Optimization Tool or Radical Transformation? The Ambivalent Role of Generative AI in Organizational Innovation

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Abstract: The rapid diffusion of Generative Artificial Intelligence (GenAI) is transforming how organizations create, manage, and leverage knowledge, raising fundamental questions about its role in innovation processes. While existing studies emphasize either efficiency gains or disruptive potential, limited attention has been paid to how GenAI interacts with organizational knowledge structures and how its uses relate to different types of innovation. This study addresses this gap by examining whether the organizational uses of GenAI predominantly support incremental or radical innovation, and the extent to which they align with knowledge exploitation or exploration dynamics. Drawing on a qualitative case study of a small and medium-sized enterprise (SME) operating in the IT sector, the research analyses semi-structured interviews through a two-dimensional framework combining the incremental–radical innovation distinction and organizational ambidexterity. The findings reveal that GenAI operates as a transversal technology, spanning all quadrants of the analytical matrix. However, its use is predominantly oriented toward incremental innovation and exploitation, particularly in applications related to task automation, documentation, and knowledge formalization. At the same time, GenAI enables exploratory and radical dynamics, especially in the development of new services and analytical capabilities. The study identifies a hybrid domain, labelled knowledge reconfiguration, where GenAI drives transformation from within existing knowledge structures by reshaping roles, decision-making processes, and cognitive practices. These findings contribute to the literature by showing that GenAI is not inherently incremental or radical, but assumes different innovation roles depending on its use. The study further suggests that GenAI acts as an ambidexterity-enabling technology and introduces knowledge reconfiguration as a distinct mode of innovation, where radical change emerges from the transformation of established competences.

Keywords: Generative artificial intelligence (GenAI), Knowledge management (KM), Organizational ambidexterity, Digital innovation, Organizational routines

1. Introduction

The rapid diffusion of Generative Artificial Intelligence (GenAI) across industries is profoundly reshaping how organizations create, manage, and leverage knowledge. Unlike previous digital technologies, GenAI does not merely support information processing but actively participates in knowledge generation, synthesis, and recombination (Cerchione et al., 2026). This distinctive capability is particularly relevant in knowledge-intensive sectors such as IT, where innovation processes are deeply intertwined with the production, transformation, and application of specialized knowledge (Zhang et al., 2025).

In this context, GenAI is increasingly embedded in core organizational activities, including software development, testing, documentation, and decision-making. Early evidence highlights two parallel narratives: on the one hand, GenAI enables significant efficiency gains by automating repetitive tasks and accelerating knowledge-intensive processes; on the other hand, it exhibits the potential to enable entirely new products, services, and problem-solving approaches (Huang et al., 2026). However, these perspectives have largely been treated in isolation, emphasizing either productivity improvements or disruptive innovation.

What remains insufficiently explored is how GenAI interacts with the existing knowledge base of organizations, that is, the routines, competences, and shared practices that ensure operational continuity (Ullah et al., 2026). Organizational knowledge, understood as a system of codified and tacit elements embedded in everyday practices (Andreeva & Kianto, 2011), simultaneously enables and constrains innovation. The introduction of GenAI therefore raises a fundamental tension: does this technology primarily reinforce and optimize established knowledge structures, or does it contribute to their transformation and renewal?

To address this question, this study adopts two complementary theoretical lenses. First, the distinction between incremental and radical innovation (Abernathy & Clark, 1985; Henderson & Clark, 1990) captures the extent to which innovations reinforce or disrupt existing competence bases. Second, the concept of organizational ambidexterity (O'Reilly & Tushman, 2004) frames innovation as a balance between exploitation, refining and leveraging existing knowledge, and exploration, developing new knowledge and experimenting with novel solutions. Taken together, these frameworks allow us to interpret GenAI not as a monolithic technology, but as a multifaceted tool whose impact depends on how it is used within organizational contexts. Despite the growing body of research on GenAI, the intersection between these two dimensions, incremental versus radical innovation and exploitation versus exploration, has not yet been systematically examined through a knowledge management perspective. In particular, there is limited understanding of whether the actual uses of GenAI within organizations tend to reinforce existing knowledge structures or to enable more transformative changes (Zhang et al., 2025). This study addresses this gap by investigating how an SME operating in the IT sector integrates GenAI into its innovation processes. Through qualitative analysis of semi-structured interviews, we examine how different uses of GenAI map onto the dual dimensions of innovation intensity and knowledge dynamics. Accordingly, the research is guided by the following question:

***RQ**: Do the uses of Generative AI within an SME IT company predominantly support incremental or radical innovation, and to what extent do they align with knowledge exploitation or exploration dynamics?*

2. Theoretical Background

2.1 Organizational Knowledge and innovation

Research on knowledge management emphasizes that organizational knowledge, encompassing explicit codified competences, tacit skills, shared routines and documented practices, constitutes both the foundation and the boundary condition for innovation (Nonaka & Takeuchi, 1995; Donate & Sánchez De Pablo, 2015). How organizations accumulate, deploy, and renew this knowledge base determines their capacity to innovate over time (Huang et al., 2026). The introduction of new technologies inevitably disturbs this balance, either by reinforcing existing knowledge structures or by reconfiguring them in more fundamental ways. Generative AI (GenAI) represents a particularly significant instance of such disturbance, given its capacity to intervene across multiple layers of organizational knowledge simultaneously, from the codification of tacit expertise to the generation of entirely novel solutions.

2.2 Incremental and Radical Innovation

The distinction between incremental and radical innovation (Abernathy & Clark, 1985) provides a useful lens to analyse these dynamics.

- *Incremental innovation* refers to improvements that build upon and strengthen existing competence bases. These changes are usually evolutionary, enhancing efficiency, optimizing processes, and consolidating established practices without substantially altering organizational routines (Henderson & Clark, 1990; Ćirović et al., 2026). Examples include minor software upgrades, automation of repetitive tasks, and improvements in documentation or testing workflows.
- *Radical innovation* involves fundamental departures from existing technologies, processes, or organizational practices. Radical innovations often require new skills, new knowledge domains, and novel organizational approaches (Garcia & Calantone, 2002). They generate significant uncertainty in both technology and business dimensions (Green et al., 2012), often involving both technological uncertainty as the innovation relies on untested technologies or methods and business inexperience as the market implications are unclear ultimately producing substantial investment in R&D.

Radical innovations can reshape entire organizational routines, creating new products, services, or business models that render prior knowledge partially obsolete (Zheng et al., 2025). Overall, it can be assumed that radical innovation differs not only in scale but in the nature of knowledge recombination and organizational transformation required.

2.3 Organizational Ambidexterity: Exploitation and Exploration

A complementary theoretical lens is offered by the concept of organizational ambidexterity (O'Reilly & Tushman, 2004), which frames innovation management as a continuous balancing act between exploitation and exploration. Specifically, exploitation refers to the deepening and refinement of existing knowledge by leveraging established routines or optimizing known processes in ways that yield reliable and predictable returns (Pak & Kim, 2026). Exploration, by contrast, entails venturing into new knowledge domains, experimenting with novel approaches and generating creative recombination that extend beyond the current organizational knowledge base. Organizations capable of sustaining both orientations simultaneously are argued to be more adaptive and resilient over time, as they avoid both the rigidity associated with pure exploitation and the inefficiency that accompanies undisciplined exploration) Guo & Xi, 2026). The tension between these two orientations is not merely strategic but deeply cognitive and cultural, shaping how organizational members perceive risk, allocate attention, and engage with novelty.

2.4 Generative AI as a Dual-use Innovation Tool

GenAI integration presents a particularly rich empirical setting in which to examine these theoretical dynamics (Ullah et al., 2026). On one hand, GenAI can be deployed to automate documentation, accelerate knowledge acquisition, synthesize heterogeneous sources, and optimize technical routines (Raisch & Krakowski, 2021), functions that align closely with exploitation and incremental innovation, reinforcing and extending the existing organizational knowledge base. On the other hand, its capacity to generate novel solutions, simulate complex scenarios, support creative recombination, and enable new organizational practices points toward exploration and more radical forms of knowledge renewal (OECD, 2025; Wang & Zhang, 2026). This duality positions GenAI as simultaneously a tool for knowledge consolidation and a driver of knowledge transformation, capable of bridging incremental improvements and radical disruptions depending on the organizational context in which it is deployed (Iansiti & Lakhani, 2020). Comprehending the placement of GenAI applications within these two dimensions is crucial for interpreting their influence on wider innovation trajectories, a question that this study aims to investigate.

3. Methods

This study adopts a qualitative and exploratory research design, suitable for investigating emerging phenomena that are not yet well theorized in the literature (Eisenhardt, 1989; Yin, 2014). The empirical setting is a small and medium-sized enterprise (SME) operating in the IT sector, which is currently experimenting with the integration of Generative AI in its innovation processes.

3.1 Case Selection

The case was selected through a purposive sampling strategy, aimed at identifying an organization where the adoption of GenAI is both recent and strategically relevant (Born, 2004). The selected firm is an SME operating in the IT sector that is actively integrating GenAI into its core activities, including software development, operational processes, and innovation practices. The choice of this context is purposive. It is motivated by two key criteria. First, IT firms represent knowledge-intensive environments, where organizational performance and innovation capabilities are deeply rooted in the creation, manipulation, and recombination of specialized knowledge (Nonaka & Takeuchi, 1995; Andreeva & Kianto, 2011). This makes them particularly suitable for examining how GenAI interacts with existing knowledge bases and organizational routines. Second, SMEs provide a relevant setting for studying organizational ambidexterity in practice. Unlike large organizations, where exploration and exploitation are often structurally separated, SMEs tend to manage both activities within the same organizational units and processes (Soto-Acosta et al., 2018). This characteristic allows for a more direct observation of how GenAI supports or reshapes the balance between exploitation and exploration in everyday practices. Third, the ongoing integration of GenAI within the firm’s operations and development activities offers a unique opportunity to observe the technology across multiple stages of adoption, from routine optimization to more experimental and transformative uses. This makes the case particularly suitable for analysing the coexistence of incremental and radical innovation dynamics within the same organizational context.

3.2 Data Collection

Data were collected through semi-structured interviews (Bryman and Burgess, 1999) with key organizational members involved in research and development, software engineering and managerial decision-making. The interviews were designed to capture both perceptions and practical experiences of GenAI adoption, with particular attention to its influence on both established routines and creative practices.

3.3 Data Analysis

To analyse the interview data, we intersect the lenses of incremental versus radical innovation (Abernathy & Clark, 1985; Henderson & Clark, 1990) with organizational ambidexterity (O'Reilly & Tushman, 2004), operationalizing them as a two-dimensional analytical matrix (Figure 1). The horizontal axis qualitatively captures the intensity of change, ranging from incremental to radical, while the vertical axis captures the balance between exploitation of existing knowledge and exploration of new domains. This yields four analytically distinct quadrants that jointly organize the coding scheme.

The first quadrant, named “soft experimentation”, encompasses the introduction of new tools or methods that improve non-core areas or establish novel ways of working without disrupting the organizational core. Applications in this quadrant are characterized by a degree of novelty and exploratory intent, yet their impact remains peripheral, involving low organizational risk and leaving central processes, roles, and technological paradigms substantially intact. The second quadrant, namely “radical innovation”, groups uses of GenAI that lead to fundamental changes in products, services, processes, or organizational practices, often enabled by the capacity to explore new knowledge domains or overcome pre-existing technological limits. Sub-dimensions in this quadrant are distinguished by their simultaneous departure from established knowledge bases and their disruptive impact on core organizational activities, professional roles, and underlying technological paradigms. The third quadrant, namely “routine optimization”, captures uses of GenAI that enhance existing, well-defined organizational activities and processes, rendering them more efficient, better supported, or more consistently documented without altering their fundamental nature. This quadrant groups evidence of incremental improvements to established practices, including automation of repetitive tasks, acceleration of knowledge acquisition, and decision support, that operate within the organization's existing knowledge base. The fourth quadrant, named “knowledge reconfiguration”, occupies the theoretically most complex position, capturing instances in which GenAI disrupts established methodologies, organizational structures, and professional identities while remaining deeply rooted in the organization's existing knowledge foundations. This quadrant reflects the paradox of transformation from within, change is neither peripheral nor fully exploratory but emerges as a reconfiguration of consolidated competences under the pressure of new technological affordances, often accompanied by organizational tensions and risks. The development of the coding structure followed an iterative and abductive process (Bryman and Burgess, 1999). First, interview data were analysed through open coding, generating a set of first-order codes closely grounded in informants’ language and descriptions of GenAI use (Saldaña, 2013). These codes were then progressively grouped into more abstract second-order themes, capturing recurring patterns of use and underlying organizational dynamics. Finally, these second-order themes were positioned within the four quadrants of the analytical matrix according to their dominant characteristics along the two dimensions of the matrix. This iterative procedure allowed the authors to move systematically from empirical evidence to theoretical categorization, ensuring that the resulting coding tree remained both data-driven and theoretically informed, and enabling a structured interpretation of how GenAI is used to support incremental improvements or trigger more transformative reconfigurations.

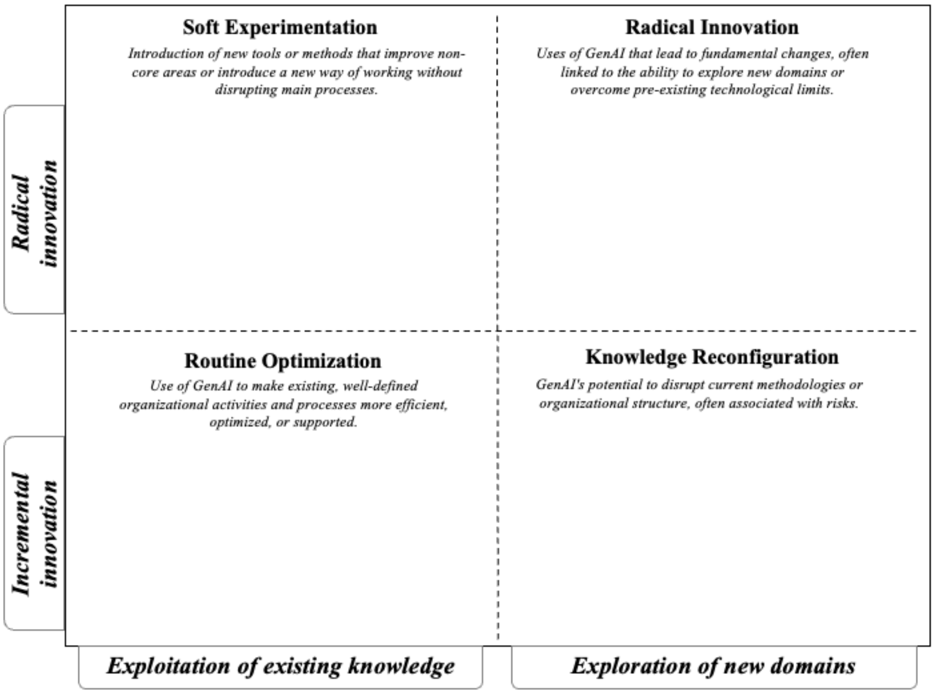

Figure 1: Two-dimensional analytical matrix used for data analysis

4. Results

Interviews were first recorded and then automatically transcribed using specialized software. Each empirical extract was first coded (Table 1) and then positioned within the matrix according to its dominant features along both dimensions (Figure 2). The matrix thus serves as a bridging device between theory and evidence, making visible where and how GenAI operates as incremental reinforcement or disruptive reconfiguration tool grounded in established organizational foundations. Table 1 reports the distribution of codes across quadrants and illustrate each cluster with representative excerpts drawn from the interviews.

Table 1*:* Inductive coding tree derived from data analysis

Quadrant	Second order codes	Empirical evidence (Extracted from interviews)
Routine Optimization **(Enhancing established practices with GenAI)** **Use of GenAI to make existing, well-defined organizational activities and processes more efficient.**	Technical Task Acceleration and Efficiency	GenAI is useful for supporting code development and speeding up technical documentation. It is used to formalize documentation into more formal documents and standardized templates. The tool is powerful for synthesizing heterogeneous sources and accelerating subsequent process stages. GenAI is seen as a way to significantly reduce traffic analysis in large network volumes. It has accelerated the process of extracting useful information from heterogeneous sources, reducing time-consuming and costly research. It helps synthesize concepts and reports to facilitate communication. It allows code prototypes (Proof of Concept) to be obtained very quickly. The speed with which certain processes are carried out is undeniable. It makes people more efficient and effective.
	Enhancement of Existing Service and Documentation Processes	GenAI is used to improve the services currently offered by the company. The tool is used to quickly summarize and outline a scientific paper or compile a list of sources for personal study. It has supported documentation drafting in technical reports and project specifications. It is used to automate content organization (tagging or categorization). It is useful in the validation and testing phase for its ability to generate targeted and adapted synthetic data.
	Decision Support	The use of GenAI makes it clearer for management to make future decisions. It can help set the direction and focus on the final research objective, avoiding getting lost in theories. It has helped the team decide more decisively and quickly on which project path to take. It offers detailed explanations or solutions to specific problems, acting as an immediate resource.
	Knowledge Formalization and Exploitation	The technology facilitates direct communication among colleagues, especially by creating formal documentation from informal thoughts. GenAI has not changed the way of thinking or approaching a problem but has accelerated the initial phase of research. The process of knowledge formalization (transforming tacit ideas into documents) is facilitated. GenAI accelerates knowledge acquisition from external sources (scientific papers/databases).
Radical Innovation **(Disruptive transformations enabled by GenAI)**	Breakthrough Product and Service Innovation	The artifact aims to classify encrypted traffic and recognize specific patterns not easily found with standard techniques. The objective is to analyse network traffic from a completely different perspective (dynamic rather than static analysis). New services are being developed, targeting the prevention of sophisticated attacks (malware hidden in encrypted traffic). GenAI is used for the creation of resident AI algorithms capable of identifying threats and generating precise mitigation responses.

Quadrant	Second order codes	Empirical evidence (Extracted from interviews)
Uses of GenAI that lead to fundamental changes, often linked to the ability to explore new domains or overcome pre-existing technological limits.	Process Reengineering & Role Innovation	GenAI enables a paradigm shift in threat detection, moving from a reactive approach (signature-based) to a proactive one (predictive analysis). The use of GenAI has allowed the employee (mathematician/analyst) to manage coding autonomously, overcoming the constant need for support from IT colleagues. Time is redirected away from syntax correction toward design and the evaluation of alternative scenarios. The objective is to study all network traffic as if it were a single physical entity.
	AI-Augmented Analytical and Creative Capabilities	GenAI has helped extract correlations and traffic characteristics from underlying data, an operation complex with static analysis. It allows the generation of synthetic data and complex, anomalous scenarios for testing and validation, which would be far more complex without AI. The tool helps develop intuitions by surfacing connections that might previously have gone unnoticed. GenAI can be used to support brainstorming sessions, summarizing fragmented ideas into something more concrete.
	Exploratory Application and Scenario Generation	GenAI has been employed to analyse AI and machine learning code, identifying software anomalies. The tool has been used to analyse code quality or identify bugs and software issues. GenAI is used to propose alternative development scenarios, stimulating creativity. It has led to organizational work suggestions, such as prioritizing one process over another in the project design phase.
Soft Experimentation **(Uses of GenAI that do not represent radical innovation enablers)** **Introduction of new tools or methods that improve core areas or introduce a new way of working without disrupting main processes.**	Knowledge Externalization and Structured Content Generation	GenAI is used to formalize ideas, intuitions, or experiences into documents, reports, or other forms of explicit knowledge. It allows a simple raw idea to be transformed into a much more structured document. GenAI can generate personalized content (guides, tutorials, practical examples) for informal training.
	Cross-functional Bridging and Organizational Standardization	GenAI is seen as a connector or bridge between teams with different and multidisciplinary knowledge, translating complex technical concepts. The company is standardizing the use of the technology and of prompts to ensure replicability in future projects. It is used for the generation of new predictive models that improve over time through learning.
Knowledge Reconfiguration **(Disruption of traditional practices from established foundations)** **GenAI potential to disrupt current**	AI-Augmented Decision-Making Practices	The challenge is employee resistance to change, as they may see AI as a replacement for their work. There is a risk of excessive dependence on technology, which could reduce the role of human judgment. The employee must maintain a highly critical role toward what is generated, not acting as a passive actor. The risk is that AI is taken as an absolute truth.
	Human–AI Role Reconfiguration	The uncritical use of GenAI can slow knowledge acquisition and lead to the loss of critical thinking (the flattening of knowledge).

Quadrant	Second order codes	Empirical evidence (Extracted from interviews)
methodologies or organizational structure, often associated with risks.		The traditional code developer will tend to disappear, with consequent job losses. AI can classify people and lead them to believe they are right regardless, because a superior entity has spoken.

Figure 2 shows the positioning of the second-order themes within the four quadrants of the analytical matrix.

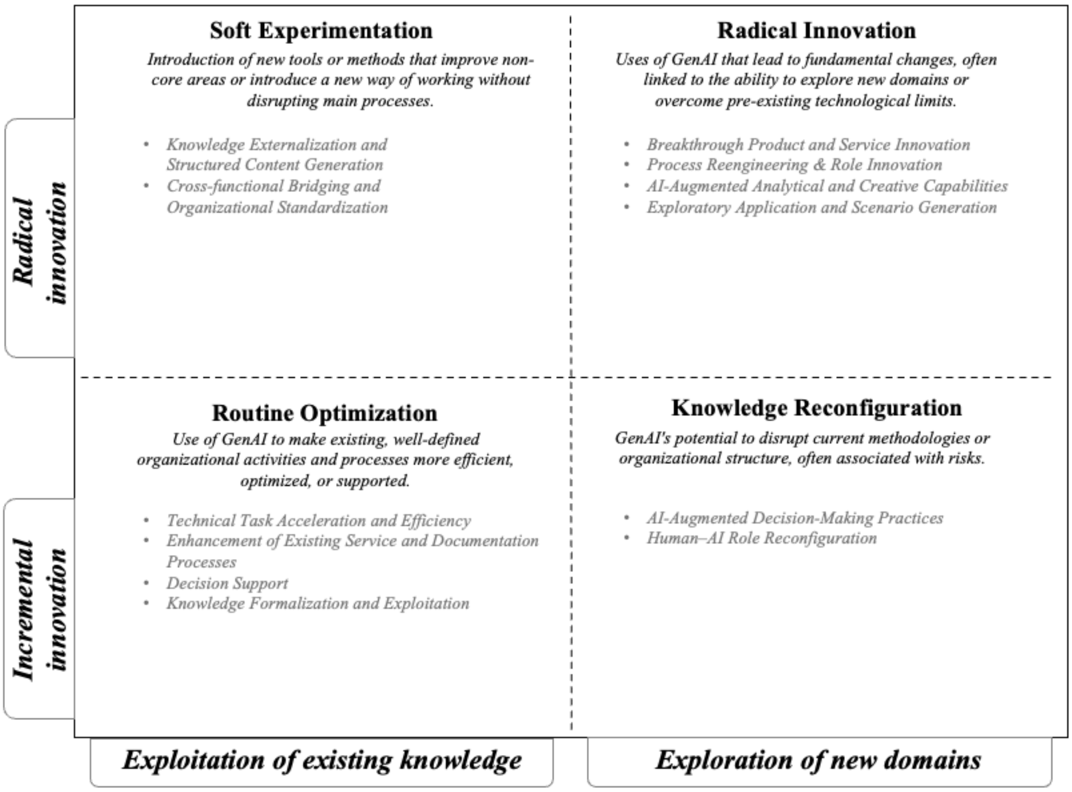

Figure 2*:* Mapping of GenAI uses across the innovation-knowledge matrix

5. Discussion and Conclusion

The findings of this study show that the uses of GenAI within the analysed SME are neither confined to a single type of innovation nor aligned exclusively with either exploitation or exploration. Instead, GenAI emerges as a transversal technology whose role is contingent on how it is embedded within organizational knowledge structures, spanning all four quadrants of the matrix. This highlights that its innovation impact is not intrinsic, but use-dependent.

First, the evidence indicates a clear predominance of uses aligned with incremental innovation and exploitation. Most applications of GenAI are concentrated in the Routine Optimization quadrant, where the technology is employed to accelerate technical tasks, enhance documentation practices, support decision-making, and facilitate knowledge formalization. In these cases, GenAI reinforces existing organizational knowledge structures rather than disrupting them, acting as a tool for efficiency, standardization, and consolidation (Liccardo and Cerchione, 2025). This suggests that early uses of GenAI are primarily aligned with exploitation, reinforcing existing knowledge bases rather than enabling exploration, thus supporting ambidexterity theory which posits that organizations tend to privilege exploitation in uncertain contexts (O'Reilly & Tushman, 2004; Guo & Xi, 2026).

At the same time, the data reveal that GenAI also enables significant exploratory and radical dynamics, particularly in the Radical Innovation quadrant. Here, the technology supports the development of new services, novel analytical approaches, and advanced capabilities such as predictive threat detection and scenario simulation. These applications are clearly aligned with exploration and demonstrate GenAI's potential to extend the organizational knowledge base beyond its current boundaries. However, the most theoretically relevant insight emerges from the Knowledge Reconfiguration quadrant, which represents a hybrid space where exploitation and radical change intersect. In this quadrant, GenAI does not replace existing competences but reconfigures how they are enacted (Nambisan et al., 2017). The technology reshapes decision-making practices, redistributes cognitive effort between humans and AI, and transforms professional roles by shifting attention from execution to supervision, validation, and design. This suggests that radical innovation does not necessarily occur in opposition to existing knowledge, but can instead be embedded within it, emerging through its transformation. This finding extends prior work on digital innovation and knowledge recombination (Nambisan et al., 2017) by showing that transformation can emerge through the reconfiguration of existing knowledge structures rather than their replacement. In this sense, knowledge reconfiguration represents a distinct mechanism through which GenAI reshapes innovation processes, bridging the gap between incremental and radical change (Nonaka & Takeuchi, 1995; Zheng et al., 2025).

A recurring theme across the findings is that organizational knowledge acts as a structuring force in the adoption of GenAI. Rather than being displaced, routines, documentation practices, and codified procedures become even more critical in managing the uncertainty associated with AI-enabled exploration. Respondents highlighted how an initial lack of structure hindered experimentation, while the introduction of more formalized approaches enabled more effective use of GenAI outputs. In this sense, tradition functions as a stabilizing and enabling mechanism, consistent with knowledge management literature that highlights the role of routines and codified practices in enabling reliable knowledge use and innovation (Nonaka & Takeuchi, 1995; Donate & Sánchez de Pablo, 2015).

At the same time, the integration of GenAI introduces new tensions in the relationship between knowledge and innovation (Raisch & Krakowski, 2021). While the technology enhances problem-solving speed and expands analytical capabilities, it also encourages forms of cognitive delegation, where parts of the knowledge creation process are increasingly externalized to the AI. This dynamic requires the development of new practices of critical validation and oversight, as organizations seek to avoid uncritical reliance on AI-generated outputs. Thus, the knowledge base is not only a resource for innovation but also a governance mechanism that mitigates the risks associated with exploration.

Moreover, the findings highlight the presence of cultural and professional frictions in the adoption of GenAI. Different communities within the organization, such as developers and analytically trained experts, display divergent orientations toward structure, documentation, and experimentation. GenAI amplifies these differences by simultaneously enabling rapid creativity and requiring systematic validation. As a result, its effective integration depends on the organization's ability to reconcile these competing logics and embed GenAI within a shared set of practices and values.

In conclusion, the study suggests that while GenAI is predominantly used for incremental and exploitative purposes in its early stages of adoption, its most transformative impact lies in its capacity to reconfigure existing knowledge structures, creating pathways toward more radical and exploratory forms of innovation.

5.1 Theoretical Implications

The findings contribute to the literature by showing that GenAI cannot be classified as either an incremental or radical innovation per se, nor as inherently aligned with exploitation or exploration. Instead, its role is relational and dependent to its use, varying according to how it is embedded within organizational knowledge structures.

First, the study extends research on organizational ambidexterity by suggesting that GenAI can function as an ambidexterity-enabling technology, allowing organizations to engage in exploitation and exploration simultaneously within the same processes (Soto-Acosta et al., 2018). Rather than separating these activities structurally or temporally, GenAI enables a more fluid interplay between them.

Second, the identification of the Knowledge Reconfiguration quadrant advances the incremental–radical innovation literature by highlighting a hybrid form of innovation, where radical change emerges from the transformation of existing competences rather than from their displacement. This finding nuances traditional dichotomies and suggests that radical innovation can be deeply rooted in established knowledge bases.

Finally, the study contributes to knowledge management theory by conceptualizing the relationship between GenAI and organizational knowledge as recursive and co-evolutionary. While existing knowledge shapes how

GenAI is used, the technology simultaneously reshapes the structure, distribution, and validation of that knowledge, calling for a more dynamic understanding of knowledge and technology interactions.

5.2 Managerial Implications

From a managerial perspective, the findings suggest that organizations should approach GenAI adoption as a progressive and layered process. First, the predominance of incremental and exploitative uses indicates that firms can effectively begin by targeting efficiency gains and knowledge formalization, which offer immediate value with limited disruption. These applications can serve as a foundation for building internal capabilities and trust in the technology. Second, as organizations move toward more exploratory and radical uses, the importance of governance mechanisms becomes critical. Managers should foster practices of critical evaluation, validation, and oversight to ensure that AI augments rather than replaces human judgment (Seidel et al., 2025). Third, the results highlight the strategic importance of knowledge management infrastructures, including documentation standards, prompt standardization, and shared practices. These elements enable organizations to scale GenAI use while maintaining control over its outputs. Organizations should actively manage the cultural and professional transformations associated with GenAI adoption. This includes redefining roles, addressing resistance, and fostering a shared understanding of human-AI collaboration, ensuring that the technology is integrated in a way that balances efficiency, creativity, and accountability.

Ethical declaration: All participants were informed about the nature of the study and participated voluntarily. Clearance was not required for the research.

AI declaration: Generative AI tools were not used in the production or analysis of the empirical data. All interpretations and findings are the result of the authors' critical analysis and are not generated by AI.

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