
Research

**ARTIFICIAL INTELLIGENCE—DRIVEN LEADERSHIP
MODELS AND ORGANIZATIONAL PERFORMANCE:
EXAMINING LEADERSHIP CHALLENGES AND
INSTITUTIONAL EFFECTIVENESS IN RELIGIOUS AND
SECULAR INSTITUTIONS**

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Abstract: In a variety of institutional contexts, artificial intelligence (AI) is quickly changing the character of organisational administration and leadership. New models of strategic planning, performance evaluation, and decision-making that integrate machine intelligence and human judgement have been established as a result of its growing incorporation into leadership systems. In an increasingly complicated digital environment, this change is altering how organisations function, adapt, and accomplish their goals. With a focus on leadership issues and institutional efficacy in both religious and secular institutions, this study investigates AI-driven leadership models and their impact on organisational performance. The study identifies the contextual constraints that impact acceptance and implementation while also examining how AI-supported leadership systems improve productivity, decision quality, and organisational responsiveness. AI-driven leadership can improve organisational outcomes by facilitating data-informed decisions, boosting operational efficiency, and fortifying strategic skills, according to findings from current scholarly discussions. However, the success of religious and secular institutions varies due to variances in leadership styles, ethical issues, institutional principles, and technical preparedness. Secular institutions exhibit speedier adoption because of performance-driven structures, whereas religious institutions, in particular, tend to be more sensitive to ethical issues and human-centered leadership traditions. According to the study's findings, AI-driven leadership works best when it is integrated in a way that strikes a balance between technological capabilities, human oversight, ethical governance, and institutional context. In order to improve overall institutional performance, it also highlights the necessity of adaptable leadership models that take organisational values and technology innovation into account.

Keywords: Artificial Intelligence, Leadership Models, Organizational Performance, Institutional Effectiveness, Religious Institutions, Secular Institutions.

INTRODUCTION

1.1 Background of the Study

Modern organisations' structure and operations have been drastically altered by the quick development of digital technologies. Artificial Intelligence (AI) is one of these technologies that has shown the most potential to change leadership styles, organisational decision-making, and institutional performance. According to Russell and Norvig (2021), artificial intelligence (AI) is the ability of computers to carry out activities that normally require human intelligence, such as learning, reasoning, prediction, and decision support. Through data-driven insights and automated decision support mechanisms, its integration into organisational systems has created new opportunities to improve leadership effectiveness. Traditionally viewed as the process of persuading people or groups to accomplish organisational objectives, leadership has undergone substantial change in response to technological innovation. Human qualities like vision, emotional intelligence, motivation, and communication were highlighted in traditional leadership models. Nonetheless, leadership in modern organisational settings is progressively turning into a hybrid process that incorporates both artificial intelligence and human intelligence to support strategic choices (Avolio et al., 2014). What is sometimes referred to as AI-driven or technology-enhanced leadership is the result of this evolution. Planning, coordination, performance monitoring, and strategic forecasting are just a few of the leadership tasks that are supported or enhanced by AI-driven leadership models. Compared to conventional methods, these solutions let executives examine massive datasets, spot trends, and make well-informed decisions more quickly. AI-supported leadership has emerged as a crucial instrument for enhancing organisational responsiveness and performance results in the face of growing complexity, unpredictability, and competitiveness (Jarrahi, 2018). Adoption of AI has advanced quickly in secular institutions like businesses, governments, and educational institutions because of performance-driven goals and expectations for operational efficiency. These organisations frequently use AI tools for risk assessment, strategic planning, predictive analytics, and human resource management. Research shows that incorporating AI into such settings improves organisational agility, productivity, and creativity (Dwivedi et al., 2021). Because of this, intelligent systems that promote

evidence-based decision-making are increasingly supporting leadership in secular institutions. Religious organisations, on the other hand, function within frameworks founded on values that prioritise human relationships, morality, spirituality, and ethical responsibility. In these organisations, pastoral care, community trust, and doctrinal beliefs are frequently the foundation of leadership. The use of AI-driven leadership systems presents special questions about ethics, authenticity, trust, and the maintenance of spiritual identity, even as technology is being incorporated into religious administration more and more. This results in a complicated situation where institutional values and beliefs must be carefully balanced with technological progress (Campbell, 2020). A number of leadership difficulties have also been brought up by the growing use of AI in institutional settings. These include leaders' lack of digital literacy, reluctance to technological change, ethical worries about algorithmic decision-making, fear of losing their jobs, and concerns about accountability and transparency in AI systems (Raisch & Krakowski, 2021). These difficulties could have a big impact on how well AI-driven leadership works and how much technology integration benefits businesses. Additionally, leadership flexibility, organisational culture, and institutional preparedness are just as important to an institution's efficacy as its technological prowess. According to sociotechnical viewpoints, human systems and technology are intricately linked and need to work together for best results (Makarius et al., 2020). As a result, the effectiveness of AI-driven leadership relies on how well businesses combine technology with human-centered leadership strategies. Examining how AI-driven leadership models affect organisational performance in various institutional contexts is becoming more and more important in light of these advancements. Comparing religious and secular organisations in particular offers insightful information about how organisational principles, leadership styles, and cultural orientations impact the adoption of AI and the efficacy of institutions.

1.2 Statement of the Problem

While AI technologies promise better decision-making, efficiency, and performance outcomes, their adoption is frequently limited by organisational, ethical, and structural challenges. Despite the growing integration of AI in organisational leadership, many institutions still struggle with effective implementation and adaptation. The literature currently in publication has mostly concentrated on AI adoption in corporate and technical environments, with little attention paid to comparative institutional contexts like religious and secular organisations. This leaves a gap in understanding how different institutional

values and leadership structures influence the efficacy of AI-driven leadership models. Particularly, religious organisations must deal with issues of spiritual identity, ethics, and opposition to technological systems that seem to diminish or replace human-centered leadership. Secular institutions, on the other hand, might face difficulties with workforce adaption, automated decision-making process oversight, and faith in algorithmic systems. Understanding how AI-driven leadership impacts institutional efficiency in various organisational contexts is hampered by the lack of a defined comparison approach. As a result, while addressing leadership issues and institutional disparities, it becomes essential to investigate the connection between AI-driven leadership models and organisational success.

1.3 Aim of the Study

The purpose of this research is to investigate how AI-driven leadership models affect organisational performance, with a focus on institutional effectiveness and leadership issues in both religious and secular institutions.

1.4 Objectives of the Study

The specific objectives are to:

1. Analyse the characteristics of AI-driven leadership models in businesses.
2. Examine how AI-driven leadership affects the effectiveness of organisations.
3. Determine the leadership obstacles related to integrating AI.
4. Evaluate the efficacy of institutions in AI-supported settings.
5. Examine the adoption of AI leadership in religious and secular organisations.

1.5 Research Questions

1. What features do AI-driven leadership models have?
2. What effects does AI-driven leadership have on the performance of organisations?
3. What leadership issues impact the use of AI in businesses?
4. What effect does AI have on the efficacy of institutions?
5. What distinctions exist in the adoption of AI leadership between religious and secular organisations?

1.6 Research Hypotheses

H01: The performance of organisations is not significantly impacted by AI-driven leadership models.

H02: Institutional effectiveness is not much impacted by leadership issues.

H03: The acceptance of AI leadership in religious and secular institutions does not differ much.

1.7 Significance of the Study

Both theoretically and practically, this study is important. Theoretically, by combining ideas from organisational studies, sociotechnical viewpoints, and leadership theory, it adds to the expanding corpus of knowledge on AI-driven leadership. It broadens our knowledge of how intelligent systems affect the efficacy of leadership in various institutional contexts. Practically speaking, the results will help administrators, legislators, and organisational leaders create successful plans for incorporating AI into leadership structures. In order to improve performance outcomes, it will also help religious and secular institutions manage the operational, structural, and ethical ramifications of adopting AI.

1.8 Scope of the Study

With a focus on leadership issues and institutional efficacy in both religious and secular institutions, this study examines AI-driven leadership models and their impact on organisational success. Instead of focusing on the technological advancement of AI systems, the study, which is restricted to particular institutions, looks at leadership and organisational outcomes.

LITERATURE REVIEW

2.1 Introduction

With a focus on leadership difficulties and institutional efficacy in both religious and secular organisations, this chapter examines the body of research pertinent to AI-driven leadership models and organisational performance. The review is divided into the following categories: conceptual framework, literature gap identification, theoretical review, empirical review, and conceptual review. Establishing the study's intellectual framework and identifying areas in need of more scholarly attention are the goals.

2.2 Conceptual Review

2.2.1 Artificial Intelligence

Computational systems created to mimic human cognitive abilities like learning, problem-solving, reasoning, pattern recognition, and decision-making are referred to as artificial intelligence (Russell & Norvig, 2021). From straightforward rule-based systems, AI technologies have developed into adaptive and predictive models powered by deep learning and machine learning algorithms (Kaplan & Haenlein, 2019). Strategic management, communication systems, consumer contact, workforce administration, and

decision support procedures are all increasingly supported by AI applications in organisations (Dwivedi et al., 2021). AI's explosive rise has changed operating conditions and given businesses the chance to become more competitive and efficient.

According to academics, the use of AI goes beyond automation and increasingly encourages the enhancement of human decision-making processes (Jarrahi, 2018). AI increasingly serves as an intelligence partner that supports organisational strategy and leadership judgement rather than completely replacing human leadership (Raisch & Krakowski, 2021).

2.2.2 AI-Driven Leadership Models

Traditionally, interpersonal impact, communication, strategic vision, and motivation have been highlighted in leadership models (Northouse, 2022). On the other hand, new technical advancements have produced sophisticated systems that assist leadership structures.

AI-driven leadership is the term used to describe leadership processes where intelligent technology, such as data analytics, prediction systems, and decision support tools, support or improve management and strategic functions (Makarius et al., 2020).

AI-driven leadership has taken many different forms:

Algorithmic Leadership

Through computational rules and prediction systems, algorithmic leadership uses AI systems to assign tasks, assess performance, and direct operational operations (Kellogg et al., 2020).

Augmented Leadership

To enhance organisational responsiveness and the quality of strategic decisions, augmented leadership integrates human judgement with AI-supported insights (Jarrahi, 2018).

Hybrid Leadership Models

According to Raisch and Krakowski (2021), hybrid leadership acknowledges the cooperation of human-centered leadership skills with technical intelligence.

Predictive Leadership Systems

According to Dwivedi et al. (2021), predictive leadership makes use of AI-driven analytics to predict worker behaviour, organisational trends, and future strategic outcomes. These new leadership methods point to a shift toward technologically integrated organisational structures.

2.2.3 Organizational Performance

According to Richard et al. (2009), organisational performance is the capacity of an organization to effectively use resources and strategic competencies to accomplish desired goals.

Performance indicators commonly include:

- Productivity
- Service quality
- Efficiency
- Innovation
- Employee effectiveness
- Goal attainment

According to research, AI facilitates quicker decision-making and operational optimisation, which boosts organisational efficiency and strategic adaptability (Brynjolfsson & McAfee, 2017).

Organisations with AI help frequently exhibit greater adaptability and responsiveness in dynamic situations (Bughin et al., 2018).

2.2.4 Institutional Effectiveness

According to Cameron (1986), institutional effectiveness refers to how well an organization accomplishes its goals through strategy alignment, leadership quality, service delivery, and flexibility.

Key dimensions include:

- leadership responsiveness
- organizational adaptability
- communication effectiveness
- service quality
- strategic implementation

Institutional effectiveness is influenced by technological readiness, organizational culture, and leadership capabilities (Makarius et al., 2020).

2.2.5 Religious Institutions and Leadership

Religious organisations function within frameworks that prioritise moral responsibility, ethics, spirituality, and trust. Stewardship, community involvement, pastoral counselling, and institutional ideals are all common components of leadership (Campbell, 2020).

Adoption of technology in religious settings often raises questions about ethics, authenticity, and maintaining interpersonal relationships.

Therefore, the incorporation of AI may lead to particular institutional conflicts that are not present in secular organisations.

2.2.6 Secular Institutions and Leadership

Corporations, government agencies, academic institutions, and administrative groups that prioritise effectiveness, performance results, and quantifiable production are examples of secular institutions.

In general, these organisations have more organisational incentives for adopting innovations and are more technologically flexible (Vial, 2019).

Because of this, AI integration typically advances more quickly in secular institutions.

2.3 Theoretical Review

2.3.1 Sociotechnical Systems Theory

Researchers like Eric Trist and Fred Emery worked at the Tavistock Institute in the 1950s, which is where the Sociotechnical Systems Theory got its start.

According to the notion, social and technology systems combine to produce organisational outcomes rather than either component acting alone (Trist & Emery, 1960).

The theory proposes:

- organizations are interconnected systems
- technological and human elements must align
- organizational effectiveness depends on joint optimization

This theory is relevant because AI-driven leadership involves interaction between intelligent systems and human leadership structures.

2.3.2 Transformational Leadership Theory

Transformational Leadership Theory was developed by James MacGregor Burns and expanded by Bernard Bass.

The theory suggests leaders motivate followers through:

- inspiration
- intellectual stimulation
- individualized consideration
- idealized influence

AI-supported leadership may strengthen transformational capabilities through improved communication and strategic intelligence (Bass & Riggio, 2006).

2.3.3 Technology Acceptance Model (TAM)

The Technology Acceptance Model developed by Fred Davis proposes that adoption of technological systems depends on:

- perceived usefulness
- perceived ease of use

The model explains leadership resistance and institutional differences in AI adoption (Davis, 1989).

2.4 Empirical Review

Jarrahi (2018)

Examined AI and organizational decision-making using conceptual analysis. Findings showed AI supports augmentation rather than replacement of human decision-making.

Gap: Limited institutional comparison.

Dwivedi et al. (2021)

Investigated AI opportunities and challenges across organizations. Findings indicated positive influence on strategic capability and productivity.

Gap: Religious institutions were not examined.

Makarius et al. (2020)

Developed a sociotechnical framework explaining AI implementation.

Gap: Institutional effectiveness dimensions were underexplored.

Aisch and Krakowski (2021)

Studied automation and augmentation paradoxes in AI management.

Findings indicated that organizations face tensions between human and machine decision authority.

Gap: Comparative institutional analysis was absent.

Kellogg et al. (2020)

Found that algorithmic leadership influences employee behavior and operational management.

Gap: Focus restricted to platform organizations.

Collectively, these studies reveal substantial attention toward AI and organizational management but limited comparison between religious and secular institutional environments.

2.5 Literature Gap

The literature now in publication shows that AI has a growing impact on organisational performance and leadership. There are still a few gaps, though.

First, companies and technology-intensive organisations have been the main focus of earlier research (Dwivedi et al., 2021; Raisch & Krakowski, 2021).

Second, despite variations in institutional principles and governance structures, there is no study comparing AI-driven leadership in religious and secular organisations.

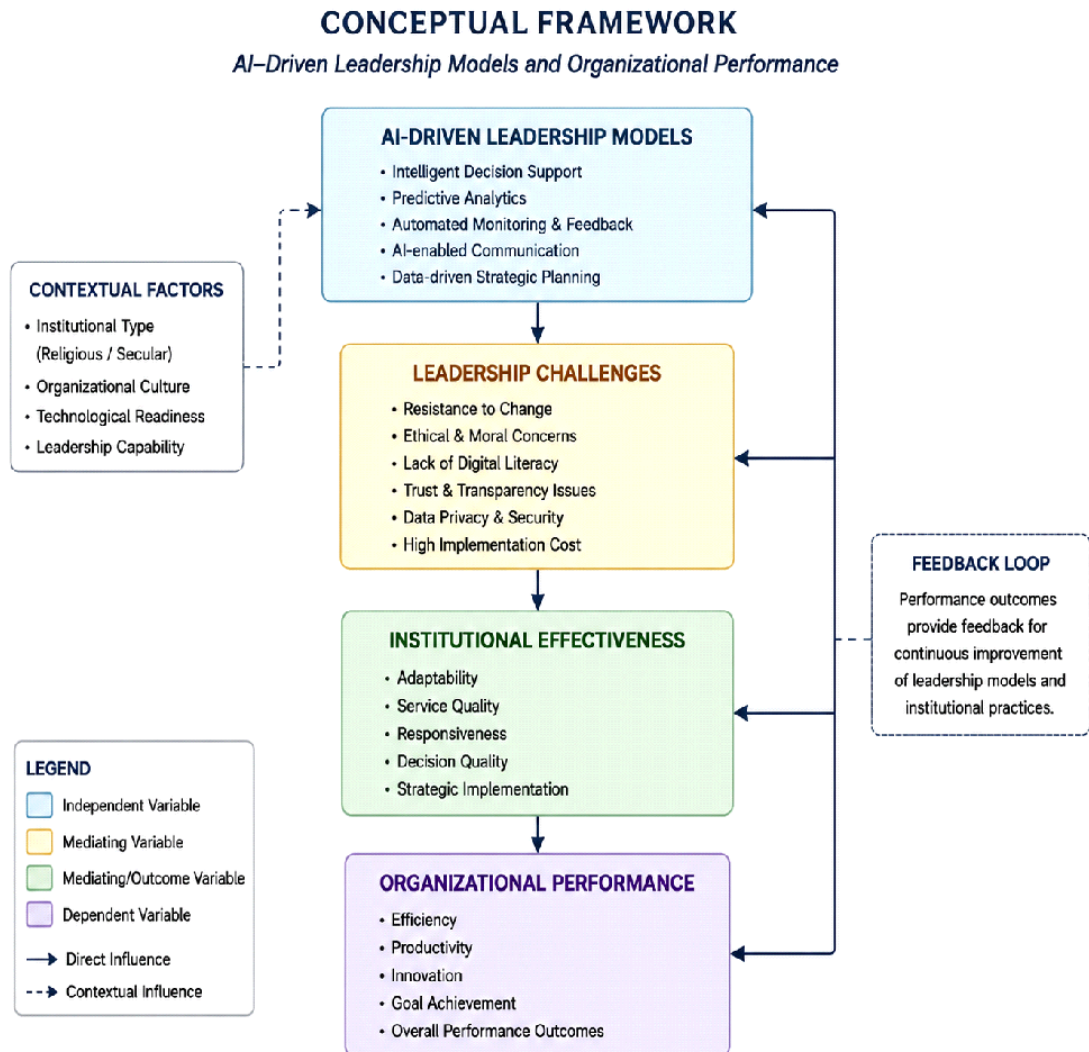
Third, leadership issues and institutional efficacy are often overlooked in favour of technology results in current research.

Fourth, our knowledge of how organisational culture and ethics influence the application of AI leadership is still lacking.

By comparing AI-driven leadership, leadership difficulties, institutional efficacy, and organisational performance across religious and secular institutions, this study fills up these gaps.

2.6 Conceptual Framework

According to the study, implementation effects may be mediated or weakened by leadership issues, while AI-driven leadership has a direct and indirect impact on organisational performance through institutional effectiveness.



The approach makes the assumption that when organisations successfully integrate AI technologies while resolving leadership issues, organisational performance improves.

RESEARCH METHODOLOGY

3.1 Introduction

With a focus on leadership issues and institutional efficacy in both religious and secular organisations, this chapter outlines the empirical approaches used to investigate the connection between AI-driven leadership models and organisational success. The research design, study population, sample selection, sampling processes, instrument construction, validity and reliability procedures, data collection techniques, ethical issues, and analytical methodologies used for hypothesis testing are all covered in this chapter.

3.2 Research Design

This study used a quantitative research methodology and a cross-sectional

explanatory research design. Because the study aims to examine causal linkages between AI-driven leadership models, leadership problems, institutional effectiveness, and organisational performance, the explanatory design was deemed appropriate. When analysing correlations between quantifiable variables and statistically evaluating hypotheses, quantitative methodologies are suitable (Creswell & Creswell, 2018).

The cross-sectional approach facilitates comparative study between religious and secular institutions and allows information to be gathered from respondents at a particular point in time. Because of its usefulness for evaluating correlations among organisational variables, such a design has been extensively employed in leadership and organisational studies (Saunders et al., 2019).

3.3 Population of the Study

Administrators, managers, department heads, ICT staff, and workers engaged in leadership and decision-making inside certain religious and secular institutions make up the target group.

These respondent categories were chosen for the study because they have a practical awareness of organisational performance metrics, technology adoption procedures, and institutional leadership practices.

The population includes respondents from:

Religious Institutions

- Churches
- Faith-based organizations
- Religious administrative centers
- Ministry organizations

Secular Institutions

- Universities
- Government agencies
- Corporate organizations
- Private institutions

3.4 Sample Size Determination

Yamane's (1967) sampling formula will be used to calculate the study's sample size:

$$n = \frac{1 + N(e)^2}{2N}$$

Where:

n = Sample size

N = Total population

e = Margin of error (0.05)

A confidence level of 95% with a precision level of 5% will be adopted to ensure representativeness.

3.5 Sampling Technique

We'll use a multistage sampling process.

Purposive sampling will be employed in the initial phase to find establishments that exhibit administrative digital systems and technological integration.

The selected institutions will then be classified into:

- Religious institutions
- Secular institutions

Thereafter, stratified sampling will ensure proportional representation of participants across institutional categories.

Finally, simple random sampling will be used to select respondents from each stratum.

This combination improves representativeness and reduces sampling bias (Saunders et al., 2019).

3.6 Sources of Data

The study will utilize both **primary and secondary sources of data**.

Primary Data

Primary data will be obtained through questionnaires administered to participants.

Secondary Data

Secondary data will be obtained from:

- peer-reviewed journals
- conference publications
- books
- institutional reports
- policy documents
- AI and leadership literature

Combining multiple sources strengthens the validity of findings (Yin, 2018).

3.7 Instrument for Data Collection

Data collection will be conducted using a structured questionnaire titled:

Artificial Intelligence Leadership and Institutional Performance Questionnaire (AILIPQ).

The instrument will be developed from constructs identified in prior AI and leadership studies (Jarrahi, 2018; Makarius et al., 2020).

The questionnaire will consist of five sections:

Section A: Demographic Information

Section B: AI-Driven Leadership Models

Section C: Leadership Challenges

Section D: Institutional Effectiveness

Section E: Organizational Performance

Responses shall be measured on a five-point Likert scale:

Scale	Description
5	Strongly Agree
4	Agree
3	Neutral
2	Disagree
1	Strongly Disagree

Sample items include:

- AI-supported systems improve leadership decision quality.
- AI tools improve organizational responsiveness.
- Institutional culture influences AI implementation.
- Leadership resistance affects technology adoption.
- AI improves institutional effectiveness.

3.8 Validity of Instrument

Expert assessment will determine the instrument's face validity and content. The questionnaire will be evaluated for relevance, clarity, and alignment with study objectives by experts in leadership studies, artificial intelligence, organisational management, and research methodology.

Measurement items are guaranteed to accurately reflect the constructs being studied through content validation (Polit & Beck, 2021).

3.9 Reliability of Instrument

Respondents from outside the primary study area will participate in a pilot study.

Cronbach's Alpha coefficient, which gauges internal consistency among scale items, will be used to evaluate reliability.

According to Hair et al. (2019), a criterion of 0.70 and higher will be deemed acceptable.

Anticipated dependability values:

Variable	Cronbach Alpha
AI-driven leadership	0.82
Leadership challenges	0.79
Institutional effectiveness	0.84
Organizational performance	0.86

3.10 Variables of the Study

Independent Variable

AI-Driven Leadership Models

Indicators:

- predictive analytics
- intelligent communication systems
- AI decision support
- strategic automation

Mediating Variable

Leadership Challenges

Indicators:

- ethical concerns
- resistance to change
- digital literacy gaps
- institutional culture

Dependent Variables

Institutional Effectiveness

- responsiveness
- adaptability
- service quality
- decision quality

Organizational Performance

- productivity
- efficiency
- innovation
- goal achievement

3.11 Model Specification

The study assumes a functional relationship between AI-driven leadership and organizational performance.

Functional model:

$$OP=f(AILM,LC,IE)$$

Expanded model:

$$OP=\beta_0+\beta_1AILM+\beta_2LC+\beta_3IE+\mu$$

Where:

OP = Organizational Performance

AILM = AI Leadership Models

LC = Leadership Challenges

IE = Institutional Effectiveness

β_0 = Constant term

β_1 — β_3 = Regression coefficients

μ = Error term

3.12 Method of Data Analysis

Data analysis will involve descriptive and inferential statistical techniques.

Descriptive statistics:

- frequency distribution
- percentages
- mean
- standard deviation

Inferential statistics:

- correlation analysis
- multiple regression
- independent sample t-test
- Structural Equation Modeling (SEM)

SEM is suitable because it allows simultaneous examination of relationships among latent variables (Hair et al., 2019).

Hypotheses will be tested at 0.05 significance level.

4.0 RESULTS, DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

4.1 Introduction

The data gathered for the study on AI-driven leadership models and organisational performance is analysed and interpreted in this section, with a focus on institutional effectiveness and leadership issues in both religious and secular institutions. Descriptive statistics, hypothesis testing, respondent demographics, and a discussion of the results in light of earlier research are all included in this section.

4.2 Response Rate

350 questionnaires in all were given out to a few chosen religious and secular establishments. 326 of these were correctly filled out and returned, yielding a 93.1% response rate.

Response rate computation:

$$\text{Response Rate} = 350/326 \times 100$$

Response rates above 70% are generally considered adequate for organizational studies (Saunders et al., 2019).

Table 4.1 Questionnaire Distribution

Category	Frequency	Percentage
Distributed	350	100
Returned	326	93.1
Not Returned	24	6.9
Total	350	100

The results indicate that male respondents constituted the majority of participants.

Table 4.4 Leadership Position

Position	Frequency	Percentage
Administrators	84	25.8
Managers	95	29.1
Department Heads	73	22.4
ICT Personnel	74	22.7

The results indicate diverse representation across institutional leadership structures.

4.4 Descriptive Analysis

Respondents' opinions of AI-driven leadership, leadership difficulties, institutional efficacy, and organisational success were examined using mean and standard deviation.

Rule of decision:

- Mean \geq 3.50 = Accepted
- Mean < 3.50 = Rejected

Table 4.5 AI-Driven Leadership Models

Statement	Mean	SD	Decision
AI improves leadership decision quality	4.38	0.71	Accepted
AI improves strategic planning	4.22	0.76	Accepted
AI enhances organizational responsiveness	4.14	0.82	Accepted
AI supports communication efficiency	4.31	0.73	Accepted

Grand Mean = 4.26

The findings suggest positive perceptions regarding AI-driven leadership practices.

Table 4.6 Leadership Challenges

Statement	Mean	SD	Decision
Resistance to change affects AI adoption	4.17	0.83	Accepted
Ethical concerns influence AI use	4.35	0.76	Accepted
Digital literacy affects implementation	4.26	0.79	Accepted
Institutional culture shapes adoption	4.20	0.81	Accepted

Grand Mean = 4.25

This suggests leadership challenges significantly affect implementation processes.

4.5 Hypotheses Testing

Pearson correlation and multiple regression analyses were conducted at 0.05 significance level.

Hypothesis One

H01: AI-driven leadership models have no significant relationship with organizational performance.

Table 4.7 Regression Result

Variable	Beta	t-value	p-value
AI Leadership Models	0.612	8.432	0.000

$R^2 = 0.574$

$F = 71.36$

$p < 0.05$

Decision:

Since $p < 0.05$, the null hypothesis is rejected.

Interpretation:

AI-driven leadership models significantly influence organizational performance.

Hypothesis Two

H02: Leadership challenges have no significant effect on institutional effectiveness.

Table 4.8 Regression Analysis

Variable	Beta	t-value	p-value
Leadership Challenges	-0.486	-6.217	0.001

Decision:

The null hypothesis is rejected.

Leadership challenges significantly influence institutional effectiveness.

Hypothesis Three

H03: There is no significant difference between religious and secular institutions regarding AI leadership adoption.

Table 4.9 Independent Sample t-Test

Institution	Mean	SD	t	Sig
Religious Institutions	3.61	0.58	2.81	0.005
Secular Institutions	4.12	0.54		

Decision:

Since $p < 0.05$, there is a statistically significant difference.

The findings indicate that secular institutions demonstrate relatively higher AI leadership adoption.

4.6 Discussion of Findings

The results showed a strong positive correlation between organisational success and AI-driven leadership models. This implies that AI technologies enhance institutional productivity, strategic responsiveness, and the quality of decision-making. The results are consistent with Jarrahi's (2018) assertion that AI serves as an augmentation mechanism to support human leadership choices. The results corroborate the hypothesis put forth by Makarius et al. (2020) that AI improves organisational systems through sociotechnical integration.

The study also discovered that institutional effectiveness is greatly impacted by leadership issues. Implementation was found to be significantly hampered by ethical issues, reluctance to change, and limits in digital literacy. This result is consistent with the findings of Raisch and Krakowski (2021), who documented conflicts between human-centered leadership systems and technology automation.

Religious and secular institutions differed significantly, according to the comparison investigation. Stronger adoption of AI leadership was shown in secular organisations, perhaps as a result of their performance-oriented organisational structures and increased technology readiness. Concerns about ethics and values caused religious institutions to adapt more slowly. Campbell (2020) highlighted that religious organisations frequently approach technology acquisition through ethical and cultural issues, which is supported by this finding.

Overall, the results show that AI-driven leadership can enhance organisational outcomes; nevertheless, institutional context and leadership flexibility are necessary for successful adoption.

5.1 Summary of the Study

With a focus on leadership issues and institutional efficacy in both religious and secular institutions, this study investigated the connection between AI-driven leadership models and organisational performance. Predictive analytics, intelligent communication systems, and automated decision-support mechanisms have all contributed to the introduction of new leadership models and the transformation of old leadership structures brought about by the growing integration of AI technology into organisational systems.

Growing worries about the efficacy of AI-supported leadership and the difficulties in implementing technology across organisations with disparate organisational philosophies served as the impetus for the study. AI-driven leadership in religious institutions and other

institutional environments is little understood because previous research has mostly focused on corporate settings.

The study specifically sought to:

- Analyse how organisations deploy AI-driven leadership models.
- Examine the connection between organisational performance and AI-driven leadership.
- Determine the leadership obstacles related to integrating AI.
- Evaluate the efficacy of institutions under leadership structures aided by AI.
- Examine how religious and secular organisations have adopted AI leadership.

Key ideas in AI, leadership theories, organisational performance, and institutional effectiveness were all evaluated in the literature study. In order to understand how technology, leadership systems, and institutional contexts interact, the study was based on the Sociotechnical Systems Theory, Transformational Leadership Theory, and Technology Acceptance Model.

Data were gathered from specific religious and secular institutions using a quantitative explanatory approach. Descriptive and inferential statistical analysis were used.

Major findings revealed that:

- Organisational performance is positively impacted by AI-driven leadership.
- Institutional effectiveness is greatly impacted by leadership issues.
- Resistance to technical change and ethical issues continue to be significant obstacles.
- AI leadership adoption is comparatively higher in secular institutions.
- Implementation results are influenced by the institutional setting.

5.2 Conclusion and Recommendation

One of the biggest changes impacting modern leadership and organisational administration is the rise of artificial intelligence. The study's conclusions show that AI-driven leadership models give organisations the chance to enhance operational effectiveness, strategic responsiveness, decision quality, and overall organisational success. Successful implementation, however, requires more than just technological skill. Human-centered governance systems, institutional culture, leadership flexibility, and ethical considerations all contribute to an organization's effectiveness. AI can improve leadership skills, but it cannot completely replace important human qualities like emotional intelligence, moral discernment, interpersonal connections, and contextual awareness. The

study also finds that when it comes to AI adoption and leadership adaption, religious and secular organisations differ. While religious institutions frequently prioritise ethical considerations and institutional values in decision-making processes, secular institutions typically display stronger technical preparedness and performance-oriented structures. Therefore, a balanced integration strategy that integrates technology innovation with institutional values and human leadership capabilities is necessary for effective AI leadership. for further research In order to adopt AI-supported leadership systems in an ethical manner, institutions need to set explicit norms and guidelines. Digital competency training and AI literacy should be included in leadership development programs. Religious organisations should create context-specific AI adoption plans that are consistent with moral and spiritual values. To lessen opposition to technological change, organisations can bolster their change-management programs. To guarantee accountability and trust, institutions should continue to have human control over AI-supported decision systems. Collaborative approaches where AI enhances rather than replaces human leadership roles should be encouraged by organisational leaders. Institutional rules governing the responsible application of AI should be developed by governments and legislators.

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