

Leadership Perspectives on Emerging Technology Readiness: Basis for Developing an Organizational Framework for Philippine Industries

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Abstract

The advent of emerging technologies, including artificial intelligence (AI), robotic process automation, and data analytics, is changing how businesses conduct operations, compete, and innovate. This study aimed to explore the awareness, perspectives, and organizational practices of middle managers and executive leaders regarding emerging technologies and to develop an Emerging Technology Readiness Framework to guide organizations in technological adoption. A qualitative exploratory design using semi-structured interviews with twelve (12) leaders from various industries in the Philippines (IT, education, health care, retail, construction, transportation, and business process outsourcing) was used for the data collection. Results revealed that while the majority of leaders showed an awareness of new technologies, their level of understanding varied significantly by industry and by their respective organizational contexts. The adoption process for new technologies typically follows a strategic and cautious approach based on administrative considerations (costs, complexity, skilled workforce, uncertainty, etc.). Leaders in this study identified four (4) barriers to the successful adoption of technology: high costs associated with implementation; an insufficient supply of skilled workers; resistance to change; and a lack of necessary infrastructure, especially among micro, small, and medium enterprises (MSMEs). Additionally, the findings indicated that leadership is the primary driver for the successful readiness of new technologies and that a leader's effective use of their strategic vision, workforce development, infrastructure readiness, governance, and continuous evaluation is critical to achieving readiness. In conclusion, the research suggests that new technology cannot be adopted successfully unless a holistic and integrated approach is used. Therefore, an integrated and structured framework to supporting organizations' increased digital readiness and transformation should be developed.

Keywords: emerging technologies, organizational readiness, technology adoption, digital transformation, framework development