important role in explaining the collaborative mechanism between humans and Artificial Intelligence (AI) within organizations. It also serves as an important academic foundation for the development of the Hybrid Intelligence concept in modern enterprises.

Unlike Socio-Technical Systems Theory, which emphasizes the interaction between the technical system and the social system, Distributed Cognition Theory focuses on explaining how knowledge

is formed through the coordination between humans and technology. However, this theory has not fully examined the role of leadership, organizational governance, and enterprise value-creation mechanisms when AI becomes a component of the operating ecosystem. Therefore, the integration of these two theoretical foundations provides the basis for developing the Three-Layer Hybrid Intelligence Model proposed in this study.

Hybrid Intelligence Theory and Concept

The concept of Hybrid Intelligence emerged as a new approach to explaining the collaborative relationship between humans and Artificial Intelligence (AI) in the digital environment. Rather than viewing AI as a tool for replacing human labor, recent studies have begun to emphasize the symbiotic relationship between the computational capabilities of AI and human strategic thinking and ethics. According to various scholars, AI possesses superior advantages in data-processing speed, machine learning, and cognitive automation, whereas humans possess critical thinking, creativity, strategic intuition, and ethical capabilities. The combination of these two elements creates an extended intelligence system that enhances operational efficiency and innovation within enterprises. According to Dellermann et al (2021), Hybrid Intelligence is a collaborative model between humans and AI that creates cognitive capabilities superior to those of either actor operating independently. From the perspective of Wilson and Daugherty (2018), the future of enterprises is not based on AI replacing humans but on a model of Collaborative Intelligence between humans and Artificial Intelligence.

In 2021, Raisch and Krakowski (2021) developed the Automation–Augmentation Paradox theory to explain the paradox between automation and human augmentation. According to Raisch and Krakowski (2021), AI has the ability both to replace certain traditional labor activities and to expand cognitive capabilities and support humans in strategic decision-making. This indicates that the greatest value of AI in enterprises does not lie in its ability to replace labor but in the coordination mechanism between human intelligence and machine intelligence. Studies by Parker and Grote (2022) and Jarrahi (2018) also show that AI is facilitating the emergence of an augmentation economy, in which technology serves to expand cognitive capabilities rather than completely eliminate humans from enterprise operating systems. However, excessive dependence on AI may lead to risks such as the decline of critical thinking, algorithmic bias, and workforce skill crises (Dwivedi et al 2023; Söllner et al, 2025). Therefore, AI should be viewed as playing a role in supporting data analysis, optimizing processes, and providing forecasts, while humans remain responsible for functions related to strategy, creativity, ethics, and emotional management.

Based on the theoretical foundations presented above, the author approaches Hybrid Intelligence as a strategic collaboration model between humans and Artificial Intelligence (AI) in the operation of modern business organizations. In this model:

1. AI is responsible for data processing, forecasting, and cognitive automation.
2. Humans are responsible for strategic thinking, creativity, ethics, and emotional management.

The collaboration between humans and AI forms an extended intelligence capability aimed at enhancing operational efficiency and organizational innovation. The Hybrid Intelligence model suggests that enterprise performance in the AI era no longer depends solely on technological capabilities but rather on the ability to harmoniously integrate human intelligence and machine intelligence within the ecosystem of modern organizational management.

However, a comparison of the existing research streams indicates that the concept of Hybrid Intelligence is still approached from different perspectives and has not yet reached a unified understanding. Some studies emphasize AI as a tool for augmenting human capabilities, whereas others view AI as an automation mechanism capable of replacing certain forms of knowledge work. This divergence creates an important theoretical tension between the “substitution” perspective and the “collaboration” perspective in AI research within business organizations. If AI is viewed solely from the perspective of automation, organizations may overlook the roles of human strategic thinking, ethics, and judgment. Conversely, if the human dimension alone is emphasized without clearly addressing AI’s capabilities in data processing, forecasting, and cognitive automation, the transformation of business operating models in the AI era cannot be fully explained.

Building upon this research gap, the present study argues that an integrated model is needed to simultaneously explain three core components: AI processing capability, human strategic capability, and the collaborative mechanism between humans and AI. This serves as the foundation for proposing the Three-Layer Hybrid Intelligence Model in business operations. Unlike previous studies, which have primarily focused on individual aspects such as Collaborative Intelligence, human augmentation, or automation, the model proposed in this study aims to systematize the core components of Hybrid Intelligence into an integrated framework, thereby explaining how organizational value is created through the collaboration between human intelligence and artificial intelligence in modern enterprises.

3. Research Methodology

In this study, the author applies the integrative literature review method following the approaches of Torraco (2016) and Hart (2018) to systematize, analyze, and develop the theoretical foundations related to Hybrid Intelligence, Artificial Intelligence (AI), digital leadership, and business management. The integrative literature review method was selected because it enables the integration of dispersed research findings from different academic fields in order to develop new theoretical frameworks, new conceptual models, and new research directions for rapidly evolving topics (Torraco, 2016), such as AI and Hybrid Intelligence in enterprises. This method is used to explain the formation of the collaborative model between humans and Artificial Intelligence in modern enterprises, while also developing a conceptual Hybrid Intelligence Model in enterprises.

In addition, this study did not adopt the bibliometric analysis method because its primary objective was not to examine publication networks, citation trends, or the intellectual structure of the research field. Instead, the study focuses on synthesizing, comparing, and integrating theoretical foundations to develop the Three-Layer Hybrid Intelligence Model in business operations. According to Torraco (2016), the integrative literature review method is particularly appropriate for emerging research topics, where the primary objective is to develop theoretical frameworks, conceptual models, and new research directions rather than to describe patterns and trends in scientific publications.

Academic data were retrieved from highly reliable international databases, including: (1) Scopus, (2) Web of Science Core Collection, (3) Dimensions, (4) Google Scholar, and (5) PubMed. The use of multiple databases simultaneously aims to enhance academic coverage, reduce data bias, and expand access to interdisciplinary studies related to AI, business management, digital transformation, and organizational science.

The data collection period was limited from 2016 to April 2026. This period witnessed the rapid development of AI, ChatGPT, and related technologies. The literature search process was conducted using a system of English-language keywords. The main keywords included: (1) Artificial Intelligence, (2) Generative AI, (3) ChatGPT, (4) Leadership, (5) Management, (6) Organization, (7) Digital Transformation, (8) Hybrid Intelligence, (9) Human–AI Collaboration, and (10) New Leadership. These keywords were selected to reflect the relationship among AI, digital transformation, organizational leadership, and collaborative models between humans and machine intelligence in modern enterprises.

To ensure transparency and academic reliability, the study employed the PRISMA literature screening process developed by Moher et al. (2009).

The literature selection process was conducted based on predefined criteria. The inclusion criteria comprised: (1) peer-reviewed journal articles; (2) studies focusing directly on Artificial Intelligence (AI), Hybrid Intelligence, human–AI collaboration, digital leadership, or business management; (3) publications written in English and published between 2016 and 2026; and (4) studies providing a clear description of the research methodology or theoretical foundation. Documents that did not meet these criteria, were not directly relevant to the research topic, were duplicates, or lacked academic reliability were excluded from the review.

Following the screening process, the selected studies were coded into major thematic categories, including Hybrid Intelligence, human–AI collaboration, digital leadership, AI ethics, workforce transformation, and business management. Thematic coding was conducted to synthesize theoretical perspectives, identify research gaps, and provide the foundation for proposing the Three-Layer Hybrid Intelligence Model in this study.

Documents that were not part of peer-reviewed scientific publication systems, lacked methodological transparency, were not directly related to the topic of Hybrid Intelligence, or were of low academic quality were excluded from the research dataset.

4. Results of The Literature Synthesis and Discussion

Results of Literature Screening Based on the PRISMA Process

In this study, the author conducted a literature screening process based on the PRISMA guidelines developed by Moher et al (2009) in order to ensure transparency and academic reliability in the literature synthesis process.

Although the Hybrid Intelligence Governance Model was developed with the aim of facilitating application in the Vietnamese business context, the current study has not yet conducted empirical validation in specific organizations. Therefore, the suitability of the model for the Vietnamese management environment requires further evaluation through future quantitative studies and case-study research.

In particular, to date, the number of studies on Hybrid Intelligence within the context of Vietnamese enterprises remains very limited, and no study has yet developed a comprehensive model in this area. Most existing studies have focused on digital transformation, AI applications, or digital human resource management, without developing integrated models that combine AI and human capabilities in business operations. Therefore, this study can be considered an initial effort to systematize international theoretical foundations and propose future research directions for the Vietnamese context.

The literature search process was conducted across five international academic databases covering the period from 2016 to April 2026 through keyword combinations related to (1) Artificial Intelligence, (2) Generative AI, (3) ChatGPT, (4) Leadership, (5) Management, (6) Organization, (7) Digital Transformation, (8) Hybrid Intelligence, (9) Human–AI Collaboration, and (10) New Leadership. A total of 200 initial documents were identified. After removing 60 duplicate records, 140 documents remained. The screening process then excluded 11 documents that were not directly related to management, business organizations, or human–AI collaboration. An additional 3 documents were excluded due to insufficient clarity regarding their research methodology. As a result, 126 articles were retained and included in the final analysis (Table 1).

Table 1. Literature Screening Process Based on the PRISMA Framework

No.	Stage	Number of Documents
1	Total records initially identified	200
	Duplicate records removed	60
	Records screened by title and abstract	140
2	Records after screening	140
	Records excluded after screening	11
	Full-text articles assessed for eligibility	129
3	Full-text articles evaluated	129
	Full-text articles excluded after eligibility assessment	3
	Final articles included in the analysis	126

Source: Compiled by the author (2026).

Results of the analysis of research trends on hybrid intelligence and collaboration between humans and artificial intelligence

After the screening process, 126 scientific articles were selected for in-depth analysis. The synthesis results indicate that current studies mainly focus on five major research streams: (1) Hybrid Intelligence, (2) Human–AI Collaboration, (3) Digital Leadership, (4) AI Ethics, and (5) Workforce Transformation in the AI era.

In Vietnam, the study found that no academic research has directly addressed the Hybrid Intelligence Model or the Hybrid Intelligence Governance Model within the context of Vietnamese enterprises. Most domestic studies focus on digital transformation, artificial intelligence (AI) applications, digital human resource management, or digital leadership, while studies examining collaboration between humans and AI in business operations remain very limited.

Globally, the literature synthesis results show that eight major themes have attracted significant attention in international studies, including the following thematic clusters:

Table 2. Research Clusters and Key Research Themes

(1) Hybrid Intelligence		(5) Digital Trust and Sustainable Enterprise Governance	
(2) Human–AI Collaboration Models in Enterprises		(6) Digital Transformation and the Restructuring of Leadership Roles in the AI Era	
(3) Digital Leadership and Managerial Capabilities in AI Environments		(7) Human–AI Collaboration in Decision-Making Processes	
(4) AI Ethics and Responsible AI Governance		(8) Transparency, Accountability, and Algorithmic Governance	
No.	Research Cluster	Core Focus	Representative Authors
1	Hybrid Intelligence	Human–AI collaboration	Dellermann et al (2021)
2	Digital Leadership	Digital leadership; Digital transformation	González-Reyes et al (2026); Van Nhan (2025)
3	AI Ethics	AI ethics and transparency	Binns (2020)
4	Workforce Transformation	Job redesign and digital skills	Parker & Grote (2022); Van Nhan,N (2025).
5	Intelligent Enterprise	AI-driven enterprise operations	Sposato & Dittmar (2026)

Source: Compiled by the author (2026).

The synthesis results indicate that since 2023 and 2024, the number of studies on Generative AI, human–AI collaboration, and leadership in AI environments has increased significantly. This trend reflects a shift from viewing AI as an automation tool toward viewing AI as a collaborative component within the organizational ecosystem.

However, most existing studies continue to focus primarily on technological aspects or job-level implications, while research that simultaneously integrates AI, human capabilities, and organizational governance mechanisms remains relatively limited (Raisch & Krakowski, 2021; Dellermann et al, 2021).

This research gap provides the theoretical foundation for the development of the Hybrid Intelligence Model proposed in this study, which conceptualizes enterprise performance as the outcome of collaboration between human intelligence and artificial intelligence rather than the dominance of either actor operating independently. The proposed model also serves as a basis for extending future research toward a Hybrid Intelligence Governance Model in the context of modern enterprises.

Formation of the Hybrid Intelligence Model in Enterprises
Hybrid Intelligence Model

The literature synthesis results indicate that modern enterprises are undergoing a transition from the traditional automation model toward an augmentation model that enhances human capabilities. During the early stages of digital transformation, artificial intelligence (AI) was primarily deployed to replace repetitive tasks, standardize processes, and improve operational efficiency. However, with the development of Generative AI and AI systems capable of natural language processing, the role of AI has shifted from an automation tool to a cognitive support mechanism that helps humans expand their abilities in data analysis, information processing, and decision-making in complex environments (Raisch & Krakowski, 2021; Brynjolfsson & Raymond, 2023).

The analysis of the literature selected for this study shows that current academic trends no longer focus on the question of whether AI will replace humans, but rather on how humans and AI can collaborate to create new organizational value. Numerous studies have demonstrated that competitive advantage in the AI era no longer depends solely on technological capabilities, but on the ability to effectively combine the analytical capabilities of AI with human cognitive, creative, and ethical capabilities (Wilson & Daugherty, 2018; Dellermann et al, 2021; Parker & Grote, 2022).

Through the process of theoretical synthesis, co-citation analysis, and comparison of international academic research clusters, the study identifies three major scholarly streams that serve as the foundation for the formation of the Hybrid Intelligence Model.

The first research stream focuses on Collaborative Intelligence and collaboration between humans and AI. Studies by Wilson and Daugherty (2018) and Dellermann et al (2021) argue that the greatest value of AI does not lie in its ability to replace labor, but in its capacity for cognitive symbiosis, in which humans and AI jointly participate in knowledge creation and decision-making processes.

The second research stream relates to the automation–augmentation paradox. Raisch and Krakowski (2021) and Parker and Grote (2022) point out that AI simultaneously creates pressure to replace certain traditional jobs while significantly expanding the cognitive capabilities and information-processing capacity of workers.

The third research stream focuses on digital leadership, AI ethics, and enterprise governance in digital environments. Studies by Glikson and Woolley (2020), González-Reyes et al (2026), Herdman (2025) and Kamruzzaman et al (2025) emphasize the role of leadership in coordinating the relationship between humans and AI in order to ensure transparency, accountability, and the sustainable development of organizations. A synthesis of the foundations underlying the formation of the Hybrid Intelligence Model is presented in Table 3.

Table 3. Foundations Underlying the Formation of the Hybrid Intelligence Model

Author	Approach	Core Concept	Implications for Enterprises
Wilson & Daugherty (2018)	Collaborative Intelligence	Collaboration between humans and AI	Enhancing performance and innovation
Dellermann et al (2021)	Hybrid Intelligence	Co-creation of cognition	Expanding organizational capabilities
Raisch & Krakowski (2021)	Automation	AI enhances human capabilities	Transforming labor models
Parker & Grote (2022)	Workforce Transformation	Redesigning work in the AI era	Developing digital skills
Brynjolfsson et al (2023)	Generative AI	AI transforms knowledge work	Accelerating decision-making

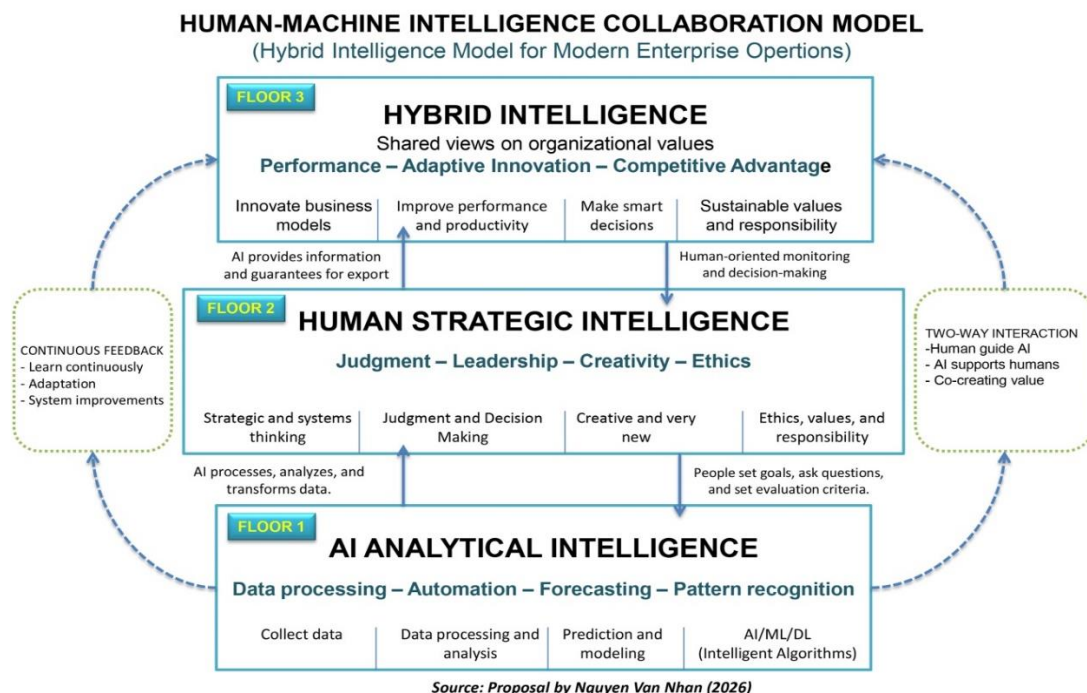
Source: Compiled by the author (2026).

Based on the synthesis of these three research streams, the author proposes a Hybrid Intelligence Model consisting of three interconnected layers (Figure 1).

The first layer reflects the capabilities of AI in data processing, forecasting, and cognitive automation. Studies indicate that AI possesses significant advantages in analyzing large-scale data, identifying patterns, and supporting real-time forecasting, thereby helping enterprises improve operational efficiency and strategic responsiveness (Agrawal et al, 2026).

The second layer reflects the central role of humans within the hybrid intelligence ecosystem. Although AI is capable of machine learning and content generation, capabilities related to critical thinking, strategic intuition, emotional intelligence, creativity, and ethical responsibility remain uniquely human (Hutchins, 1995; Glikson et al, 2020). This indicates that humans continue to serve as the primary agents in setting objectives, controlling values, and assuming ultimate responsibility for the strategic decisions of organizations.

The third layer represents the collaboration between humans and AI in forming a new organizational capability known as Hybrid Intelligence. This is the central layer of the model because it reflects the process of co-creating value between two different cognitive systems. Dellermann et al (2021) stated that the combination of humans and AI creates a capability in which the computational and data-processing power of AI is integrated with human reasoning, creativity, and contextual judgment. The outcome of this collaborative process not only enhances operational efficiency but also promotes innovation, strategic adaptability, and the competitiveness of enterprises in the contemporary artificial intelligence environment.



Source: Author's proposed Hybrid Intelligence model (2026)

Thus, the Hybrid Intelligence Model proposed in this study is not a conceptual structure developed independently, but rather the result of a synthesis of academic evidence related to collaborative intelligence, cognitive augmentation, workforce transformation, and digital leadership. The contribution of the model lies in its systematization of the core components of Hybrid Intelligence into an integrated framework, thereby explaining the mechanism through which organizational value is created from the collaboration between humans and AI in modern enterprises.

Comparison of the Hybrid Intelligence Model with International Studies

The comparison results indicate that the author's Hybrid Intelligence Model shares similarities with various international academic approaches related to AI augmentation, collaborative intelligence, and human-centered AI. However, the distinguishing feature of the proposed model lies in its systematization into a three-layer structure that reflects the transition from data processing to the co-creation of organizational value.

At the first layer, AI assumes the role of data processing, automation, and forecasting support. This is consistent with the perspective of Agrawal et al (2026), who argued that AI possesses significant advantages in prediction and large-scale data analysis.

At the second layer, humans retain a central role in strategy, ethics, and creativity. This perspective is aligned with the human-centered AI approach, which emphasizes that humans remain the ultimate actors responsible for strategic and ethical decisions within organizations (Gartner, 2025).

At the third layer, the model emphasizes the collaborative mechanism between humans and AI in order to create new organizational capabilities. This is consistent with the concept of collaborative intelligence proposed by Wilson and Daugherty (2018) and Dellermann et al (2021), but is further extended to a business management perspective involving organizational coordination, AI integration, and the transformation of leadership roles.

The extended contributions of the Hybrid Intelligence Model compared with international approaches are presented in Table 4.

Table 4. Novel Contributions of the Hybrid Intelligence Model (2026) Compared with International Approaches

Study	Approach	Research Focus	Main Research Scope	Contribution of the Current Study
Wilson & Daugherty (2018)	Collaborative Intelligence	Collaboration between humans and AI	Human–AI interaction in work settings	Adds the role of leadership and coordination mechanisms within enterprises
Dellermann et al (2021)	Hybrid Intelligence	Co-creation of cognition between humans and AI	Cognitive and decision-making level	Extends the concept to the organizational and business management level
Raisch & Krakowski (2021)	Automation–Augmentation	AI substitution and augmentation of human capabilities	Job and task level	Integrates leadership factors and organizational performance
Parker & Grote (2022)	Workforce Transformation	Work redesign in the AI era	Workforce and skills transformation	Adds the Hybrid Intelligence collaboration mechanism within organizations
Brynjolfsson et al (2023)	Generative AI	The impact of generative AI on knowledge work	Productivity and decision-making	Integrates generative AI into the three-layer Hybrid Intelligence Model
Current study by Nguyen Van Nhan (2026)	Hybrid Intelligence Model	AI – Human – Hybrid Intelligence Collaboration	Enterprise level	Simultaneously integrates AI, humans, leadership, and organizational value

Source: Compiled by the author (2026).

The New Role of Leadership in the AI Era

The results of the literature synthesis indicate that the emergence of the Hybrid Intelligence Model is profoundly transforming the role of leaders in modern enterprises. In traditional management models, leaders primarily performed functions of control and supervision over organizational activities. However, within the Hybrid Intelligence Model, this role shifts toward coordinating collaboration between humans and artificial intelligence in order to optimize organizational capabilities and create new value. As noted by González-Reyes et al (2026), in the era of artificial intelligence (AI), leadership is evolving toward orchestrating an ecosystem of collaboration between humans and intelligent machines. This transformation reflects changes in organizational decision-making structures. Decision-making is shifting from a centralized model to a hybrid decision-making model, in which AI provides data and forecasts, while humans remain responsible for strategic judgment and ethical oversight (Shrestha et al, 2019).

The analysis of the selected literature also shows that leaders in the AI era must simultaneously possess technological competencies and human-centered competencies, requiring a transition from a control-oriented mindset to a knowledge orchestration mindset within digital enterprises. As argued by Kamruzzaman et al (2025), Herdman (2025) and Krishnan (2024), leaders must not only understand AI and data but also be capable of ethical governance, maintaining digital trust, and coordinating hybrid intelligence collaboration within organizations. Rather than being individuals who provide all the correct answers, leaders must be those who ask the right strategic questions. This reflects a shift from a control-oriented mindset toward a knowledge orchestration mindset in digital enterprises (Table 5).

Table 5. The Transformation of Leadership Roles in the AI Era

No.	Traditional Model	AI Leadership Model
1	Process Control	Ecosystem Orchestration
2	Centralized Decision-Making	Hybrid Decision-Making
3	Human Resource Management	Hybrid Intelligence Governance
4	Performance-Oriented Focus	Balancing Performance and Ethics
5	Information Control	Data Governance and Digital Trust

Source: Compiled by the author (2026).

Risks of Hybrid Intelligence in Enterprise Operations

Although Hybrid Intelligence brings many benefits to enterprises, the research findings also indicate that this model creates new risks related to data, ethics, and labor structures. One of the most prominent risks is the phenomenon of data hallucination. According to Söllner et al (2025), generative AI is capable of producing inaccurate content that is presented with a very high degree of persuasiveness. This may lead enterprises to make incorrect decisions if they rely entirely on AI systems.

In addition, algorithmic bias is also an issue emphasized in many international studies. Because AI learns from historical data, these systems may reproduce and amplify social biases in recruitment, employee evaluation, or organizational decision-making (Binns, 2020; Van Nhan et al, 2026).

Hybrid Intelligence may also create a skills crisis in the labor market. Brynjolfsson & McAfee (2022) pointed out that many groups of workers are at risk of being displaced if they fail to adapt to AI-driven operating environments.

Table 6. Major Risks of Hybrid Intelligence in Enterprises

No.	Risks	Generated Outcomes	Impacts
1	AI Hallucination	Generation of inaccurate content	Strategic mistakes
2	Algorithmic Bias	Data bias	Organizational unfairness
3	Skill Crisis	Lack of AI-related skills	Labor polarization
4	Trust Crisis	Digital trust crisis	Reduced collaboration effectiveness
5	Overdependence on AI	Technological dependence	Decline in critical thinking

Source: Compiled by the author (2026).

Job Redesign and Hybrid Intelligence Governance in AI-Driven Enterprises

The research findings indicate that AI not only changes operational technologies but also transforms the nature of work in modern enterprises. According to Parker and Grote (2022), AI is reducing repetitive tasks while simultaneously increasing demands for cognitive capabilities, creativity, and data coordination. This suggests that enterprises need to redesign jobs by combining automation with human value. Söllner et al (2025) emphasized that organizations should increase employee autonomy, develop AI-related skills, and protect mental well-being in continuously digitalized working environments.

The synthesis of theoretical studies also shows that successful enterprises in the era of artificial intelligence do not depend entirely on technology but rather on their ability to harmoniously integrate AI capabilities with human values within the organization. The governance of Hybrid Intelligence in enterprises is based on four pillars: (1) trustworthy AI intelligence, (2) ethical leadership, (3) a culture of continuous learning, and (4) collaboration between humans and intelligent machines (Table 7).

Table 7. Pillars of Hybrid Intelligence Governance in Enterprises

No.	Pillars	Content
1	Trustworthy AI	Transparency, safety, and algorithmic accountability
2	Ethical Leadership	Risk control and human values
3	Learning Culture	Reskilling and continuous learning
4	Human-AI Collaboration	Co-creation of organizational value

Source: Compiled by the author (2026).

Practical Implications

Based on the reviewed literature, this study suggests that enterprises in the era of artificial intelligence should shift from a technology implementation model to a collaborative governance model between humans and AI. Current studies indicate that the effectiveness of AI in organizations depends significantly on leadership readiness, the digital capabilities of the workforce, and the enterprise's data governance mechanisms (Parker & Grote, 2022; Dwivedi et al, 2023; Vahdanjoo et al, 2025).

Therefore, enterprises need to:

First, enterprises need to invest more heavily in AI capabilities and digital skills training for both leaders and employees. The development of AI-related competencies is not only associated with technological skills but also with critical thinking, information evaluation, and the ability to collaborate with AI systems in the decision-making process.

Second, enterprises need to establish responsible AI governance mechanisms to minimize risks related to algorithmic bias, data inaccuracies, and trust crises within organizations. This includes establishing algorithm control mechanisms, AI ethics committees, AI-generated content verification procedures, and data transparency policies.

Third, recent studies also suggest that enterprises should redesign jobs toward enhancing collaboration between humans and AI rather than focusing solely on replacing labor through automation. This requires organizations to promote continuous learning models, training, and upskilling initiatives to help employees adapt to operating environments based on hybrid intelligence.

These practical implications are primarily derived from the synthesis of international literature and have not yet been empirically tested within the context of Vietnamese enterprises. Therefore, the practical applicability of the Hybrid Intelligence Model still needs to be evaluated through future quantitative studies, case studies, and enterprise surveys.

Limitations and Future Research Directions

Although this study synthesized a large body of international literature related to artificial intelligence and enterprise management, several notable limitations remain.

First, most of the studies analyzed in this article were conducted in developed economies such as the United States, the United Kingdom, Germany, Australia, and European countries. Therefore, the synthesized findings may not fully reflect organizational culture, technological capabilities, labor structures, and leadership styles in economies such as Vietnam. As a result, the current study does not provide sufficient evidence to confirm the practical suitability of the model for Vietnamese enterprises and instead considers it a research direction that requires future validation.

Second, the Hybrid Intelligence Model proposed in this study is primarily conceptual in nature and has not been tested using empirical data. Although the model was developed based on the synthesis of theoretical foundations and international literature, the degree of influence among components such as AI capabilities, human capabilities, leadership roles, and organizational effectiveness has not yet been specifically measured.

Third, the current study mainly focuses on management and leadership perspectives and does not explore other aspects in depth, such as AI regulation, data security, long-term social impacts, or changes in employee psychology within human–AI collaborative environments.

Based on these limitations, future research may be developed in several major directions. First, quantitative studies should be conducted to validate the Hybrid Intelligence Model in real business contexts. Such studies may develop measurement scales related to collaboration with artificial intelligence, AI leadership capabilities, trust in AI, or human–AI governance in order to test the relationships among the variables in the proposed model.

In addition, case studies in Vietnamese enterprises are also necessary to evaluate technological readiness, workforce adaptability, and the impact of leadership culture on AI implementation processes within organizations. Furthermore, future research may be extended to analyze the impact of generative AI on occupational structures, employee mental well-being, and enterprise governance models.

5. Conclusion

This study was conducted to synthesize and systematize academic approaches related to artificial intelligence (AI), Hybrid Intelligence, digital leadership, and enterprise management in the context of digital transformation. Through the literature review method, the findings indicate that recent international studies are shifting from viewing artificial intelligence (AI) as an automation tool toward viewing AI as a mechanism for augmenting human cognitive capabilities (Jarrahi, 2018; Raisch & Krakowski, 2021). Current research trends mainly focus on the following themes: (1) digital leadership and managerial capabilities in the AI era, (2) human–AI collaboration in organizations, (3) AI ethics, (4) workforce transformation and job redesign, and (5) enterprise models operating based on AI ecosystems. These research clusters reflect a shift in modern management thinking, where organizational effectiveness is no longer viewed solely from the

perspective of technological automation but from the ability to coordinate human capabilities with the data-processing capabilities of AI (Dellermann et al, 2021; Kamruzzaman et al, 2025; Herdman, 2025; Harel, 2026; Otto & Abraham, 2025; Spencer, 2025).

Based on these findings, the study proposes a Hybrid Intelligence Model in enterprises to integrate the theoretical foundations of socio-technical systems, distributed cognition, collaborative intelligence, and digital leadership into a unified analytical framework. The proposed model suggests that enterprises in the AI era operate more effectively when they establish a collaborative mechanism between human intelligence and artificial intelligence rather than relying entirely on automation. In this model, AI assumes the roles of data processing, analysis, and forecasting support, while humans retain responsibility for strategic judgment, value orientation, and organizational ethical oversight.

However, the study also shows that the formation of a hybrid intelligence ecosystem is accompanied by several notable governance risks. The reviewed literature emphasizes the risks of hallucinations in generative AI, algorithmic bias in human resource management, and skill gaps within the digital workforce (Binns, 2020; Söllner et al, 2025). This indicates that AI governance is no longer merely a technical issue but has become a strategic management issue directly related to accountability, data transparency, and leadership ethics.

This study also contributes to expanding the enterprise management perspective from technology-based management toward collaborative management between humans and artificial intelligence. At the same time, it helps systematize previously fragmented research streams on collaborative intelligence, human-centered AI, and digital leadership into an integrated theoretical framework for future studies on enterprise management in the AI era.

The author also emphasizes that the model proposed in this study is primarily theoretical in nature and was developed through the synthesis of international academic literature. Therefore, the conclusions of this study should be understood as theoretical propositions supported by the reviewed literature rather than empirical evidence confirming organizational effectiveness in practice. Testing the Hybrid Intelligence Model in specific enterprises remains a necessary requirement for future research.

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