International Journal Administration, Business & Organization
Vol. 6 (3), 2025: 249-260 | E-ISSN 2721-5652
Available at https://ijabo.a3i.or.id/index.php/ijabo

Analysis of Factors Hindering Artificial Intelligence Adoption in Office Management among Generation Z Interns

Happy Paramita[1]
Business Administration
Politeknik Negeri Bandung,
Bandung, Indonesia
happy.paramita.abs23@polban.ac.id

Muhammad Rizky Effendi[2*]
Business Administration
Politeknik Negeri Bandung,
Bandung, Indonesia
muhammad.rizky.abs24@polban.ac.id

ABSTRACT

Generation Z enters the workforce as digital natives with high technological proficiency, yet a significant gap exists between their digital potential and actual Artificial Intelligence (AI) utilization in traditional office settings. The purpose of this research is to analyze this paradox of AI adoption among Generation Z interns in office management contexts. Although this generation is considered highly tech-savvy, preliminary observations indicate a lack of AI utilization in their internship roles. This study aims to investigate the structural, cultural, and task-related barriers that prevent them from effectively leveraging AI. This study employs a qualitative method involving in-depth interviews with eight subjects from various companies in Bandung, supported by relevant literature. The findings reveal that the low adoption of AI is primarily driven by three critical factors: (1) structural barriers, specifically the mandatory use of legacy systems and strict data security policies; (2) cultural barriers, such as hierarchical environments that suppress autonomy; and (3) task-related barriers, where repetitive clerical tasks are deemed incompatible with generative AI capabilities. Through the lens of Task-Technology Fit (TTF) and Technology Acceptance Model (TAM), the analysis demonstrates that high digital literacy does not guarantee adoption when organizational infrastructure barriers exist. The results underscore the urgent need for organizations to modernize their infrastructure and redefine internship roles to fully harness the potential of the Gen Z workforce.

Keywords: Artificial Intelligence; Generation Z; Office Management; Legacy Systems; Task-Technology Fit; Adoption Barriers

Received: 21 November 2025
Accepted: 08 December 2025
Available online: 26 December 2025

DOI: 10.61242/ijabo.25.636

JEL Classifications: M15, M14, M12

 *Corresponding Author: muhammad.rizky.abs24@polban.ac.id

INTRODUCTION

The underlying phenomenon driving this research is the digital capability-adoption paradox among Generation Z. While this generation enters the workforce as digital natives possessing high proficiency in Artificial Intelligence (AI), preliminary observations in Bandung reveal a contrasting reality: these tech-savvy interns often fail to utilize AI tools in their professional workflows. Instead of leveraging their digital skills to enhance efficiency, they frequently revert to manual processes or outdated legacy systems provided by their employers. Despite the growing body of literature on AI adoption, a critical research gap remains. Dominant studies in the last decade have largely focused on the individual determinants of adoption. For instance, Sohn & Kwon (2020) emphasized the role of perceived usefulness using adoption frameworks. Similarly, Hani *et al.* (2024) highlighted the psychological readiness of users based on the TAM model. While these studies explain the intention to use AI, they often overlook the situational constraints that inhibit actual usage in traditional office settings. Furthermore, while (Rimadias *et al.*, 2025) explored Gen Z's general digital habits, few studies have specifically examined the 'powerless' position of interns who face structural inertia and legacy systems. Consequently, what has been extensively researched is the psychological readiness of users, but what remains underexplored is the organizational unreadiness that blocks this potential. This study aims to explain this anomaly by investigating why high individual digital competence does not translate into organizational adoption in the context of office management.

The contemporary world of work is undergoing a massive digital transformation, driving a significant evolution in office management practices. Generation Z, born and raised in the digital era, is considered a digital native that naturally adapts to the latest technology (Rimadias *et al.*, 2025). Empirical evidence from a recent study published in *Science* supports this potential, revealing that the adoption of generative AI among young professionals significantly boosts productivity by 40% and increases task quality by 18%, creating a strong imperative for its usage in professional settings (Noy & Zhang, 2023). However, the reality on the ground reveals a paradox when they enter a professional work environment through an internship program. Even though they individually possess digital competencies, Generation Z interns face various systemic obstacles in adopting Artificial Intelligence (AI) technology to support office management tasks.

This observation is consistent with the empirical conclusions drawn by Lestary & Chaniago (2023), which emphasize the critical role of the work environment in shaping employee outcomes. Their research demonstrates that employee performance is not an isolated variable but is significantly driven by a combination of environmental elements. Specifically, they found that tangible aspects, such as physical infrastructure, and intangible elements, such as organizational atmosphere, collectively and individually contribute to enhancing workforce productivity in a statistically significant manner

The Task-Technology Fit Theory in the modern context, Yu & Yu (2024) provides a conceptual framework for understanding this phenomenon, in which the compatibility between technological characteristics and task demands is the primary prerequisite for technology adoption. In line with this, the research by Syafani *et al.* (2025) confirms that the implementation of technology in organizations does not depend solely on the sophistication of the technology, but also on the readiness of the culture and organizational structure to accept these innovations.

In reality, many organizations still rely on legacy systems and standard procedures that are incompatible with generative AI technologies. Legacy systems such as IDMS in the automotive industry, internal applications in manufacturing companies, or specialized platforms in the utility sector are often closed and not integrated with modern AI solutions

 DOI: https://doi.org/10.61242/ijabo.25.636

(Goldstein *et al.*, 2023). In addition to technical constraints, an organizational culture that emphasizes compliance and risk avoidance, particularly in the finance and administrative divisions, creates an environment that is not conducive to experimentation with new technology(Chaniago *et al.*, 2024).

Addressing the misalignment between individual digital capabilities and organizational readiness, this research is designed to critically analyze the determinants that obstruct the effective use of AI by Generation Z interns. The study centers on exploring the influence of task nature and corporate culture as key inhibitors, applying a modified version of the Technology Acceptance Model (Sohn & Kwon, 2020) to account for external organizational factors. The outcomes of this investigation are anticipated to offer valuable theoretical and managerial implications, enhancing the understanding of adoption dynamics within the context of integrating digital-native talent into traditional office structures.

LITERATURE REVIEW

Modern Office Management in the Age of AI

The paradigm of modern office management has shifted significantly from mere physical administration to the management of complex digital information ecosystems. Chaniago (2025), in his book *Manajemen Kantor Kontemporer*, emphasizes that office efficiency is no longer measured solely by the neatness of physical archiving, but by the speed and accuracy of information distribution to support strategic decision-making. However, this integration introduces new challenges. Mariani *et al.* (2023) highlight that the adoption of Artificial Intelligence (AI) in management fundamentally alters task structures, requiring employees to transition toward more analytical functions. This shift toward a Smart Office often creates friction if not accompanied by adequate infrastructure readiness, creating a paradox where the availability of advanced technology does not always correlate with productivity.

Nuraida (2022) explained that the office is a place where administrative activities are carried out, and that it depends on systems that integrate humans, technology, and procedures to handle information and data. Meanwhile, office management is the application of management values in the office, including planning, organizing, implementing, and supervising, to achieve office goals (Chaniago, 2025).

On the ground, the adoption of AI is severely hampered by the persistence of incompatible legacy infrastructure. Systems such as the IDMS utilized in the automotive industry, alongside proprietary platforms in manufacturing and utility sectors, operate as siloed environments that cannot easily interface with generative AI solutions (Goldstein *et al.*, 2023). Furthermore, these technical limitations are reinforced by cultural barriers. In divisions where accuracy and protocol are paramount, such as finance and administration, the organizational culture tends to favor compliance and risk avoidance, effectively eliminating the psychological safety needed for interns to experiment with innovative technologies (Chaniago *et al.*, 2024).

In today's AI era, modern office management is no longer just a matter of administration; it has become a strategic function. Research by Syafani *et al.* (2025) emphasizes that modern office management now has strategic implications in managing the new workforce, namely Generation Z. Modern office management functions have shifted from simply managing physical assets to managing all-digital information flows and workflows. The goal is no longer just for archiving. However, to support flexibility, productivity, and career development, which are top priorities for Gen Z. Specifically, this priority includes the expectation to be able to work from any location and get

 DOI: https://doi.org/10.61242/ijabo.25.636

feedback and learn new skills instantly, as these things cannot be facilitated by traditional office systems (Syafani *et al.*, 2025). This shift from physical management to digital information flow management is the fundamental bridge to the concept of office in the modern era, now better known as the digital workspace.

Job Context and Technology Alignment (Task-Technology Fit)

According to Yu & Yu (2024), Task-Technology Fit (TTF) theory remains an essential paradigm for understanding how technology adoption depends on the congruence between technological features and task needs. When technology effectively improves a task's performance dimensions such as quality, speed, and efficiency and supports the user's unique work processes, it is used optimally.

The degree to which artificial intelligence (AI) tools complement the necessary operational duties has a significant impact on the adoption of AI in the current office management environment. Even though AI offers a variety of functions, such as automated text generation, language analysis, and design automation, these features are not always sufficient for all activities, particularly in settings that depend on legacy systems, such as internal finance or data management platforms. This misalignment leads to restricted perceived utility and decreased uptake when AI technologies struggle to interact with particular data formats, such as identity numbers (e.g., NIK or NPWP) (Goldstein *et al.*, 2023).

Furthermore, the concept of fit in the context of Generative AI extends beyond mere technical compatibility to the nature of the workflow itself. Taufiq Hail *et al.* (2024) argue that the adoption of intelligent tools is highest when the technology empowers users to solve complex problems. However, within internship roles that are often designed with rigid, repetitive scopes such as manual data verification or physical archiving the generative capability of AI becomes irrelevant. In this scenario, the sophisticated capabilities of AI create a capabilities-task mismatch, where the tool is too advanced for the rudimentary tasks assigned, leading to low utilization not because of inability, but because of the lack of necessity.

Such incompatibilities between AI features and office management responsibilities are significant obstacles to adoption, according to research involving Generation Z interns. AI's apparent value is diminished by tasks that rely heavily on repetitive operations already automated by internal systems. Additionally, due to concerns about potential errors and operational hazards, sectors such as banking, which require high accuracy and audit compliance, are pessimistic about AI (Haag & Eckhardt, 2024). This underscores the importance of task-technology alignment in affecting adoption, since even proficient digital users avoid implementing AI when its features do not match the complexities and risk profiles of their work (Yu & Yu, 2024).

Organizational Culture and Climate as Determinants of Technology Adoption

An organization's response to and integration of new technologies are heavily influenced by its culture. According to Chaniago *et al.* (2024), a hierarchical and compliance-focused work culture often leads to a tendency against digital innovation. In organizations like these, leaders are usually responsible for technological decisions, and strict rules and regulations limit employees at the operational level. As a result, while new technologies, such as AI, can improve work efficiency, the opportunities to experiment with them are minimal (Nurain et al., 2024, Efawati, 2024).

The concepts proposed by Schein (2004) help explain these events by providing a framework of fundamental assumptions that group members embrace. Schein

 DOI: https://doi.org/10.61242/ijabo.25.636

emphasizes that culture arises from the process of collective learning when a group tries to solve the problems of external adaptation and internal integration. These basic assumptions then shape behavior, such as attitudes and preferences towards technology. When an organization has work habits that prioritize procedures and control, a pattern of avoiding AI behavior emerges. Employees avoid new technologies not because they cannot afford them, but because they are expected to maintain stability and regulatory compliance.

In the context of the digital era, this cultural rigidity acts as a silent barrier. (Taufiq Hail *et al.*, 2024) expand on this by highlighting that for digital natives like Generation Z, organizational resistance is often perceived not as a policy necessity, but as a lack of trust. When the cultural basic assumptions view AI as a risk rather than an asset, it creates a disconnect between the interns' capabilities and the organization's values.

As such, organizational culture may be one of the most significant structural barriers to adopting technological innovation. If organizational values do not support technological flexibility, even Gen Z students, who are essentially highly digitally literate, can experience a reduction in AI use in the internship environment. In situations like these, bureaucratic culture can hinder digital efforts, discourage people from learning new technologies, and make them resistant to innovation. This aligns with Tathavadekar & Mahankale (2025), who argue that to successfully integrate the Gen Z workforce, organizations must evolve from compliance-based cultures to employee-centric approaches that foster digital experimentation. Since innovation is not solely determined by individual abilities but also by the organizational culture that governs work behavior, it is critical to understand organizational culture when analyzing AI adoption rates (Efawati, 2023).

System and Regulatory Factors: Structural Barriers

The structural barriers to AI adoption in the modern work environment cannot be separated from the conditions of the information systems and internal regulations that govern organizational activities. Recent studies show that many companies still rely on legacy systems that are closed and not designed to interact with cutting-edge technologies, including generative AI. This kind of legacy system creates technological lock-in, a situation in which organizations are tied to outdated technology due to high migration costs and operational risks when changing (Goldstein *et al.*, 2023). In addition to technical constraints, internal regulations are also a significant limiting factor. Data security policies, information confidentiality standards, and standard operating procedures often limit the use of AI-based third-party applications, especially in sectors with high data leak risk. This aligns with recent findings that regulatory uncertainty and an organization's desire to maintain complete control over internal processes make companies wary of external AI integration (Department for Science, 2024). This condition is further strengthened by the fact that many companies still face un-integrated data governance, making AI adoption difficult without systemic improvements in data management (Haag & Eckhardt, 2024).

In addition to system and regulatory issues, bureaucratic rigidity is also a structural factor that hinders digital transformation. Many organizations exhibit structural inertia, the tendency to maintain established routines, work patterns, and decision structures even when new technologies offer the potential for greater efficiency. Recent research states that resistance to change often arises not because technology is challenging to use, but because of risk-averse organizational cultures and management that still relies on traditional hierarchical structures (Taufiq Hail *et al.*, 2024). This perspective is in line with the findings of digital research institutions that affirm that the most significant

 DOI: https://doi.org/10.61242/ijabo.25.636

barriers to digitalization are cultural and structural, not technical; compartmentalized departments, conservative old management, and fear of disrupting the stability of operations are the leading causes of technology adoption failures, including AI (Nafees *et al.*, 2025).

Overall, the combination of incompatible legacy systems, restrictive internal policies, and bureaucratic inertia creates a strong structural barrier to AI adoption in the office. These barriers not only affect permanent employees but also Gen Z interns, who are essentially highly digitally ready but cannot use AI optimally because organizational systems and rules constrain them. These findings confirm that AI adoption is not just a technical issue or an individual competence, but is strongly influenced by organizational structural readiness and work culture.

Technology Adoption Theory (TAM) Technology Acceptance Model

With two fundamental constructs, perceived utility and perceived ease of use as important indicators of users' intention to adopt technology, the Technology Acceptance Model (TAM) remains the primary framework in research on technology adoption. According to recent research, Generation Z, who often use technology, prioritizes accessibility and immediate benefits when using AI, especially in office management settings where productivity and efficiency are required (Sohn & Kwon, 2020).

The effectiveness of AI adoption is influenced by organizational factors such as work culture, managerial support, and openness to innovation, as well as individual characteristics. Even though Generation Z interns have positive attitudes toward AI, research by Chaniago *et al.* (2024) shows that Indonesia's bureaucratic, hierarchical corporate culture fosters opposition to AI deployment. These cultural hurdles and inflexible organizational structures diminish the efficacy of using AI in the workplace.

It has been demonstrated that organizational support, including ongoing training, sufficient technology infrastructure, and innovation-focused policies, improves users' perceptions of AI's usability and boosts their motivation to use it (Nafees *et al.*, 2025). This aligns with the meta-analysis by Yu & Yu (2024), which confirms that Facilitating Conditions are the strongest predictor of AI adoption in complex environments; without technical support, high individual literacy is insufficient to drive actual usage. For Generation Z, which is known to be critical of privacy and ethical issues in technology, elements such as confidence in data security and the openness of AI processes are especially crucial (Haag & Eckhardt, 2024).

To understand the actual dynamics of AI adoption among Generation Z in office management contexts, TAM must be modified to incorporate organizational and cultural factors. With this enlarged model, scholars and professionals can develop more efficient plans to accelerate the adoption of AI in complex, bureaucratic workplaces and gain a deeper understanding of key non-technical obstacles.

RESEARCH METHOD

The study adopts a qualitative approach to explore the barriers and strategies related to artificial intelligence adoption in office management. The research specifically focuses on the experience of Generation Z interns in the Bandung area. To build a comprehensive understanding, this investigation blends two primary data sources: a systematic review of relevant academic literature and primary data obtained through in-depth field analysis. This methodological triangulation ensures the validity and reliability of the findings (Creswell & Poth, 2018).

 DOI: https://doi.org/10.61242/ijabo.25.636

The initial step of the research involves conducting a Systematic Literature Review (SLR) to consolidate existing empirical and theoretical findings. This process begins by formulating key questions about the impact of AI-based digital workspaces and the potential barriers faced by the younger generation. Literature searches were conducted electronically using national and international journal databases with related keyword combinations. Studies that meet the inclusion criteria, such as the most recent year of publication (2020–2025) and relevance to the Indonesian context, are then selected for further analysis. Thematic analysis of the selected literature identifies patterns and knowledge gaps, builds a solid theoretical foundation for this research, and guides the development of interview instruments (Snyder, 2019).

The next stage is field data collection using a semi-structured, in-depth interview method. The participants in the study were eight Generation Z interns currently undergoing internship programs in various sectors in Bandung, ranging from automotive, finance, to creative industries. Participants were selected purposively to ensure diversity in job roles and organizational backgrounds (Etikan *et al.*, 2016). Unlike previous studies that only focused on active users, this study also included interns who do not use AI to understand the specific barriers they face. The interview guidelines are based on the Technology Acceptance Model (TAM) and Task-Technology Fit (TTF) frameworks, focusing on participants' perceptions of utility, ease of use, and task compatibility. The interview process is thoroughly recorded and transcribed to maintain the authenticity of the data (Sutton & Austin, 2015).

The collected qualitative data were then analyzed using a thematic analysis approach as proposed by Braun & Clarke (2006). The analysis process begins with familiarization with the transcript, followed by coding important data segments related to structural, cultural, and task-related barriers. The codes are then grouped based on their conceptual similarities to form broader themes. These themes will later be presented as the main companion of the research, providing an in-depth look at how Gen Z interns are leveraging and managing AI technology in their digital workspaces. This analytic focus is crucial, as recent studies emphasize that understanding digital behavior is a key determinant of employee performance in the modern workplace (Nuraini *et al.*, 2024). The synergy between the literature and participants' direct voices is expected to yield in-depth answers to the research questions (Nowell *et al.*, 2017).

Table 1. Profile of participants

Participant	Age	Company	Position
P1	20	PT Tunas Toyota	Customer Relation
P2	21	PT Tunas Toyota	Admin Showroom
P3	21	PT LEN Industri	CSR Unit
P4	21	PT LEN Industri	Employee Engagement
P5	22	PT Maha Kreasi Indonesia	Admin Finance
P6	21	PT Mahligai Puteri Berlian	Administration & Cashier
P7	21	PT PLN UP2B Jawa Barat	Communication
P8	21	PT Foximas Mandiri	Admin Online

Source: Own compilation (2025)

This study employs a conceptual framework that examines the interplay between organizational constraints and technological integration. As visualized in Figure 1, the research model posits organizational barriers as the independent variable (X) that directly influences the dependent variable (Y), namely AI adoption in office management. Furthermore, the model incorporates organizational culture as a mediating variable (Z), proposing that the existing workplace culture fundamentally shapes how structural constraints ultimately affect technology adoption patterns among Generation Z internsT

 DOI: https://doi.org/10.61242/ijabo.25.636

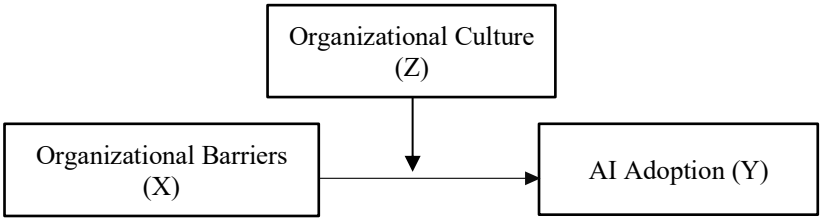

Figure 1. Model of Research
Source: Developed for this research (2025)

RESEARCH RESULTS

Based on in-depth interviews with eight Generation Z interns at various companies in Bandung, a consistent pattern of factors inhibiting the adoption of Artificial Intelligence (AI) technology in the implementation of office management tasks emerged. The study's findings indicate that multidimensional systemic constraints limit the implementation of AI.

Participants who completed internships at PT Tunas Toyota, in both the Customer Relations Coordinator and Showroom Admin positions, reported that all their operational activities have been integrated into the company's internal system, IDMS. The system lacks AI features, and the company's policy prohibits the use of external tools, as all work procedures are standardized by default. Within PT LEN Industri, participants from the Corporate Social Responsibility and Employee Engagement units stated that there are limited opportunities to use AI. However, its implementation comes with strict restrictions: AI output must undergo a comprehensive manual revision process. This is due to the incompatibility of AI generative results with the format and standards of corporate documents, as well as the obligation to adapt to the prevailing organizational culture and document governance.

The financial and administrative sectors showed more significant restrictions. The participant who serves as Finance Admin at PT Maha Kreasi Indonesia explained that the repetitive nature of the work and its financial implications require strict adherence to standard operating procedures. The use of AI poses a risk of violations in the audit process. Similar restrictions are also applied to the Administration and Cashier divisions, where the company's policy prohibits the use of external tools due to the sensitivity of transaction and financial data.

Similar experiences were reported by participants who completed internships at PT PLN UP2B West Java, where the entire employee workshop process was arranged through the PLN Click internal application. The system's closed, specific characteristics prevent it from integrating with AI technologies. Meanwhile, participants from PT Foximas Mandiri implemented a spatial division of AI use, with this technology used only in the domestic environment and not in the professional work environment. Company policies emphasize the priority of integrity and compliance procedures, relying on internal applications such as Corsus for all work instructions.

The configuration of these findings underscores the complex reality that Generation Z's digital capabilities are not fully realized due to structural constraints within the organizational environment. The barriers identified are not only technical, related to system integration, but also include cultural and regulatory factors, such as organizational culture, standard operating procedures, and data security considerations.

 DOI: https://doi.org/10.61242/ijabo.25.636

DISCUSSION

The findings of this study reveal a significant and concerning gap between the digital capabilities of Generation Z interns and the structural realities of the organizations where they work. Although this generation is widely recognized as digital natives who possess intuitive technological skills, they are frequently unable to utilize Artificial Intelligence (AI) in their daily operational workflows. This limitation is not due to a lack of individual competence, but rather stems from rigid system issues, strict internal regulations, and an organizational culture that prioritizes compliance over innovation. Participants specifically highlighted that proprietary internal systems, such as the IDMS at PT Tunas Toyota and PLN Click at PT PLN UP2B operate as closed environments. These legacy systems are technically incompatible with modern external AI applications, effectively blocking any attempt at integration. Furthermore, some companies implement explicit prohibitions on the use of third-party AI tools for administrative and financial tasks to ensure data security and audit compliance. Consequently, interns who are ready to run with digital tools are forced to walk at the speed of legacy infrastructure.

This phenomenon confirms the relevance of the Task-Technology Fit (TTF) theory, which posits that technology should be used only when it aligns with the specific requirements of the task. In the context of this study, a significant misfit was observed. While Generative AI offers creative and analytical capabilities, the internship tasks assigned are often highly standardized, repetitive, and rule-based. Because the nature of the work does not require the advanced features of AI, the technology is perceived as unnecessary or, in the case of sensitive data, a potential risk. Goldstein *et al.* (2023) noted that integrating new technologies with legacy systems is inherently difficult, especially when those systems create a technological lock-in. This study extends that argument by showing that the challenge is not merely technical but also regulatory. In organizations that prioritize procedural consistency, the lack of fit is reinforced by security policies that render AI inaccessible to interns.

When viewed through the lens of organizational culture, these inconsistencies become increasingly complex. In many of the companies observed, the work culture is characterized by hierarchy, bureaucracy, and a strong focus on compliance. In such environments, technological experimentation is often perceived by management as a threat to stability rather than an opportunity to improve efficiency (Efawati, 2020). This aligns with the perspective of Chaniago *et al.* (2024), who argue that an organization's basic assumptions influence its approach to new technologies; rigid cultures that limit experimental space tend to actively hinder digital adoption. For Gen Z interns, who occupy the lowest rung of the corporate ladder, this cultural resistance creates a psychological barrier. They may possess the skills to automate tasks, but the cultural pressure to follow the rules suppresses their initiative to introduce AI solutions.

Contrasting these findings with broader literature reveals important nuances regarding the conditions for success. Studies by Nafees *et al.* (2025) and Sharma (2025) suggest that AI can significantly improve work efficiency and employee well-being, but this is contingent upon the company providing supporting infrastructure. Tathavadekar & Mahankale (2025) also note that organizations tailoring their HR strategies for Gen Z are generally more open to digital implementation. However, the companies in this study demonstrate the opposite outcome: a digital disconnect where infrastructure is stagnant. Unlike Rimadias *et al.* (2025) and Hani *et al.* (2024), whose research using the Technology Acceptance Model (TAM) predicted that Gen Z would readily adopt AI due to its ease of use, this study shows that favorable perceptions do not guarantee adoption. This provides a critical new perspective: the primary reason Gen Z interns do not use AI

 DOI: https://doi.org/10.61242/ijabo.25.636

is not a psychological reluctance, but a structural prohibition embedded in the organization.

Furthermore, the analysis indicates that the traditional TAM framework (Sohn & Kwon, 2020) has limitations when applied to the Indonesian bureaucratic context. In this study, high perceptions of Perceived Usefulness (PU) and Perceived Ease of Use (PEOU) had almost no impact on actual usage behavior. This condition indicates that simply finding a technology useful is insufficient if the environment forbids its use. Therefore, to understand adoption in this context, the TAM model needs to be extended to include external variables such as System Compatibility and Organizational Approval. This aligns with the meta-analysis by Yu & Yu (2024), which emphasizes that facilitating conditions are often the strongest predictor of usage. This study confirms that organizational barriers can completely negate the positive influence of high digital literacy, rendering individual readiness irrelevant without institutional support.

Overall, this study establishes that understanding AI adoption among Generation Z interns cannot be achieved through an individual approach alone; instead, it must be approached from a systemic perspective that includes the organization's rules, structure, and culture. These results fill an important gap in the literature that has so far emphasized user expertise or technology readiness. The findings conclude that the main obstacle to implementing AI is an organizational structure suffering from inertia, leaving Generation Z unable to realize their full potential. Therefore, the implication is clear: for Indonesian companies to truly benefit from the digital workforce, they must move beyond legacy technologies and bureaucratic rigidity to create a supportive ecosystem that allows innovation to thrive.

CONCLUSIONS

This study demonstrates that institutional, cultural, and legal barriers within the companies where Generation Z interns work are the primary barriers to their adoption of artificial intelligence (AI), rather than a lack of personal digital literacy. Many businesses continue to use outdated, closed systems that are incompatible with modern technology. However, the usage of external AI-based apps is restricted by stringent data security regulations and standard operating procedures. There is now very little room for technology innovation and experimentation in a hierarchical, compliance-focused workplace. Because of this, office management tasks cannot completely benefit from AI's capacity to increase efficiency.

From a theoretical standpoint, the findings of this study demonstrate that the low adoption of AI in bureaucratic organizations cannot be adequately explained by the Task-Technology Fit (TTF) and Technology Acceptance Model (TAM). The results demonstrate that even when perceptions of usability and convenience are high, other factors, such as organizational permission and system compatibility, are crucial in shaping actual technology use. Therefore, the interplay between organizational and individual characteristics must be taken into consideration while understanding AI adoption. This study demonstrates that organizational culture and structural preparedness are important factors that either support or impede the application of AI in the contemporary workplace.

Despite providing critical insights, this study has several limitations. The research was conducted using a qualitative approach with a limited number of participants (eight interns) specifically in the Bandung area, which may limit the generalizability of the findings to other regions or industries with different digital maturity levels. Furthermore, the study focused primarily on the perspective of interns, without exploring the

 DOI: https://doi.org/10.61242/ijabo.25.636

managerial viewpoint regarding the reasons for such restrictions. Future research is recommended to expand the scope by involving a larger sample size across various cities and sectors, and to include the perspectives of supervisors or IT managers to obtain a more balanced view of the organizational rationale behind AI prohibition. Additionally, quantitative studies measuring the correlation between specific legacy systems and innovation resistance would provide valuable statistical validation for these findings.

ACKNOWLEDGMENT

The author expresses his sincere appreciation to Prof. Dr. Harmon Chaniago, M.Si., as the supervisor, for his guidance, scientific direction, and valuable input, which have been very helpful in compiling this article. His support is an important part of improving this scientific paper's research and writing.

REFERENCES

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, *3*(2), 77–101. https://doi.org/10.1191/1478088706qp063oa

Chaniago, H. (2025). *Manajemen kantor kontemporer (Edisi ke-2)*. PT Edukasi Riset Digital.

Chaniago, H., Harmonis, H., & Paramita, H. (2024). Organizational culture and digital innovation: Barriers to AI adoption in Indonesian workplaces. *Journal of Business Innovation*, *15*(2), 45–62.

Chaniago, H., & Efawati, Y. (2024). Individual Innovative Behavior Model: The Role of Entrepreneurial Leadership in Uncertain Times. *Quality-Access to Success*, *25*(202).

Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches* (4th ed.). SAGE Publications.

Department for Science, I. and T. (2024). *A pro-innovation approach to AI regulation: Government response to consultation*. https://www.gov.uk/government/publications/ai-regulation-a-pro-innovation-approach

Efawati, Y. (2023). Trust as Antecedent of Innovative Behavior in the Workplace. International Journal Administration, Business & Organization, 4(3), 35-47. https://doi.org/10.61242/ijabo.23.381

Efawati, Y. (2024). Peran Budaya Digital dan Kreativitas terhadap Kinerja Karyawan: Apakah Krusial Bagi Perusahaan?. *Jurnal Akuntansi Keuangan dan Bisnis*, *17*(2), 139-150.

Efawati, Y. (2020). The influence of working conditions, workability and leadership on employee performance. *International Journal Administration, Business & Organization*, *1*(3), 8-15. https://doi.org/10.61242/ijabo.20.40

Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics*, *5*(1), 1–4. https://doi.org/10.11648/j.ajtas.20160501.11

Goldstein, J. E., Neimark, B., Garvey, B., & Phelps, J. (2023). Unlocking "lock-in" and path dependency: A review across disciplines and socio-environmental contexts. *World Development*, *161*, 106116. https://doi.org/10.1016/j.worlddev.2022.106116

Haag, S., & Eckhardt, A. (2024). Dealing effectively with shadow IT by managing both cybersecurity and user needs. *MIS Quarterly Executive*, *23*(4). https://aisel.aisnet.org/misqe/vol23/iss4/5

Hani, N., Lestari, P. V, Zamora, H. P., Ismayanti, R., & Setiawan, I. (2024). Analisis faktor penerimaan pengguna ChatGPT dengan menggunakan metode TAM pada mahasiswa Universitas Amikom Purwokerto. *Jupiter*, *2*(6), 51–61. https://doi.org/10.61132/jupiter.v2i6.612

Lestary, L., & Chaniago, H. (2023). Pengaruh lingkungan kerja terhadap kinerja karyawan. *Jurnal Riset Bisnis Dan Investasi*, *3*(2), 94–103.

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

Mulyadi, R. D. R., & Efawati, Y. (2024). Understanding Consumer Minds: How Psychological Aspects Drive E-commerce Purchases. *International Journal Administration, Business & Organization*, *5*(5), 15-23.

Nurain, A., Chaniago, H., & Efawati, Y. (2024). Digital Behavior and Impact on Employee Performance: Evidence from Indonesia. *Journal of Technology Management & Innovation*, *19*(3), 15-27.

Nafees, A., Rana, Z., Khan, M., & Shah, S. (2025). Industry 5.0 and human–technology collaboration: The role of AI and machine learning in shaping future workplaces. *Future Work Journal*, *9*(9), 89–102.

Nowell, L. S., Norris, J. M., & White, D. E. (2017). Thematic analysis: Striving to meet the trustworthiness criteria. *International Journal of Qualitative Methods*, *16*(1). https://doi.org/10.1177/1609406917733847

Noy, S., & Zhang, W. (2023). Experimental evidence on the productivity effects of generative artificial intelligence. *Science*, *381*(6654), 187–192. https://doi.org/10.1126/science.adh2586

Nuraida, I. (2022). *Manajemen perkantoran*. PT Kanisius.

Nuraini, A., Chaniago, H., & Efawati, Y. (2024). Digital behavior and impact on employee performance: Evidence from Indonesia. *Journal of Technology Management and Innovation*, *19*(3), 78–89.

Rimadias, S., Arsy, F., Emir, S., & Nabila, R. (2025). Persepsi Generasi Z terhadap pemanfaatan Artificial Intelligence (AI) dalam meningkatkan kinerja karyawan di tempat kerja. *Jurnal Ilmiah Ekonomi*, *1*(1), 29–43. https://doi.org/10.63822/d11c2792

Schein, E. H. (2004). *Organizational culture and leadership* (3rd ed.). Jossey-Bass.

Sharma, A. (2025). Smart work and smart life: Role of AI in managing workload and wellbeing. *Viksit Bharat@2047*, 50–59. https://doi.org/10.62823/inspira/2025/9788199024557/05

Snyder, H. (2019). Literature review as a research methodology: An overview and guidelines. *Journal of Business Research*, *104*, 333–339. https://doi.org/10.1016/j.jbusres.2019.07.039

Sohn, K., & Kwon, O. (2020). Technology acceptance theories and factors influencing artificial intelligence-based intelligent products. *Telematics and Informatics*, *47*, 101317. https://doi.org/10.1016/j.tele.2019.101317

Sutton, J., & Austin, Z. (2015). Qualitative research: Data collection, analysis, and management. *Canadian Journal of Hospital Pharmacy*, *68*(3), 226–231. https://doi.org/10.4212/cjhp.v68i3.1456

Syafani, R. S., Hasya, N. N., & Chaniago, H. (2025). Mapping Generation Z work priorities: Comprehensive study and strategic implications for office management in the age of AI. *International Journal of Administration, Business & Organization*, *6*(2), 123–135. https://doi.org/10.61242/ijabo.25.482

Tathavadekar, V. P., & Mahankale, N. R. (2025). Next-generation human resource management: Transforming organizational strategy for Generation Z workforce integration through digital innovation and employee-centric approaches. *Leadership and Organizational Insights*, *1*(3), 1–9. https://doi.org/10.64229/dcxcyg49

Taufiq Hail, G. A.-M., Yusof, S. A. M., Rashid, A., El-Shekeil, I., & Lutfi, A. (2024). Exploring factors influencing Gen Z's acceptance and adoption of AI and cloud-based applications. *Emerging Science Journal*, *8*(3), 815–836.

Thariq, F., & Efawati, Y. (2024). The Influence of Website Quality on Buying Interest Consumer. *International Journal Administration, Business & Organization*, *5*(3), 64-74.

Yu, J., & Yu, H. (2024). Task-technology fit and AI adoption in the workplace: A meta-analysis. *Computers in Human Behavior*, *150*, 107982. https://doi.org/10.1016/j.chb.2023.107982