

International Journal of Technology and Systems (IJTS)

**Agentic AI as a Driver of Innovation and Change Management in Organizations: A
Conceptual Review and Framework for Technology-Enabled Transformation**

Fatma Albalooshi



Agentic AI as a Driver of Innovation and Change Management in Organizations: A Conceptual Review and Framework for Technology-Enabled Transformation



Fatma Albalooshi

School of Innovation and Change Management, Hamdan Bin Mohammed Smart University

Article History

Received 8th June 2026

Received in Revised Form 6th July 2026

Accepted 10th August 2026



How to cite in APA format:

Albalooshi, F. (2026). Agentic AI as a Driver of Innovation and Change Management in Organizations: A Conceptual Review and Framework for Technology-Enabled Transformation. *International Journal of Technology and Systems*, 11(1), 53–82. <https://doi.org/10.47604/ijts.3916>

Abstract

Purpose: This paper investigates the potential of Agentic Artificial Intelligence (AI) to be a driver of innovation and change management in organizations undergoing technology-enabled transformation. It addresses the impact of Agentic AI features, such as autonomy, reasoning, planning, tool use, memory, and multi-agent coordination, on innovation processes, organizational readiness, human–AI interaction, as well as responsible governance.

Methodology: The methodology used in this paper was a desk-based conceptual review design, which was supported by framework development. The literature was identified through a concept-driven structured search process using ScienceDirect and Emerald Insight. The concepts reviewed were the five interrelated concepts: Agentic AI/AI agents, AI and innovation management, change management/AI readiness, digital transformation/technology-enabled transformation, and responsible AI governance. A conceptual and thematic synthesis method of analysis was used to analyze the selected literature.

Findings: The review revealed that Agentic AI is able to assist with ideation, knowledge recombination, experimentation, process redesign, business model innovation, and workflow coordination. However, transformation does not occur automatically. The factors of organizational readiness, data quality, leadership support, employee trust, and role clarity, along with human-AI interaction and responsible governance, are essential for transformation based on Agentic AI. The paper also noted that Agentic AI presents a governance paradox because while it can have value due to autonomy, the greater the autonomy, the more likely there will be a need for human oversight, audit trails, escalation protocols, transparency, and restrictions on autonomous activity.

Unique Contribution to Theory, Practice and Policy: The paper is unique in bringing together, in a single conceptual framework, socio-technical, dynamic capability, AI-readiness, change-management, and responsible AI governance views on the topic of Agentic AI-enabled transformation. It makes a contribution to practice by demonstrating that Agentic AI can be used as an organizational transformation capability, not as a technology with a narrow scope of practice. It helps shape policy by highlighting the importance of establishing real-world, reliable governance standards, accountability measures, controlled testing spaces, and sector-specific guidance for the responsible adoption of Agentic AI.

Keywords: Agentic AI, Innovation Management, Change Management, Technology-Enabled Transformation, Responsible AI Governance

JEL Classification Codes: O33, O32, O31, M15, D83

©2026 by the Authors. This Article is an open access article distributed under the terms and conditions of the Creative Commons Attribution (CC BY) license (<http://creativecommons.org/licenses/by/4.0>)

INTRODUCTION

Agentic Artificial Intelligence (AI) and Technology-Enabled Transformation

AI is no longer just an analytical specialism but rather an organizational capability, impacting decision-making processes, knowledge work, workflow design, and technology-driven transformation. AI adoption, investment, and interest in policy are at a high pace, but in many organizations there is too much enthusiasm for the level of governance capability. While Chui et al. (2023) propose that the productive value that can be accessed from generative AI is substantial, less focus is given to the organizational conditions required to transform AI capability into sustainable change. Agentic AI is an evolution as it assumes a more proactive role, such as planning, utilizing tools, engaging with digital environments, and completing multi-step tasks with a range of oversight levels. Operationally, Agentic AI differs from standard generative AI because it can decompose tasks, coordinate multiple agents, use memory, and orchestrate autonomous actions within workflows; Sapkota et al. (2026) describe Agentic AI as involving dynamic task decomposition, persistent memory, multi-agent collaboration, and coordinated autonomy. Wang et al. (2024) describe LLM-based autonomous agents as systems that rely on planning, memory, tool usage, and interaction with the environment, while Xi et al. (2023) conceptualize autonomous agents in terms of reasoning, perception, and action. However, mere technical capability does not indicate reliability, accountability, or organizational suitability.

This paper proposes that Agentic AI's role in fostering innovation and change management is enabled only when its technical capabilities are integrated with organizational readiness, human-AI collaboration, and responsible AI governance. It is relevant to innovation management because of its potential to aid ideation, knowledge recombination, experimentation, and process redesign. Its relevance to change management is related to its impact on roles, processes, decision authority, capabilities, and employees' perceived sense of control. According to Mariani et al. (2023), AI can be used to help with prediction, search, knowledge discovery, and decision-making in the field of innovation, and Hradecky et al. (2022) demonstrate that readiness for AI depends on technological, organizational, and environmental conditions. This paper thus aims to explore the potential for Agentic AI to be a force for innovation and change management in organizations undergoing technology-enabled transformation. The paper proposes a conceptual framework that connects Agentic AI capabilities, innovation mechanisms, change-management enablers, governance controls, and transformation outcomes.

Problem Statement and Research Gap

Although Agentic AI is becoming increasingly prominent, research remains underdeveloped and scattered across technical AI studies, innovation-management literature, and change-management literature. Wang et al. (2024) and Guo et al. (2024) provide useful technical accounts of autonomous and multi-agent systems, but primarily from architecture, capability, evaluation, and coordination perspectives rather than organizational transformation. Mariani et al. (2023) and Mariani and Dwivedi (2024) provide more insight into innovation management, although their work focuses on AI and generative AI in general, with limited attention to the implications of agentic autonomy.

A similar gap appears in the change-management literature. Romeo and Lacko (2026) show that AI adoption and integration are shaped by strategy, culture, trust, skills, and governance, but the literature does not fully explain how these conditions change when AI systems can propose, plan, or execute actions across workflows. Although Pacolli (2022) emphasizes the importance of change management for digital transformation, wider digital-transformation discussions can be too broad to recognize the distinctive complications of systems that combine autonomy, learning, tool use, and delegated action. This creates a specific governance dilemma because organizations may not know who remains accountable when an AI agent executes multi-step plans with partial autonomy. The specific research gap addressed in this paper is therefore that existing studies explain technical Agentic AI capabilities, AI-enabled innovation, AI readiness, and responsible governance separately, but do not sufficiently integrate these areas into a single framework explaining how Agentic AI can support innovation and change management while remaining accountable in organizational workflows. Chan et al. (2023) highlight that increasingly agentic algorithmic systems can generate new harms when they are goal-seeking, influential, underspecified, and capable of longer-term planning.

Aim and Objectives

This paper aimed to examine how Agentic AI could act as a driver of innovation and change management in organizations undergoing technology-enabled transformation.

The specific objectives were:

1. To conceptualize Agentic AI in relation to organizational and technology-enabled transformation.
2. To evaluate how Agentic AI could support innovation management in organizations.
3. To analyze the change-management and AI-readiness implications of adopting Agentic AI systems.
4. To examine the responsible governance, accountability and human oversight requirements associated with Agentic AI adoption.
5. To develop a conceptual framework linking Agentic AI capabilities, innovation mechanisms, change-management enablers, governance controls and transformation outcomes.

Contribution of the Paper

This paper contributes to theory by bringing together Agentic AI, innovation management, and change management in a single conceptual framework. According to Kraus et al. (2022), review-based studies have the potential to contribute independently when they organize fragmented knowledge into coherent insights and generate new conceptual perspectives beyond summarizing previous literature. As Tsiotsou et al. (2022) explain, theory construction can draw on literature when identifying patterns, relationships, and gaps in related but disconnected bodies of literature. The paper makes a contribution to practice by indicating that the integration of Agentic AI needs to be addressed as a socio-technical change process rather than a limited software integration. It also contributes to practice by providing actionable guidance for enterprise architects and change managers to establish human-in-the-loop validation checkpoints before Agentic AI systems are

permitted to execute high-impact workflow actions, as Engin (2026) and Papagiannidis et al. (2025) emphasize the importance of human-AI governance, accountability, and responsible oversight. Hradecky et al. (2022) show that organizational readiness depends on technology, organizational capacity, and environmental pressures, and Romeo and Lacko (2026) show that AI integration depends on strategy, culture, skills, and trust. This indicates that Agentic AI can support innovation and change only if it is accompanied by technical capability, readiness, governance, employee participation, and responsible oversight.

LITERATURE REVIEW

Conceptualizing Agentic AI in Organizational Transformation

Agentic AI has gained popularity over the past several years as a more complex level of AI beyond the creation of output, as AI systems can pursue goals, coordinate their actions, interact with tools, and adapt to task environments. Sapkota et al. (2026) have used Agentic AI as a conceptual lens to further appreciate its relevance to organizational change by defining four characteristics of an AI agent, namely, autonomy, goal-orientedness, planning, and action. Similarly, Hosseini and Seilani (2025) also attributed Agentic AI to autonomy, reactivity, learning, and decision support; however, their study also suggested that organizational issues that arise with such features relate to control, ethics, security, and human oversight. The key difference lies in the fact that Agentic AI is not merely an alternative name for generative AI. Agentic AI is going beyond content creation and more towards reasoning and action. Nisa et al. (2026) explained that this can be used for process automation, decision-making, and task coordination within an organization. But this distinction shouldn't be taken lightly, as there is a technical definition of autonomy, which can give a false impression of system reliability. Sapkota et al. (2026) indicated that reliability, evaluation, governance, and deployment limitations remain challenges with Agentic AI, suggesting that learning about how reliable and effective these systems are is not enough to drive their adoption in organizations.

Agentic AI also alters the dynamics of human-technological actors within organizations. Cranney et al. (2025) proposed that digital transformation is influenced by human and technological actors, including disruption to current firm practices and employee mindsets, particularly when digital technologies break down cognitive paradigms. This perspective matters as it helps avoid treating Agentic AI as a one-size-fits-all technology solution. Agentic AI's impact is transformational when combined with organizational processes, employees, and managerial decision-making. Another problem is that Agentic AI increases both organizational possibilities and operational risks. Georganta and Ulfert (2024) found that trust can differ when a teammate is AI rather than human; thus, AI-based collaboration may not be embraced simply because it is efficient. Building on this trust concern, Georganta and Ulfert (2024) indicate that trust in AI-based collaboration should be treated as a dynamic socio-technical condition that can strengthen or weaken depending on how predictable, explainable, and controllable an agent's multi-step planning behavior appears to employees. This is significant, as although AI can be seen as a colleague, an assistant, or a standalone participant in workflows, employees might still doubt its reliability, fairness, and accountability. Hence, the literature indicates that Agentic AI should be understood as a socio-technical capability that transforms the delegation of action, responsibility, and judgment in organizations.

AI and Innovation Management in Technology-Enabled Organizations

AI has gained significance in innovation management due to its ability to provide assistance in knowledge search, idea generation, decision support, pattern recognition, and experimentation. While Mariani and Dwivedi (2024) suggested that generative AI opens up new opportunities for innovation management, creativity, and knowledge recombination, their work also suggested that innovation value relies on the evaluation and application of outputs generated by AI. Corvello (2025) created a human-centric approach to generative AI and innovation management, focusing on the fact that generative AI cannot, on its own, create meaningful innovations. The literature is useful as it shows that the application of AI and the use of innovation is only as good as human judgment combined with technology.

Using the lens of dynamic capabilities, Gao et al. (2025) conceptualize a relationship between AI and innovation capabilities and argue that an AI perspective attracts the ability of firms to reconfigure resources, adapt to the market, and sense opportunities. Their argument, though, insinuates that AI alone will not present innovation. There is still a requirement for managerial capability, absorptive capacity, and strategic interpretation to transform the insights that AI provides into products, services, processes, and changes in the business model. This is further illustrated by studies showing that AI affects business models and knowledge processes, not just one-off innovation tasks. Jobstreibizer et al. (2025) demonstrated how AI could transform business models by affecting value creation, value delivery, and value capture, although this also highlights the potential for AI-based innovation to disrupt business routines and assumptions. Nakash and Bolisani (2025) also linked AI to knowledge management processes and specified that AI can enhance how organizations acquire, process, and utilize knowledge. What matters is that when organizations lack evaluation routines or strategic priorities, increased knowledge processing does not necessarily lead to better innovation.

A major feature of such literature is the tension between speed and quality. In the field of innovation, Mariani and Dwivedi (2024) suggested that generative AI can accelerate the innovation process, while Corvello (2025) argued that using generative AI requires human-centered design. This tension is important for Agentic AI, as Agentic AI not only can produce ideas but also can experiment with them, rank them, or apply them in workflows. This contrasts with traditional AI's role as a passive decision-support tool because Agentic AI can act as an active experimentation engine capable of autonomous prototype generation, testing feedback loops, and workflow-based iteration; Sapkota et al. (2026) support this distinction by linking Agentic AI to autonomy, planning, task decomposition, memory, and coordinated action. Thus, Agentic AI is useful in innovation only when organizations are not misled into believing that creating ideas is innovation and, therefore, that validating innovation results is unnecessary. Innovation-management literature also indicates that Agentic AI can enhance innovation as it becomes integrated within collaborative processes. Georganta and Ulfert (2024) reported that there is a relationship of trust between humans and AI, and Cranney et al. (2025) highlighted the relationship of technological actors and human actors in transformation capability. It means that Agentic AI cannot be looked upon as an alternative to human innovation work. Instead, it is likely to be most effective when it complements human capabilities and provides for structured experimentation and coordination of innovation activities.

Change Management and AI Readiness

Organizations need to be prepared for the adoption of AI technologies to gain value from them, as they need appropriate structures to run them effectively. Hradecky et al. (2022) showed that organizational readiness to adopt AI is less of a simple technical purchasing decision and is influenced by technological, organizational, and environmental factors. Ali and Khan (2025) also highlighted factors like IT infrastructure, top management support, resources, data quality, collaborative culture, and organizational capability as readiness factors for AI success, and for most of them, the implementation of AI is a managerial and organizational issue before being a performance outcome. The strength of this readiness argument is even more pronounced in the case of Agentic AI, as agentic systems can operate within workflows, as opposed to advising humans. AI readiness factors as described by Sirait (2025) are data, technology, people, organization, environment and value creation, while Anomah (2025) emphasized technology infrastructure, organizational capability and the environment in relation to institutional AI readiness. The studies show that several potential implementation issues might include the quality of the data itself, rollout responsibilities, leadership, and trust and understanding of stakeholders. Readiness should not therefore be considered a final phase of an implementation process, but rather a pre-condition for taking responsibility for transformation.

Change-management literature additionally reveals that employees' responses are critical to AI integration. Romeo and Lacko (2026) discussed the drivers and challenges of AI adoption in organizations, including strategy, culture, skills, trust, and governance. Their review is helpful because it shifts attention from the general benefits of technological adoption to the organizational conditions necessary for AI integration. However, much of the AI-adoption literature still addresses AI broadly, while Agentic AI creates more specific change-management challenges because it can involve delegated action, workflow control, and accountability for autonomous task execution. This distinction matters because Sapkota et al. (2026) link Agentic AI with autonomy, goal orientation, planning, and action, meaning that change readiness must address not only whether organizations can adopt AI, but also whether they can manage AI systems that act within workflows. Leadership is therefore needed to connect technological capacity to an organization's mission, define the degree of autonomy granted to Agentic AI, clarify the role of humans, and create learning spaces for employees. Without proper change-management measures, Agentic AI can increase uncertainty rather than support transformation.

Digital Transformation and Technology-Enabled Transformation

Agentic AI is best understood in the broader context of digital transformation and not as a single technology. However, Cranney et al. (2025) emphasized that transformation is not just about technology; human and technological actors, employee mindsets, and organizational tensions shape digital transformation capability. Kringelum et al. (2025) also highlighted that digital transformation should not be about technology alone; organizations must have a clear goal and place strategy first while deciding which initiatives to pursue. However, organizational performance, resilience, and innovation are also related to digital transformation. Organizational culture, digital transformation, and product innovation are interrelated, as Cao et al. (2025) found that culture can make a difference in whether a digital effort translates into an innovation outcome. Li et al. (2025) linked digital transformation and organizational resilience, and Zhan and Li (2024)

indicated that the digital transformation process could strengthen organizational resilience through its influence on adaptive and absorptive capacities. These studies are helpful as they tie digital transformation to organizational capability and not simply to a change in technology. Agentic AI can magnify the potential gains and downsides of digitization. Kringelum et al. (2025) indicated that transformation requires a strategy as its foundation, and Cranney et al. (2025) revealed how firm and employee practices are challenged by cognitive technologies like AI and autonomous systems. This implies that Agentic AI must not be introduced as a stand-alone solution within a company. If it is going to drive technology-enabled transformation, it needs to be aligned with strategy, work redesign, employee participation, and governance. Because Agentic AI can reason, learn, plan, decompose tasks, coordinate actions, and operate with varying levels of autonomy, its self-directing nature challenges standard organizational routines rather than simply adding another digital tool. Sapkota et al. (2026), Hosseini and Seilani (2025), and Nisa et al. (2026) support this point by linking Agentic AI to autonomy, planning, reasoning, action, learning, and coordinated task execution. This means that organizations need continuous workflow redesign, as existing routines may no longer fit situations where AI systems initiate, coordinate, or escalate actions within work processes. The critical issue is therefore not only whether Agentic AI can improve digital transformation, but whether organizations can redesign workflows, decision rights, and employee roles quickly enough to keep autonomous action aligned with organizational purpose.

It should also be noted that the role of implementation conditions is highlighted in the literature on digital transformation. Cavalcante et al. (2025) discussed the process of digital transformation initiatives in terms of what teams' motivations, objectives, and approaches to the change are, revealing that it is important to understand what drives the need for change and the right way to execute these initiatives. This is relevant to Agentic AI as the design of governance and change-management processes would differ depending on the purpose the organization is using Agentic AI for, such as efficiency, innovation, responsiveness, or competitiveness. Therefore, the literature suggests a critical perspective: Agentic AI can foster transformation, provided it is not accidental but purposeful and based on a strategy, and that it is supported and accepted within the organization. There are also repercussions at the level of employees with technology-enabled transformation. Cranney et al. (2025) highlighted employee mindsets as a component of digital transformation capability, and Cao et al. (2025) tied organizational culture to digital transformation and innovation. According to these sources, expecting employees to adapt without involvement, training, or understanding of shifting roles can lead to failure. Transformation, therefore, should be thought of not only as a technological process but also as a socio-technical process, where the autonomy of the technological process is coupled with human learning, trust, and participation.

Responsible AI Governance, Accountability and Human Oversight

Agentic AI requires strong AI governance because there are a variety of levels of autonomy that agentic AI systems can have when making decisions and having an impact on workflows and organizational results. Papagiannidis et al. (2025) reviewed and proposed a research framework on the responsible governance of AI, as responsible AI requires accountability and controlled governance across both technical and managerial levels, as well as the application of risk management practices. This work is important as it places governance within the wider notion of AI value, as opposed to governance as a compliance exercise after deployment.

Agentic AI can interact with, adapt, and act within organizational systems, unlike traditional AI, creating a challenge in governance. With an emphasis on decision authority, autonomy, and human oversight, Engin (2026) introduced a human-AI governance system with a focus on enhancing trust and utility. It gets to the crux of the issue that organizations need to grapple with when defining parameters for the kind of decisions they can allow an AI system to make by itself, which need human input, and which will keep humans accountable. However, when left unchecked, AI agents can lead to increases in efficiency to the detriment of accountability. The relevant literature in the field of AI also shows that claims of ethical governance practices can be questioned and need to be implemented in the spirit of real governance practices. Dhaigude and Kamath (2025) qualitatively illustrated Responsible AI in business and management to assert that the literature is disjointed and that very little has been discussed about the operationalization of Responsible AI. This is significant because there are many companies that have an ethics statement and just do not have the controls to implement it. The concepts of fairness, transparency, and accountability of Agentic AI should be translated into approval points, data monitoring, audit trails, escalation, and limits on autonomous action.

The governance discussion has an organizational lens. Gering et al. (2025) explored strategic organizational reactions to generative AI-based change and indicated that organizations must make strategic responses to manage the application of generative AI as a disruptive technology and not just another digital tool. The article by Lexman et al. (2026) fits the scenario of AI guardrails in the business and education realms. AI guardrails establish the boundaries for acceptable, safe, and controlled use of AI. However, guardrails, along with leadership, training, role design, and continuous monitoring, will foster responsible transformation. Responsible adoption is associated with people's expectations of privacy, trust, and human oversight. Jones (2025) discussed issues of privacy in the digital era, while Papagiannidis et al. (2025) explored responsible governance of AI as a multi-faceted governance challenge for the organization. The implications of these arguments indicate that Agentic AI needs greater governance, as the impact of AI actions can go beyond data processing to workflow execution and influencing decisions. Therefore, responsible governance should be an integral part of the backbone for the transformational process with Agentic AI.

Synthesis for the Proposed Conceptual Framework

From the literature search, it can be concluded that Agentic AI is not an implementation to promote innovation or change, but a capability to consider. Sapkota et al. (2026) defined Agentic AI as involving autonomy, reasoning, acting, and adaptation; Hosseini and Seilani (2025) further suggested that autonomy and reasoning are part of Agentic AI; Nisa et al. (2026) mentioned autonomy and action in Agentic AI; and Cranney et al. (2025) highlighted interactions between different actors in the process of digital transformation. This means that Agentic AI capabilities should be the starting point, but not the endpoint of, the framework. By drawing upon literature in innovation management, Agentic AI can be leveraged to support ideation, recombining knowledge, product innovation, process innovation, and business model transformation. The findings from Mariani and Dwivedi (2024), Corvello (2025), Gao et al. (2025), Jobstreibizer et al. (2025), and Nakash and Bolisani (2025) indicate that AI can aid innovation and the knowledge process, yet their respective results suggest that the value of AI requires human judgment, dynamic capability,

and organizational interpretation. Thus, the framework should consider innovation mechanisms as a mediated process, not as directly provided by Agentic AI.

The change-management and readiness literature has suggested that it is the organizational setting that determines whether AI tools are usable and trusted when an AI tool is implemented. Hradecky et al. (2022), Ali and Khan (2025), Romeo and Lacko (2026), Hina et al. (2025), and Anomah (2025) found that the factors influencing the adoption of AI include readiness, trust, leadership, capabilities, and employee involvement. Therefore, change-management enablers, leadership, communication, role redesign, employee participation, and skills development should be adopted in the framework. The governance literature is an important control level in the framework. Papagiannidis et al. (2025), Engin (2026), Dhaigude and Kamath (2025), Gering et al. (2025), and Lexman et al. (2026) showed that responsible practices of AI use depend on accountability, human oversight, risk governance and guardrails, and operational controls. This indicates that the actual discussion about transformation with Agentic AI should not be confined to the notion of speed of innovation or efficiency of the organization. Instead, it should focus on responsible transformation, which in this case is centered on innovation opportunities through Agentic AI capabilities and aligned with readiness, governance, and human-AI collaboration.

Theoretical Framework

The theoretical framework of this paper is based on a socio-technical perspective of Agentic AI-enabled transformation. Agentic AI is treated not as a purely technical system, but as an organizational capability that becomes valuable when integrated with people, workflows, data infrastructure, governance arrangements, and strategic objectives. Cranney et al. (2025) show that digital transformation capability is shaped by the interaction between human and technological actors, while Georganta and Ulfert (2024) show that trust differs when employees interact with AI teammates rather than human teammates. This supports the view that Agentic AI adoption depends not only on technical autonomy, reasoning, planning, and tool use, but also on employee acceptance, human-AI collaboration, role clarity, and organizational design.

The framework also draws on dynamic capabilities, AI readiness, change management, and responsible AI governance. Gao et al. (2025) show that AI can strengthen innovation capability through digital adaptability and market perception, and Liu et al. (2024) show that organizations use dynamic capabilities for sensing AI opportunities, seizing AI opportunities, and transforming organizational resources to support AI-enabled business model innovation. This means that dynamic capabilities are not executed by technology alone, but through socio-technical structures in which managers, employees, workflows, and governance systems interpret, supervise, and redirect autonomous Agentic AI capabilities. Mariani et al. (2023) show that AI can support prediction, search, knowledge discovery, and decision-making in innovation. Hradecky et al. (2022), Ali and Khan (2025), and Romeo and Lacko (2026) show that AI adoption depends on infrastructure, data quality, leadership, skills, trust, culture, and governance. Papagiannidis et al. (2025) and Engin (2026) further show that responsible AI requires accountability, risk management, human oversight, and clear limits on autonomous action. Together, these perspectives provide the theoretical basis for understanding Agentic AI as a conditional driver of innovation and change management, where transformation depends on the interaction between

technical capability, organizational readiness, human-AI collaboration, and responsible governance.

METHODOLOGY

Research Design

This paper adopted a desk-based conceptual review design, supported by framework development, because it relied on existing literature rather than primary empirical data. This design was fitting given that the paper's content focused on a nascent topic that overlaps Agentic AI, innovation management, change management, digital transformation, AI readiness, and responsible AI governance. Kraus et al. (2022) suggested that a review-based study could be scholarly and meaningful by synthesizing literature where the various aspects are fragmented and presenting new conceptual insight, instead of merely summarizing prior studies. This was why this methodology did not aim to test hypotheses or gather primary data, but rather to find, compare, and synthesize existing literature into a framework to understand Agentic AI as a process of innovation and change management. The conceptual review design was also appropriate for the nature of Agentic AI, which is only just beginning to develop, and its implications in organizations, which have been scattered in the technical literature on AI, in management research, and in governance research. Luft et al. (2022) explained that conceptual frameworks are useful when a study needs to organize concepts, relationships, and assumptions in a manner that clarifies a problem under study. In this paper, this required linking the capabilities of Agentic AI to innovation mechanisms, change-management enablers, governance controls, and technology-enabled transformation outcomes based on the reviewed literature.

Source Identification Strategy

As shown in Table 1 below, a concept-driven structured search strategy was used to identify sources. In order to structure the search, the five concepts stemming from the title, aim, objectives, and literature review were identified: Agentic AI/AI agents, AI and innovation management, change management and AI readiness, digital transformation/technology-enabled transformation, and responsible AI governance. This way of conducting the search was chosen to avoid being too narrow for a paper that covers technology, innovation, organizational change, and governance. Searches were conducted in ScienceDirect and Emerald Insight. They were chosen because they matched the paper's focus and provided strong coverage of technology, management, information systems, innovation, digital transformation, and organizational studies. Because review-based studies should make the logic of source identification transparent, as explained by Paul et al. (2024), the search concepts, corresponding databases, search strings, limits, and shortlisting rules were documented before screening.

Table 1: Concept-Based Search Strategy

Concept	Database	Search string used	Search limits	Initial shortlisting rule
Agentic AI / AI agents	ScienceDirect	"agentic AI" OR "AI agents" OR "LLM agents" OR "large language model agents" OR "autonomous agents" OR "multi-agent systems"	2022–2026; English; research articles, review articles, conference papers or relevant book chapters	Five most relevant or most cited records
	Emerald Insight	"agentic AI" OR "AI agents" OR "LLM agents" OR "large language model agents" OR "autonomous agents" OR "multi-agent systems"	2022–2026; English; articles, review articles, early cite articles or relevant book chapters	Five most relevant or most cited records
AI and innovation management	ScienceDirect	("artificial intelligence" OR "generative AI" OR "AI agents") AND ("innovation management" OR "innovation capability" OR "organizational innovation" OR "product innovation" OR "process innovation")	2022–2026; English; research articles, review articles, conference papers or relevant book chapters	Five most relevant or most cited records
	Emerald Insight	("artificial intelligence" OR "generative AI" OR "AI agents") AND ("innovation management" OR "innovation capability" OR "organizational innovation" OR "product innovation" OR "process innovation")	2022–2026; English; articles, review articles, early cite articles or relevant book chapters	Five most relevant or most cited records
Change management and AI readiness	ScienceDirect	("AI readiness" OR "AI adoption" OR "artificial intelligence adoption") AND ("change management" OR "organizational readiness" OR "employee resistance" OR "trust" OR "leadership")	2022–2026; English; research articles, review articles, conference papers or relevant book chapters	Five most relevant or most cited records
	Emerald Insight	("AI readiness" OR "AI adoption" OR "artificial intelligence adoption") AND ("change management" OR "organizational readiness" OR "employee resistance" OR "trust" OR "leadership")	2022–2026; English; articles, review articles, early cite articles or relevant book chapters	Five most relevant or most cited records
Digital transformation / technology-enabled transformation	ScienceDirect	("digital transformation" OR "technology-enabled transformation" OR "AI-enabled transformation") AND ("artificial intelligence" OR "organizational change" OR "business transformation" OR "organizational transformation")	2022–2026; English; research articles, review articles, conference papers or relevant book chapters	Five most relevant or most cited records
	Emerald Insight	("digital transformation" OR "technology-enabled transformation" OR "AI-enabled transformation") AND ("artificial intelligence" OR "organizational change" OR "business transformation" OR "organizational transformation")	2022–2026; English; articles, review articles, early cite articles or relevant book chapters	Five most relevant or most cited records
Responsible AI governance	ScienceDirect	("responsible AI governance" OR "AI governance" OR "AI accountability" OR "human oversight" OR "AI ethics") AND ("generative AI" OR "agentic AI" OR "AI agents" OR "large language model")	2022–2026; English; research articles, review articles, conference papers or relevant book chapters	Five most relevant or most cited records
	Emerald Insight	("responsible AI governance" OR "AI governance" OR "AI accountability" OR "human oversight" OR "AI ethics") AND ("generative AI" OR "agentic AI" OR "AI agents" OR "large language model")	2022–2026; English; articles, review articles, early cite articles or relevant book chapters	Five most relevant or most cited records

Inclusion and Exclusion Criteria

The inclusion criteria were used to ensure that the literature included in this paper directly contributed to the objectives of the paper. Sources published between 2022 and 2026 were included if they were written in English and addressed at least two of the five search concepts. However, this time boundary applied mainly to the reviewed AI, Agentic AI, innovation, digital transformation, readiness, and governance literature, while broader management, change-management, and socio-technical concepts were drawn upon holistically to frame the conceptual analysis. Sources were also incorporated when they contributed to defining Agentic AI, explicating innovation in the realm of AI, discussing AI adoption and readiness, discussing digital transformation, or discussing responsible AI governance. This was in line with Kraus et al. (2022) on the importance of having a clear scope and not losing focus through the accumulation of sources in review-based papers. Sources that were published prior to 2022, did not show a clear connection to the paper's organizational focus, or discussed the applications of AI only as a purely technical aspect, without being related to AI's implementation in innovation, change management, transformation, or governance, were not included. Opinion articles without supporting materials, promotional pieces, and duplicate records were also excluded. This was needed because the paper was not intended to be a literature review on all AI literature, but one that would find the literature most relevant to Agentic AI-enabled innovation and change in the organization.

Screening and Selection Procedure

Five sources were manually shortlisted for each concept from ScienceDirect and Emerald Insight, based on relevance and suitability, with consideration of the influence of citations given where available. Citation count was used but not applied mechanically, as sometimes recent documents could have conceptual importance and would not be well cited. Relevance to the objectives of the paper was thus used as the last selection criterion. Shortlisting was done using title, author name(s), year of publication, DOI, and journal/source title, and then duplicate records were removed. Titles and abstracts were evaluated for the remaining records, followed by full-text evaluation when available. Sources were held when dealing with the relationship between Agentic AI capabilities, innovation processes, change-management implications, governance controls, as well as technology-driven transformation.

Analytical and Critical Synthesis Procedure

Conceptual and thematic synthesis was used to analyze the selected literature. The emerging concepts were clustered into themes: Agentic AI capabilities, mechanisms for innovation, enablers and conditions of readiness in the context of change management, human-AI collaboration, governance risks, and transformation outcomes. A thematic coding matrix was used to cluster literature excerpts into structural tensions, including speed versus quality, autonomy versus accountability, technological capability versus organizational readiness, and efficiency versus responsible oversight. To make the development of review studies more useful, Paul et al. (2024) suggested moving beyond listing studies and developing an organizing framework, which guided the analytical procedure conducted in this paper. The synthesis was deliberately carried out critically. Technical AI documentation was reviewed to gain insight into what the literature provided regarding AI autonomy, AI planning, AI tools, and multi-agent coordination, but also to consider whether it ignored organizational readiness and accountability. Based on literature in the

field of innovation management, two opposing positions were introduced to explain the potential of AI in facilitating experimentation, ideation, and knowledge recombination, and to consider the adverse effect of an assumption that faster AI-supported activity necessarily leads to better innovation. These overly optimistic accounts of Agentic AI were then challenged using trust, resistance, role redesign, human oversight, and accountability aspects of change management and governance literature.

Framework Development Procedure

The conceptual framework was created from the themes identified in the review. Agentic AI capabilities were derived from AI-agent literature, innovation mechanisms were derived from AI-enabled innovation literature, change-management enablers were derived from AI-readiness and adoption literature, and governance controls were derived from responsible AI literature. The results of these were then conceptualized in this paper as transformation outcomes, which were the product of the interaction among the above. Luft et al. (2022) explain that a conceptual framework is useful when it describes the relationships among concepts, so this was done when developing the proposed conceptual framework. It was consequently not considered an independent empirical discovery. On the contrary, it was designed as a synthesis of the literature reviewed to demonstrate that technology-enabled transformation will only be possible if it is mediated by the four aspects of Agentic AI, namely innovation discipline, organizational readiness, human-AI collaboration, and responsible governance.

RESULTS AND DISCUSSION

Results of the Source Identification Process

The source identification process was organized around the five concepts that guided the methodology. For each concept, searches were conducted in ScienceDirect and Emerald Insight using the search strings and limits described in the Methodology. The five most relevant from each database were shortlisted as shown in Table 2 below, after which sources were screened for relevance to Agentic AI, innovation management, change management, digital transformation and responsible AI governance.

Table 2: Concept-Based Search Results and Selected Sources

Concept searched	ScienceDirect sources selected based on relevance and suitability	Emerald Insight sources selected based on relevance and suitability
Agentic AI / AI agents	1. Sapkota et al. (2026), <i>AI Agents vs. Agentic AI: A Conceptual Taxonomy, Applications and Challenges</i> 2. Hosseini and Seilani (2025), <i>The Role of Agentic AI in Shaping a Smart Future</i> 3. Nisa et al. (2026), <i>Agentic AI: The Age of Reasoning – A Review</i> 4. Khapre (2026), <i>Agentic AI Systems: A Systematic Survey of Multi-Agent Systems</i> 5. Lee and Su (2025), <i>Agentic AI for Smart Manufacturing</i>	1. Cranney et al. (2025), <i>Human and Technological Actors Shaping Digital Transformation Capability</i> 2. Georganta and Ulfert (2024), <i>My Colleague Is an AI!</i> 3. Lexman et al. (2026), <i>AI Guardrails in Business and Education</i> 4. Böhm and Durst (2025), <i>The Transformative Impact of Generative AI on Knowledge Management Processes</i> 5. Oxford Analytica (2025), <i>AI Firms Seek Growth Beyond Scaling Tech</i>
AI and innovation management	1. Mariani and Dwivedi (2024), <i>Generative Artificial Intelligence in Innovation Management</i> 2. Corvello (2025), <i>Generative AI and the Future of Innovation Management</i> 3. Roberts and Candi (2024), <i>Artificial Intelligence and Innovation Management</i> 4. Raina et al. (2026), <i>Artificial Intelligence-Driven Management</i> 5. Drydakakis (2026), <i>Artificial Intelligence Capital and Business Innovation</i>	1. Jobstreibizer et al. (2025), <i>The Impact of Artificial Intelligence on Business Models</i> 2. Cannavale et al. (2025), <i>Digitalisation and Artificial Intelligence Development</i> 3. Nakash and Bolisani (2025), <i>The Transformative Impact of AI on Knowledge Management Processes</i> 4. Nevi et al. (2025), <i>Adoption of AI by Micro and Small Health Enterprises</i> 5. Jones (2025), <i>Navigating the Privacy Paradox in a Digital Age</i>
Change management and AI readiness	1. Hradecky et al. (2022), <i>Organizational Readiness to Adopt Artificial Intelligence</i> 2. Ali and Khan (2025), <i>Factors Influencing Readiness for Artificial Intelligence</i> 3. Peretz-Andersson et al. (2024), <i>Artificial Intelligence Implementation in Manufacturing SMEs</i> 4. Lada et al. (2023), <i>Determining Factors Related to AI Adoption</i> 5. Akbarighatar et al. (2023), <i>A Sociotechnical Perspective for Responsible AI Maturity</i>	1. Romeo and Lacko (2026), <i>Adoption and Integration of AI in Organizations</i> 2. Hina et al. (2025), <i>Enablers and Inhibitors of AI Assimilation in Hiring</i> 3. Bindra et al. (2025), <i>Human Resource Management Transformation</i> 4. Tenakwah and Amankwaa (2025), <i>Lessons from Recent Labour Disputes in Australia</i> 5. Rahman and Singh (2025), <i>Generative AI: Opportunities, Challenges and Future Avenues for Organizational Learning</i>
Digital transformation / technology-enabled transformation	1. Li et al. (2025), <i>Digital Transformation and Organizational Resilience</i> 2. Zhan and Li (2024), <i>Has Digital Transformation Enhanced the Resilience of Manufacturing Enterprises?</i> 3. Cao et al. (2025), <i>Organizational Culture, Digital Transformation and Product Innovation</i> 4. Peretz-Andersson et al. (2024), <i>Artificial Intelligence Implementation in Manufacturing SMEs</i> 5. Hanif et al. (2025), <i>Harnessing Technological Innovation and Digital Capabilities</i>	1. Cranney et al. (2025), <i>Human and Technological Actors Shaping Digital Transformation Capability</i> 2. Kringelum et al. (2025), <i>Digital Transformation: Strategy Comes First to Lay the Groundwork</i> 3. Adam et al. (2025), <i>The Effects of Digital Transformation</i> 4. Zhang (2024), <i>Corporate Digital Transformation and Rank-and-File Employees</i> 5. Wu et al. (2025), <i>Executives' Paradoxical Leadership and Digital Transformation</i>
Responsible AI governance	1. Papagiannidis et al. (2025), <i>Responsible Artificial Intelligence Governance</i> 2. Dhaigude and Kamath (2025), <i>Mapping Responsible Artificial Intelligence in Business and Management</i> 3. Engin (2026), <i>Human-AI Governance</i> 4. Jonnala et al. (2025), <i>EU AI Act and the Generative AI Risk Landscape</i> 5. Akbarighatar et al. (2023), <i>A Sociotechnical Perspective for Responsible AI Maturity</i>	1. Gering et al. (2025), <i>Strategic Organizational Responses to Generative AI-Driven Change</i> 2. Lexman et al. (2026), <i>AI Guardrails in Business and Education</i> 3. Jones (2025), <i>Navigating the Privacy Paradox in a Digital Age</i> 4. Sýkorová and Černý (2024), <i>Incorporating Artificial Intelligence into Recruitment</i> 5. Mariyono and Nur Alif Hd (2025), <i>AI's Role in Transforming Learning Environments</i>

The search results showed that ScienceDirect was stronger for technical and conceptual sources on Agentic AI, AI readiness, innovation management and responsible AI governance, while Emerald Insight was stronger for organizational, managerial and change-related sources. Sapkota et al. (2026), Hosseini and Seilani (2025), and Nisa et al. (2026) provided direct support for defining Agentic AI and distinguishing it from related concepts such as AI agents and generative AI. Mariani and Dwivedi (2024), Corvello (2025), and Roberts and Candi (2024) provided the strongest support for the innovation-management theme because they directly addressed AI, generative AI and innovation processes.

The results also showed that the selected sources were conceptually complementary. Hradecky et al. (2022) and Ali and Khan (2025) supported the AI-readiness argument. Romeo and Lacko (2026) and Hina et al. (2025) supported the change-management and organizational-adoption discussion. Papagiannidis et al. (2025) and Dhaigude and Kamath (2025) strengthened the governance discussion. They showed that responsible AI requires more than ethical principles, as it also depends on organizational structures, controls and implementation mechanisms.

Agentic AI as an Organizational Transformation Capability

The review revealed that, instead of being treated as a technical development, Agentic AI should be considered an organizational transformation capability. Some properties have been used to distinguish Agentic AI from AI agents. Sapkota et al. (2026) categorized autonomy, goal orientation, planning, and action as properties for differentiating Agentic AI and AI agents, while Hosseini and Seilani (2025) categorized autonomy, learning, reactivity, and decision support as properties of Agentic AI. Lee and Su (2025) also positioned Agentic AI within smart manufacturing, which further suggests that its relevance lies in operational coordination and technology-enabled work processes. This signaled the shift from the creation of outputs to Agentic AI's relevance in being a part of work processes. One other factor mentioned in the review is that Agentic AI is not something to be taken on blindly. Technical reasoning was a part of a path to reasoning and action in the organization in Nisa et al. (2026); however, technical reasoning is not directly related to organizational reliability. Oxford Analytica (2025) similarly indicated that AI firms seek growth beyond scaling technology, reinforcing the point that technical expansion alone is not enough. This is important because organizations may perceive agentic capability in AI systems as the ability to operate with minimal human supervision, but as the literature showed, there is still a need for evaluation, monitoring, and handling of the AI systems. Thus, it is essentially a socio-technical ability that is dependent on organizational design.

Other studies supported this view by focusing on the human-technological actor interaction. Cranney et al. (2025) suggested considering digital transformation capability as an interactive force between human and technological actors, while Georganta and Ulfert (2024) found that trust is not equal when interacting with an AI teammate as compared with a human teammate. These findings suggested that implementing Agentic AI would not depend only on the ability of the system to perform the task. It should also consider the acceptance and understanding of employees regarding such systems, along with their ability to question system actions. Therefore, while Agentic AI can support change, if there is no clear definition of what is acceptable and what is not, Agentic AI can also disrupt normal operations. It can lead to increased responsiveness, better workflow management, and better coordination, but in terms of autonomy, it may create

uncertainty regarding responsibility, exception handling, and areas of decision-making. This means that Agentic AI is not necessarily transformative as-is, but must be applied in conjunction with human roles, process design, and governance controls to become transformative.

AI-Enabled Innovation: Potential and Limits

From the above-mentioned findings, it could be concluded that Agentic AI can be beneficial for supporting innovation management by strengthening idea generation, knowledge recombination, experimentation, and decision support. Mariani and Dwivedi (2024) contended that generative AI might transform the landscape of innovation management by aiding creativity and knowledge management, and Corvello (2025) outlined the future role of generative AI in the field of innovation from a human-centric view. Böhm and Durst (2025) also linked generative AI to the transformation of knowledge management processes, which supports the connection between AI capability and knowledge-based innovation. This meant that the generative capacity of the system alone is insufficient for AI-powered innovation; instead, it hinges on the way people assess and leverage AI-generated content. The innovation-management sources further revealed that AI could impact the business model and organizational value creation. Jobstreibizer et al. (2025) linked AI to the transformation of a business model, and Raina et al. (2026) linked AI-powered business management with innovation, knowledge creation, and sustainable business practices. Drydak (2026) also connected artificial intelligence capital with business innovation, while Cannavale et al. (2025) linked digitalization and artificial intelligence development to wider organizational and economic change. These results indicated that AI technology may potentially be used to increase business innovations by changing the way organizations create, deliver, and capture value.

The implications for the selection of AI tools in innovation highlighted in the review were, however, that while AI has the potential to increase the volume and pace of innovation activities, there is no guarantee that it will affect the outcomes of innovation. Roberts and Candi (2024) showed that while AI has transformed the way firms innovate, it was not a substitute for interpretation and organizational judgment that was related to innovation outcomes. Agents in AI can accelerate the ideation and experimentation process, but if critical evaluation processes are not implemented, they can create many weakly developed ideas or generic solutions. Therefore, the critical takeaway is that Agentic AI should be considered an innovation enabler, not a tool for innovation capability itself. These factors are: absorptive capacity of an organization, data quality, organizational judgment, domain knowledge, and alignment. Agentic AI's innovation value is therefore based on collaboration with humans and organizational discipline.

Change Management and AI Readiness

The review pointed out that there needs to be an AI-readiness base for adopting Agentic AI. Hradecky et al. (2022) suggested that technological, organizational, and environmental factors determine readiness for the introduction of AI into the organization. Ali and Khan (2025) also revealed five additional readiness factors: infrastructure, resources, data quality, management support, and organizational capability. Lada et al. (2023) also pointed out the conditions of AI uptake, and Nevi et al. (2025) showed the relevance of the conditions of adoption in micro and small health enterprises. From these conclusions, it could be noted that the successful adoption of Agentic AI does not only revolve around robust AI mechanisms; it is about thoughtful execution. Peretz-Andersson et al. (2024) further showed that artificial intelligence implementation in

manufacturing SMEs depends on how resources and implementation conditions are organized. The evidence also warned of potential pitfalls in the change-management dimension, such as the fact that if people-layer considerations are not taken into account, then AI use might not succeed. Integrating AI into human-AI collaboration presents several obstacles and considerations, and the possibility of building AI assimilation via enablers and inhibitors was highlighted by Romeo and Lacko (2026). This was significant because Agentic AI can increase employees' concerns more than traditional AI, contributing to concerns about process control, roles, and boundaries.

Consequently, this discussion goes against the grain when it comes to the belief that resistance to AI is only because of employee reluctance. Resistance may be warranted because of a lack of clarity about accountability, communication, and training and/or fear that an established role will be superseded. Bindra et al. (2025) connected AI with human resource management transformation, while Tenakwah and Amankwaa (2025) showed that labor disputes can reveal wider tensions around automation and work. The implementation of Agentic AI will be met with resistance if employees remain uncertain about its purpose in supporting, managing, or replacing parts of their jobs. This means the change-management process must be one of involvement, dialogue, reskilling, and redesigning roles. More specifically, job-redesign strategies should shift some employees from direct task execution toward supervisory exception handling, validation, escalation, and oversight within automated agentic pipelines. Dima et al. (2024) support this by showing that AI affects HR activities through task automation, augmentation of human capabilities, work-context redesign, and changes in employee, manager, and HR roles. Fügenger et al. (2025) also show that effective human-AI work design depends on allocating tasks between AI automation, human-AI augmentation, and human-only judgment, rather than assuming that automation or augmentation alone is sufficient. AI readiness is therefore both technical and social. Data, infrastructure, and system integration are important, but they are not sufficient. The transformative potential of Agentic AI and its ability to foster uncertainty are just as much about leadership, trust, training, communication, and employee involvement. Mariyono and Nur Alif Hd (2025) also emphasized AI's role in transforming learning environments, which supports the importance of learning and skills development in AI-enabled change.

Digital Transformation and Technology-Enabled Transformation

Agentic AI should not be considered an autonomous solution; it should be considered in the context of digital transformation, the review discovered. Li et al. (2025) formed a relationship between the concepts of digital transformation and organizational resilience, while Zhan and Li (2024) described the linkage between digital transformation and manufacturing enterprise resilience. In a similar vein, Adam et al. (2025) examined the implications of the impact of the technology digital transformation and emphasized that it should not be restricted to just the technology perspective, but is also impacting organizations. The link between technological innovation and technological capabilities with resilience additionally reinforces this idea of resilience as a capability-building, not just a technology adoption, process. Hanif et al. (2025) argued that resilience cannot just be about technology but must involve capability building as well. The sources indicated that although using digital transformation can be beneficial to augment the adaptability of the organization, such use should be done in the context of organizational capability. The strategic perspective of transformation was a feature of the literature. Notably, digital transformation, as Kringelum et al. (2025) note, must be tackled strategically, and human and technological actors mutually shape

each other, as Cranney et al. (2025) identify. Further, Wu et al. (2025) also found a relationship between executives' paradoxical leadership and digital transformation, further strengthening the leadership aspect of technology-enabled transformation. These sources were significant because they questioned technology-driven transformation logic. Adopting Agentic AI for the sake of novelty is not the goal; it should be about transformation. In addition, employee participation and organizational culture were identified as influencing factors in the outcomes of transformation in the review.

Cao et al. (2025) connected the three areas of organizational culture, digital transformation, and product innovation, and Cranney et al. (2025) spoke to employee mindsets and organizational tensions. Zhang (2024) also connected corporate digital transformation with rank-and-file employees, which supports the importance of employee-level implications in transformation. This indicated that it is not possible to only impose Agentic AI-enabled transformation via AI technology implementation. It needs cultural buy-in, involvement of employees, and a willingness to review and redesign routines. Agentic AI has the potential to accelerate digital transformation, but this also means that digital transformation requires more discipline. Where no strategy, governance, or readiness exists, organizations implementing agentic systems may be seen to undergo technological activity instead of transformation. Thus, AI transformation with emphasis on Agentic AI can only be assessed on the basis of improved capability to innovate, altered work processes, better quality of decisions, and responsible governance; not simply whether it is deployed or not.

Responsible AI Governance and Human Oversight

One of the most prominent overarching themes of the review was responsible governance of AI. In this context, Papagiannidis et al. (2025) created a framework for responsible AI governance that consists of organizational accountability, governance structures, and risk management. Dhaigude and Kamath (2025) also indicated that the literature regarding responsible AI in the business and management fields is underdeveloped and lacks specific information on the operationalization of responsible AI. Akbarighatar et al. (2023) similarly presented responsible AI maturity from a sociotechnical perspective, which supports the need to connect governance with organizational implementation. This led these studies to conclude that governance cannot be left until after AI deployment, as a bolt-on solution. Governance was particularly significant in the case of Agentic AI, as this might occur within organizational procedures. Other studies, such as Engin (2026), highlighted human-AI governance via trust and utility, and Rahman and Singh (2025) mentioned the need for AI guardrails in organizational settings. Jonnala et al. (2025) also discussed the generative AI risk landscape in relation to the EU AI Act, which reinforces the regulatory relevance of governance controls. These arguments implied that organizations need to make this determination to say where AI can act, where decisions need to be returned to humans, and when and how they should be escalated.

The review additionally revealed that responsibility is more difficult when AI systems seem to be independent and autonomous. Human oversight, therefore, needs to be crafted as something done in practice, not as a gesture of symbolic consent. This includes approval points, audit trails, intervention rights, escalation processes, transparency requirements, and limits on autonomous actions. Human oversight should therefore operate as active, milestone-gated intervention rather

than passive consent, with human reviewers empowered to pause, redirect, approve, or override agentic actions at defined decision points. This aligns with Engin (2026), who emphasizes human-AI governance through trust, utility, and decision authority, and Papagiannidis et al. (2025), who frame responsible AI governance around accountability, governance structures, and risk management. Sýkorová and Černý (2024) also discussed the incorporation of artificial intelligence into recruitment, showing why oversight and ethical safeguards are important in people-related decisions. The critical discussion is the following: Agentic AI generates a governance paradox. Autonomy, efficiency, speed, and reduced manual effort are the reasons why organizations choose Agentic AI, but monitoring, controls, and human intervention are necessary to use it responsibly. Jones (2025) also linked digital innovation with privacy responsibility, while Gering et al. (2025) showed that organizations need strategic responses to generative AI-driven change. The central question is not whether to remove autonomy but whether to account for autonomy. Responsible transformation thus comes down to managing Agentic AI without surrendering it to either out-of-control automation or overly controlled technology that does not create value.

Integrated Discussion

The overall conclusion of the literature review was that Agentic AI has the potential to serve as an enabler of innovation and change management, yet requires specific types of organizational contexts. Technical literature reviewed revealed that Agentic AI has the capacity to reason, plan, use tools, and coordinate tasks. While sifting through the literature on innovation, the review found that AI can help with ideation, experimentation, knowledge creation, and creating business model changes. The literature on change management revealed that readiness, trust, leadership, and employee involvement influence adoption. There was evidence that the governance literature on responsible AI-enabled transformation indicates that there must be accountability, human oversight, and operational controls.

A key critical point to also note is that transformation is not the direct output of Agentic AI. Rather, its impact is mediated by four organizational conditions, which include innovation discipline, AI readiness, human-AI collaboration, and responsible governance. Without them, Agentic AI may yield faster activity without meaningful innovation, more automation without effective change management, and more autonomy without accountability. That is, the conceptual framework proposed does not imply direct links between Agentic AI features and change results. Instead, the framework should reveal that Agentic AI capabilities and their effect on innovation mechanisms and change processes take place via mediating conditions, like leadership, trust, skills, role redesign, governance controls, and human oversight. These can then be seen as outcomes of transformation, and not as foregone conclusions resulting from technology adoption.

Proposed Conceptual Framework for Agentic AI-Enabled Innovation and Change Management

Based on the findings in Table 2, the proposed framework assumes AI-enabled transformation as a conditional socio-technical process, as shown in Figure 1, rather than a direct technological impact. Although they may appear similar, Sapkota et al. (2026) and Hosseini and Seilani (2025) show that Agentic AI's features, like autonomy, reasoning, planning, memory, tool usage, and multi-agent interaction, make it distinct and can impact organizations differently than previous automation and generative AI tools. However, these capabilities do not simply mean innovation or

change; they rely on what organizations do in their strategies, what stage of digital maturity they have reached, their culture, data infrastructure, and data governance.

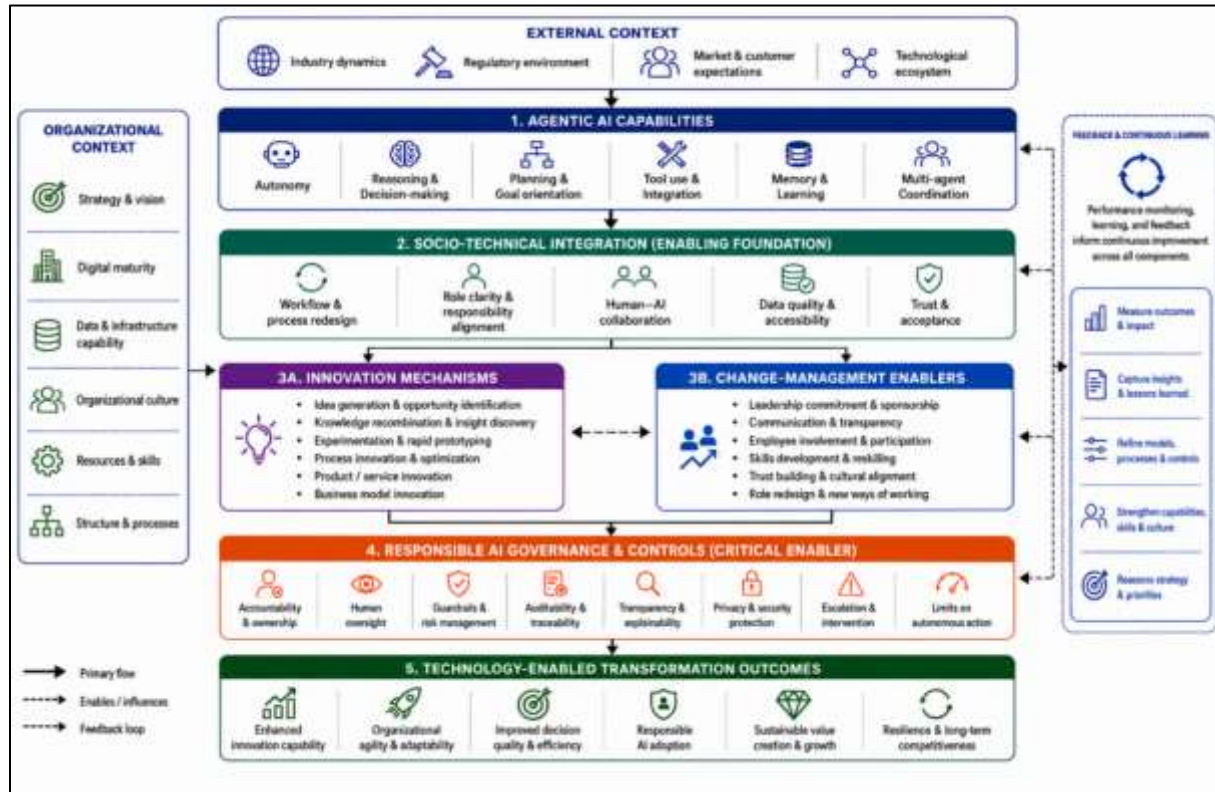


Figure 1: Proposed Socio-Technical Framework for Agentic AI-enabled Innovation and Change Management

The framework in Figure 1 lies at the intersection of socio-technical integration of Agentic AI capabilities and organizational outcomes. Cranney et al. (2025) reveal that digital transformation is a product of human and technological actor interaction, and Georganta (2024) reveals that trust is different when employees deal with AI teammates as opposed to human teammates. That is, the adoption of Agentic AI needs to be enabled through rethinking workflows, defining its role, ensuring data reliability, and encouraging synergy between people and agents, while avoiding clumsy and inefficient insertion into existing workflows.

The framework then divides into two areas: innovation mechanisms and change-management enablers. While supporting the ideation process, experimentation, knowledge recombination, process innovation, or even business model innovation, more is not necessarily better when it comes to innovation, as shown by Mariani and Dwivedi (2024) and Corvello (2025). Readiness, leadership, communication, employee engagement, trust, skills development, and role redesign are all fundamental pillars of readiness for adoption, as shown by Hradecky et al. (2022), Ali and Khan (2025), and Romeo and Lacko (2026). This suggests that innovation and change management should work together if Agentic AI is to enable meaningful transformation.

As a key control in the determination of transformation outputs, responsible AI governance has a significant role. In fact, it is a balancing act between autonomy and accountability in the case of Agentic AI. Organizations could implement Agentic AI to speed up their workflows and cut down on manual time, yet there should also be guardrails, audit trails, escalation procedures, and redundancy, as well as human oversight and limits to autonomous decision-making. In this sense, the framework is not about a technology-centric view of Agentic AI, but serves as a reminder that it is the intersection of technology, preparedness, an innovation mindset, adoption, and responsible management practices that unlock the potential of Agentic AI for innovation and transformation.

The overall outcomes of technology-based transformation seem not to be automatic with Agentic AI being deployed, as the framework also includes Responsible usage of AI, Decision quality, Innovation capability, Agility and Resilience. Agentic AI can revolutionize organizations by enhancing efficiency, enabling new and emerging services, and helping upskill workers while mitigating the risks of work displacement if effectively utilized.

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Summary

This paper explored the potential of Agentic AI for innovation and technology-supported change management in organizations undergoing change using technology. The concepts that guided the conceptual review were interconnected with Agentic AI/AI agents, AI and innovation management, change management and AI readiness, digital transformation/technology enabled transformation and responsible AI governance. Through selected papers downloaded from ScienceDirect and Emerald Insight, the papers represented the current debate and created a conceptual framework that maps out the capabilities of Agentic AI and the outcomes that could result from the organization's transformation based on those capabilities.

The review identified that Agentic AI shares some characteristics with traditional automation and generative AI but was distinguished by unique capabilities, such as its autonomous capabilities, reasoning capabilities, planning capabilities, abilities to use tools, memory and the ability to coordinate between multiple agents. But further analysis revealed that the capabilities do not automatically translate into innovation and successful transformation. Agentic AI works best in the context of appropriate business objectives, with data readiness, in-workflow, and with accountability structures and supervision.

Additionally, the paper revealed that Agentic AI can enrich five key processes in innovation management: ideation, knowledge recombination, experimentation, process redesign, and business model innovation. The review, however, also suggested that a constant stream of ideas and the autonomy to implement them do not necessarily mean innovation. Innovation value does not depend only on the ability to identify and execute AI suggestions; it is about the human element, validation procedures, organizational learning, strategic positioning, and the ability to convert AI insights into viable actions.

In the change-management discussion, it was explained that the adoption of Agentic AI relies on the organization's readiness. The conditions for effective adoption were identified as infrastructure, data quality, leadership, employee skills, trust, role clarity, and communication. The review also illustrated that resisting technology does not necessarily stem from irrational behavior, but can be

based on legitimate employee concerns. With Agentic AI, resistance might stem from genuine fears about roles, decision-making authority, accountability, monitoring, and ceding control to AI.

Finally, the paper concluded that responsible AI governance is one of the enablers of Agentic AI-powered transformation. The fact that Agentic AI tools can interact with organizational procedures makes guardrails, audit trails, escalation protocols, transparency, privacy safeguards, and limits on autonomous action as important as ever. The proposed model shows governance as a control layer between the processes of innovation and change and the impact of transformation.

Conclusion

The paper concludes that, while Agentic AI is a promising enabler of innovation and change management, it is not only a technological solution but rather a change-management capability. Its value is not just that of technical autonomy, but also in the way organizations plan, incorporate, manage, and govern that autonomy. This does not mean that Agentic AI is a transformative tool to be understood as a direct path to transformation; rather, it is a capability that can be leveraged when organizations are ready, human-AI collaboration plays a pivotal role, and innovation discipline and responsible governance are key.

The central thesis is that transformation enabled by Agentic AI is conditional. Companies that simply rush into Agentic AI without proper preparation, role clarity, employee trust, accountability measures, and control mechanisms could end up with more automation than innovation, higher speed yet no better data-driven decisions, and higher technological activity with no responsible change. Organizations that integrate Agentic AI into strategy, workflow redesign, employee participation, and governance mechanisms are more likely to reap the rewards of enhanced innovation capability, agility, decision quality, resilience, and sustainable value creation.

The conceptual framework created in this paper makes a contribution by bringing together five areas generally discussed separately: Agentic AI capabilities, innovation mechanisms, change-management enablers, governance controls, and transformation outcomes. The integrated perspective is key, as it can help demonstrate that innovation and change-management outcomes rely on the interplay of technology, people, processes, and governance, thereby challenging technology-determinist approaches to Agentic AI.

Recommendations

Recommendations for Policy

Regulatory bodies and AI policymakers should give more precise guidance on how AI can be used in an organized way, particularly in situations in which an AI system is given sufficient autonomy to make decisions, execute workflows, or interact with customers. The literature reviewed demonstrated that Agentic AI poses risks beyond typical automation, including threats that originate from reasoning, planning, using tools, and coordinating actions. Therefore, policy should shift from general AI ethics statements and become more practical with regard to accountability, human oversight, auditability, data protection, transparency, and restrictions/limits on autonomous action.

Industry sector-specific AI governance standards should also be crafted for sectors where the impacts of Agentic AI could affect safety, privacy, employment, or financial decisions and public

trust. Existing discussions on AI governance were found to be scattered, especially regarding the operationalization of responsible AI principles in organizations, as the review revealed. Policy should thus stipulate that organizations have records of how Agentic AI is monitored and supervised, under which conditions a human approves decision-making, how mistakes are escalated, and who is responsible if mistakes by Agentic AI are harmful.

However, policy should promote responsible innovation without unduly limiting the use of AI. Given that Agentic AI can support innovation, productivity, and digital transformation, regulation should create a balanced environment for experimentation without compromising the safety of workers, customers, and stakeholders. Controlled testing environments, sectoral guidance, impact assessments, and minimum governance requirements for high-risk Agentic AI applications can all support this purpose.

Recommendations for Practice

Agentic AI should be seen as a transformation journey for the organization and not as a technological implementation project. The review revealed that Agentic AI is capable of fostering innovation, experimentation, knowledge recombination, and process redesign, but this is contingent upon organizational readiness, leadership support, data quality, employee trust, and responsible governance. Therefore, the first step for managers is to start with the purpose of Agentic AI adoption and connect it with clearly defined innovation goals, change-management goals, or a transformation process.

Prior to implementing Agentic AI at scale, organizations should identify key risks through AI-readiness assessments. These evaluations should be carried out with respect to digital infrastructure, data quality, integration, employee skills, management commitment, organizational culture, governance maturity, and role clarity. This is crucial because the literature found that if an organization is only concerned with the technical aspect of AI but ignores the social and managerial/organizational conditions, it will fail in implementing AI.

Organizations should also include employees in the workflow redesign touched by Agentic AI. The literature focused on the aspects that employee resistance cannot be perceived as irrational opposition to the technology because it might result from concern regarding accountability, job roles, monitoring, autonomy, and trust. Organizations should also ensure that any communication makes it clear how Agentic AI will be used, what decisions it will be making, when humans will still be required, and how employees can question or override Agentic AI outputs.

Prior to scaling up Agentic AI, organizations should implement controls for operations. These must include human oversight, approval thresholds, auditing, escalation procedures, privacy protection, risk monitoring, and limits on autonomous action. Governance needs to become a part of daily tasks and not a compliance document. This could assist organizations in navigating the rapid pace and autonomy of Agentic AI in a way that ensures accountability and responsible usage.

Recommendations for Future Research

Studies need to test the conceptual framework presented in this paper empirically in the future. Conceptual connections were identified between Agentic capabilities of AI, innovation mechanisms, change-management enablers, governance controls, and change-management outcomes, although many of the existing studies are conceptual, technical, or early-stage. Future

studies should then be conducted to investigate whether these relationships exist in real organizations using surveys, interviews, mixed methods, and case studies. In addition, more research is required related to the experience of humans and human-AI cooperation in Agentic AI-equipped workplaces. Here, the literature has spoken of trust, readiness, and resistance, but there are still some aspects that do not sufficiently explain how AI agents that can plan, act, or coordinate work are experienced by employees. Future research should explore the impact of Agentic AI on job design, employee perceptions of fairness, trust, skills development, and employee autonomy.

It is also necessary to carry out studies on a sectoral level. While there is substantial recent discussion about the adoption and governance of AI, Agentic AI may have some additional ramifications in healthcare, finance, education, logistics, retail, manufacturing, and public administration. There is a need for future research to compare sectors and identify where the innovation value is likely to be greatest with Agentic AI, where there is likely to be the highest exposure to governance risks, and whether human oversight should be maintained. Lastly, future research is needed to look into how responsible AI governance can be made operational in practice. Although responsible AI principles, including accountability, transparency, human oversight, and guardrails, have become the de facto standard for discussion of AI, the literature revealed limited understanding of how these principles are integrated in organizations' daily operations. Future research should then explore ways to implement these governance parameters, such as audit trails, approval processes, escalation protocols, AI risk committees, and performance monitoring for Agentic AI systems.

REFERENCES

- Adam, I. O., Alhassan, M. D., Shaibu, A., Abdul Mumin, M., & Abdulai, I. (2025). The effects of digital transformation on inequality: Does the mediating effects of digital inclusion and ICT regulatory environment matter? *Journal of Innovative Digital Transformation*, 2(2), 156–175. <https://doi.org/10.1108/JIDT-04-2024-0007>
- Akbarighatar, P., Pappas, I., & Vassilakopoulou, P. (2023). A sociotechnical perspective for responsible AI maturity models: Findings from a mixed-method literature review. *International Journal of Information Management Data Insights*, 3(2), 100193. <https://doi.org/10.1016/j.jjime.2023.100193>
- Ali, W., & Khan, A. Z. (2025). Factors influencing readiness for artificial intelligence: A systematic literature review. *Data Science and Management*, 8(2), 224–236. <https://doi.org/10.1016/j.dsm.2024.09.005>
- Anomah, S. (2025). Assessing the institutional readiness and capacity for AI adoption in public audit institutions in developing countries: Evidence from Ghana. *Telematics and Informatics Reports*, 20, 100260. <https://doi.org/10.1016/j.teler.2025.100260>
- Bindra, S., Bhattacharya, S., & Bhattacharya, S. (2025). Traditional to digital: Human resource management transformation. *Journal of Work-Applied Management*, 1–17. <https://doi.org/10.1108/JWAM-02-2025-0019>
- Böhm, K., & Durst, S. (2025). Knowledge management in the age of generative artificial intelligence: From SECI to GRAI. *VINE Journal of Information and Knowledge Management Systems*, 56(1), 106–121. <https://doi.org/10.1108/VJIKMS-10-2024-0357>
- Cannavale, C., Claudio, L., & Koroleva, D. (2025). Digitalization and artificial intelligence development: A cross-country analysis. *European Journal of Innovation Management*, 28(11), 112–130. <https://doi.org/10.1108/EJIM-07-2024-0828>
- Cao, G., Duan, Y., & Edwards, J. S. (2025). Organizational culture, digital transformation, and product innovation. *Information & Management*, 62(4), 104135. <https://doi.org/10.1016/j.im.2025.104135>
- Cavalcante, M., Varajão, J., & Rodrigues, L. (2025). Digital transformation initiatives: Motivations, objectives, and strategies. *Telematics and Informatics Reports*, 19, 100246. <https://doi.org/10.1016/j.teler.2025.100246>
- Chan, A., Salganik, R., Markelius, A., Pang, C., Rajkumar, N., Krasheninnikov, D., Langosco, L., He, Z., Duan, Y., Carroll, M., Lin, M., Mayhew, A., Collins, K., Molamohammadi, M., Burden, J., Zhao, W., Rismani, S., Voudouris, K., Bhatt, U., ... Maharaj, T. (2023). Harms from increasingly agentic algorithmic systems. In *Proceedings of the 2023 ACM Conference on Fairness, Accountability, and Transparency* (pp. 651–666). Association for Computing Machinery. <https://doi.org/10.1145/3593013.3594033>
- Chui, M., Hazan, E., Roberts, R., Singla, A., Smaje, K., Sukharevsky, A., Yee, L., & Zimmel, R. (2023). *The economic potential of generative AI: The next productivity frontier*. McKinsey & Company. <https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-economic-potential-of-generative-ai-the-next-productivity-frontier>

- Corvello, V. (2025). Generative AI and the future of innovation management: A human-centered perspective and an agenda for future research. *Journal of Open Innovation: Technology, Market, and Complexity*, 11(1), 100456. <https://doi.org/10.1016/j.joitmc.2024.100456>
- Cranney, S., de Villiers Scheepers, M. J., & Mulcahy, R. (2025). Human and technological actors shaping digital transformation capability: An integrative review. *Management Decision*, 63(13), 210–243. <https://doi.org/10.1108/MD-07-2024-1588>
- Dhaigude, A. S., & Kamath, G. B. (2025). Mapping responsible artificial intelligence in business and management: Trends, influence, and emerging research directions. *Journal of Open Innovation: Technology, Market, and Complexity*, 11(4), 100640. <https://doi.org/10.1016/j.joitmc.2025.100640>
- Dima, J., Gilbert, M.-H., Dextras-Gauthier, J., & Giraud, L. (2024). The effects of artificial intelligence on human resource activities and the roles of the human resource triad: Opportunities and challenges. *Frontiers in Psychology*, 15, 1360401. <https://doi.org/10.3389/fpsyg.2024.1360401>
- Drydakakis, N. (2026). Artificial intelligence capital and business innovation. *Journal of Strategy & Innovation*, 37(1), 200570. <https://doi.org/10.1016/j.jsinno.2026.200570>
- Engin, Z. (2026). Human-AI governance (HAIG): A trust-utility approach. *Journal of Responsible Technology*, 26, 100167. <https://doi.org/10.1016/j.jrt.2026.100167>
- Fügener, A., Walzner, D. D., & Gupta, A. (2025). Roles of artificial intelligence in collaboration with humans: Automation, augmentation, and the future of work. *Management Science*, 72(1), 538–557. <https://doi.org/10.1287/mnsc.2024.05684>
- Gao, Y., Liu, S., & Yang, L. (2025). Artificial intelligence and innovation capability: A dynamic capabilities perspective. *International Review of Economics & Finance*, 98, 103923. <https://doi.org/10.1016/j.iref.2025.103923>
- Georganta, E., & Ulfert, A. S. (2024). My colleague is an AI! Trust differences between AI and human teammates. *Team Performance Management: An International Journal*, 30(1/2), 23–37. <https://doi.org/10.1108/TPM-07-2023-0053>
- Gering, Z., Feher, K., Harmat, V., & Tamassy, R. (2025). Strategic organizational responses to generative AI-driven digital transformation in leading higher education institutions. *International Journal of Organizational Analysis*, 33(12), 132–152. <https://doi.org/10.1108/IJOA-09-2024-4850>
- Guo, T., Chen, X., Wang, Y., Chang, R., Pei, S., Chawla, N. V., Wiest, O., & Zhang, X. (2024). Large language model-based multi-agents: A survey of progress and challenges. In *Proceedings of the Thirty-Third International Joint Conference on Artificial Intelligence* (pp. 8048–8057). International Joint Conferences on Artificial Intelligence Organization. <https://doi.org/10.24963/ijcai.2024/890>
- Hanif, R., Pierotti, M., & Khalique, M. (2025). Harnessing technological innovation and digital capabilities for resilience in developing economies. *Sustainable Technology and Entrepreneurship*, 4(3), 100124. <https://doi.org/10.1016/j.stae.2025.100124>

- Hina, M., Azad, N., & Islam, N. (2025). Enablers and inhibitors of AI assimilation in hiring: Mitigating the effects of inhibitors through human-AI collaboration. *Information Technology & People*, 38(8), 73–96. <https://doi.org/10.1108/ITP-06-2024-0808>
- Hosseini, S., & Seilani, H. (2025). The role of agentic AI in shaping a smart future: A systematic review. *Array*, 26, 100399. <https://doi.org/10.1016/j.array.2025.100399>
- Hradecky, D., Kennell, J., Cai, W., & Davidson, R. (2022). Organizational readiness to adopt artificial intelligence in the exhibition sector in Western Europe. *International Journal of Information Management*, 65, 102497. <https://doi.org/10.1016/j.ijinfomgt.2022.102497>
- Jobstreibizer, J., Beliaeva, T., Ferasso, M., Kraus, S., & Kallmuenzer, A. (2025). The impact of artificial intelligence on business models: A bibliometric-systematic literature review. *Management Decision*, 63(13), 372–396. <https://doi.org/10.1108/MD-10-2024-2309>
- Jonnala, S., Parida, P. K., & Thomas, N. M. (2025). EU AI Act is underrepresented and insufficient to address the risks and vulnerabilities of generative AI. *International Journal of Business Analytics*, 12(1), 1–24. <https://doi.org/10.4018/IJBAN.388757>
- Khapre, S., Mersha, M. A., Olalekan, Z., & Kalita, J. (2026). Agentic AI systems: A systematic survey of multi-agent architectures, cognitive foundations, interaction, explainability, security, and performance evaluation. *Neurocomputing*, 696, 134049. <https://doi.org/10.1016/j.neucom.2026.134049>
- Kraus, S., Breier, M., Lim, W. M., Dabić, M., Kumar, S., Kanbach, D. K., Mukherjee, D., Corvello, V., Piñeiro-Chousa, J., Liguori, E. W., Palacios-Marqués, D., Schiavone, F., Ferraris, A., Fernandes, C., & Ferreira, J. J. (2022). Literature reviews as independent studies: Guidelines for academic practice. *Review of Managerial Science*, 16(8), 2577–2595. <https://doi.org/10.1007/s11846-022-00588-8>
- Kringelum, L. B., Holm, C. G., Holmgren, J., Friis, O., & Jensen, K. F. (2025). Digital transformation: Strategy comes first to lay the groundwork. *Journal of Business Strategy*, 46(1/2), 3–10. <https://doi.org/10.1108/JBS-09-2023-0199>
- Lada, S., Chekima, B., Abdul Karim, M. R., Fabeil, N. F., Ayub, M. S., Amirul, S. M., Ansar, R., Bouteraa, M., Fook, L. M., & Zaki, H. O. (2023). Determining factors related to artificial intelligence (AI) adoption among Malaysia’s small and medium-sized businesses. *Journal of Open Innovation: Technology, Market, and Complexity*, 9(4), 100144. <https://doi.org/10.1016/j.joitmc.2023.100144>
- Lee, J., & Su, H. (2025). Agentic AI for smart manufacturing. *Manufacturing Letters*, 46, 92-96. <https://doi.org/10.1016/j.mfglet.2025.10.013>
- Lexman, R. R., Krishna, A., & Sam, M. P. (2026). AI guardrails in business and education: Bridging minds and markets. *Development and Learning in Organizations: An International Journal*, 40(3), 9–12. <https://doi.org/10.1108/DLO-01-2025-0001>
- Li, G., Du, K., Liu, L., & Su, F. (2025). Digital transformation and organizational resilience: Unveiling the path to sustainable performance in adversity and crisis. *International Journal of Information Management*, 84, 102934. <https://doi.org/10.1016/j.ijinfomgt.2025.102934>

- Liu, Y. D., Sun, J., Zhang, Z. J., Wu, M., Sima, H., & Ooi, Y. M. (2024). How AI impacts companies' dynamic capabilities: Lessons from six Chinese construction firms. *Research-Technology Management*, 67(3), 64–76. <https://doi.org/10.1080/08956308.2024.2324407>
- Luft, J. A., Jeong, S., Idsardi, R., & Gardner, G. (2022). Literature reviews, theoretical frameworks, and conceptual frameworks: An introduction for new biology education researchers. *CBE–Life Sciences Education*, 21(3), rm33. <https://doi.org/10.1187/cbe.21-05-0134>
- Mariani, M. M., & Dwivedi, Y. K. (2024). Generative artificial intelligence in innovation management: A preview of future research developments. *Journal of Business Research*, 175, 114542. <https://doi.org/10.1016/j.jbusres.2024.114542>
- Mariani, M. M., Machado, I., Magrelli, V., & Dwivedi, Y. K. (2023). Artificial intelligence in innovation research: A systematic review, conceptual framework, and future research directions. *Technovation*, 122, 102623. <https://doi.org/10.1016/j.technovation.2022.102623>
- Mariyono, D., & Nur Alif Hd, A. (2025). AI's role in transforming learning environments: A review of collaborative approaches and innovations. *Quality Education for All*, 2(1), 267–290. <https://doi.org/10.1108/QEA-08-2024-0071>
- Maslej, N., Fattorini, L., Perrault, R., Gil, Y., Parli, V., Kariuki, N., Capstick, E., Reuel, A., Brynjolfsson, E., Etchemendy, J., Ligett, K., Lyons, T., Manyika, J., Niebles, J. C., Shoham, Y., Wald, R., Walsh, T., Hamrah, A., Santarlasci, L., ... Oak, S. (2025). *Artificial Intelligence Index Report 2025*. Stanford Institute for Human-Centered Artificial Intelligence. <https://hai.stanford.edu/ai-index/2025-ai-index-report>
- Nakash, M., & Bolisani, E. (2025). The transformative impact of AI on knowledge management processes. *Business Process Management Journal*, 31(8), 124–147. <https://doi.org/10.1108/BPMJ-11-2024-1137>
- Nevi, G., Pizzichini, L., Bastone, A., & Dezi, L. (2025). Adoption of AI by micro and small health enterprises: Effects of entrepreneurial orientation on the TOE model. *European Journal of Innovation Management*, 28(11), 209–241. <https://doi.org/10.1108/EJIM-07-2024-0770>
- Nisa, U., Shirazi, M., Saip, M. A., & Pozi, M. S. M. (2026). Agentic AI: The age of reasoning—A review. *Journal of Automation and Intelligence*, 5(1), 69–89. <https://doi.org/10.1016/j.jai.2025.08.003>
- Oxford Analytica. (2025). AI firms seek growth beyond scaling tech. *Emerald Expert Briefings*. <https://doi.org/10.1108/OXAN-DB292127>
- Pacolli, M. (2022). Importance of change management in digital transformation sustainability. *IFAC-PapersOnLine*, 55(39), 276–280. <https://doi.org/10.1016/j.ifacol.2022.12.034>
- Papagiannidis, E., Mikalef, P., & Conboy, K. (2025). Responsible artificial intelligence governance: A review and research framework. *The Journal of Strategic Information Systems*, 34(2), 101885. <https://doi.org/10.1016/j.jsis.2024.101885>

- Paul, J., Khatri, P., & Kaur Duggal, H. (2024). Frameworks for developing impactful systematic literature reviews and theory building: What, why and how? *Journal of Decision Systems*, 33(4), 537–550. <https://doi.org/10.1080/12460125.2023.2197700>
- Peretz-Andersson, E., Tabares, S., Mikalef, P., & Parida, V. (2024). Artificial intelligence implementation in manufacturing SMEs: A resource orchestration approach. *International Journal of Information Management*, 77, 102781. <https://doi.org/10.1016/j.ijinfomgt.2024.102781>
- Rahman, H., & Singh, T. (2025). Generative artificial intelligence: Opportunities, challenges and future avenues for organizational learning. *Development and Learning in Organizations: An International Journal*, 39(2), 3–7. <https://doi.org/10.1108/DLO-04-2024-0101>
- Raina, K., Sharma, G. D., Taheri, B., Dev, D., & Chavriya, S. (2026). Artificial intelligence-driven management: Bridging innovation, knowledge creation, and sustainable business practices. *Journal of Innovation & Knowledge*, 11, 100860. <https://doi.org/10.1016/j.jik.2025.100860>
- Roberts, D. L., & Candi, M. (2024). Artificial intelligence and innovation management: Charting the evolving landscape. *Technovation*, 136, 103081. <https://doi.org/10.1016/j.technovation.2024.103081>
- Romeo, E., & Lacko, J. (2026). Adoption and integration of AI in organizations: A systematic review of challenges and drivers towards future directions of research. *Kybernetes*, 55(3), 1286–1307. <https://doi.org/10.1108/K-07-2024-2002>
- Sapkota, R., Roumeliotis, K. I., & Karkee, M. (2026). AI agents vs. agentic AI: A conceptual taxonomy, applications and challenges. *Information Fusion*, 126(Part B), 103599. <https://doi.org/10.1016/j.inffus.2025.103599>
- Sirait, E., Zuiderwijk, A., & Janssen, M. (2025). Factors influencing the perceived readiness of government organizations for implementing predictive artificial intelligence. *International Journal of Electronic Government Research*, 21(1), 1–20. <https://doi.org/10.4018/IJEGR.391352>
- Sýkorová, Z., & Černý, M. (2024). Incorporating artificial intelligence into recruitment processes: Ethical considerations. *AI & Ethics*, 4(1), 23–35. <https://doi.org/10.1007/s43681-023-00245-0>
- Tenakwah, E. S., & Amankwaa, A. (2025). The artificial intelligence automation dilemma: Lessons from recent labour disputes in Australia. *Strategic HR Review*, 24(4), 174–179. <https://doi.org/10.1108/SHR-01-2025-0007>
- Tsiotsou, R. H., Koles, B., Paul, J., & Loureiro, S. M. C. (2022). Theory generation from literature reviews: A methodological guidance. *International Journal of Consumer Studies*, 46(5), 1505–1516. <https://doi.org/10.1111/ijcs.12861>
- Wang, L., Ma, C., Feng, X., Zhang, Z., Yang, H., Zhang, J., Chen, Z., Tang, J., Chen, X., Lin, Y., Zhao, W. X., Wei, Z., & Wen, J. (2024). A survey on large language model-based autonomous agents. *Frontiers of Computer Science*, 18, 186345. <https://doi.org/10.1007/s11704-024-40231-1>

- Wu, Y., Luo, Z., & Ma, M. (2025). Executives' paradoxical leadership and digital transformation. *Chinese Management Studies*. <https://doi.org/10.1108/MD-05-2024-1173>
- Xi, Z., Chen, W., Guo, X., He, W., Ding, Y., Hong, B., Zhang, M., Wang, J., Jin, S., Zhou, E., Zheng, R., Fan, X., Wang, X., Xiong, L., Zhou, Y., Wang, W., Jiang, C., Zou, Y., Liu, X., ... Gui, T. (2023). *The rise and potential of large language model-based agents: A survey*. arXiv. <https://doi.org/10.48550/arXiv.2309.07864>
- Zhan, Y., & Li, W. (2024). Has digital transformation enhanced the resilience of manufacturing enterprises? *International Review of Economics & Finance*, 96(Part B), 103688. <https://doi.org/10.1016/j.iref.2024.103688>
- Zhang, B. (2024). Corporate digital transformation and rank-and-file employee satisfaction. *China Accounting and Finance Review*, 26(4), 485–511. <https://doi.org/10.1108/CAFR-08-2023-0101>