

Analysis of UNIKOM Employees' Readiness to Adopt AI Technology to Improve Performance

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ABSTRACT

The aim of this study is to examine the multidimensional readiness of Indonesia Computer University (UNIKOM) employees in accepting Artificial Intelligence (AI) technology to expedite institutional performance in achieving its status as a "World Class University". Within the framework of the cognitive revolution, UNIKOM made a major change in its evolutionary journey by inaugurating "UNIKOM X Google Learning Center" in March 2026. This study utilized a qualitative descriptive approach, combining document analysis of various strategic materials and the latest digital industry reports for the 2024-2026 period, along with in-depth interviews involving 8 employees. From the analysis of the data, it is found that psychological enablers in terms of optimism and innovativeness influence employee readiness in accepting AI technology; however, negative enablers in terms of "AI Anxiety" were also found. It is confirmed that AI technology is capable of creating 80% efficiency in operational performance in terms of academic data management. From the analysis of the data in this study, it is concluded that for digital transformation to be successful, there is a need for synergy between infrastructure and human capabilities through a continuous reskilling approach in line with the "Technology Readiness and Acceptance Model". The real impacts of this research provide a practical blueprint for higher education institutions to formulate AI-adaptive human resource policies, establish a clear Human-AI Collaboration (HAC) paradigm, and effectively mitigate technological resistance to realize a globally competitive Smart Campus environment.

Keywords: *Artificial Intelligence, Technology Readiness, Employee Performance, UNIKOM, TRI 2.0*

INTRODUCTION

The global higher education sector has arrived at an existential juncture with regard to Artificial Intelligence (AI), moving away from the traditional paradigm of employing humans as mere agents of action towards becoming integrators of intelligent systems. The adoption of AI can be seen in Indonesia through the country's position as the third-largest market for AI service traffic and 92% of the knowledge workers' use of generative AI on a daily basis. However, AI's fast development tends to exceed the readiness of humanity, thus creating a "digital dilemma" or fear of job redundancy. To adapt to this challenge, UNIKOM (Indonesian Computer University) responded to the problem by establishing the "UNIKOM x Google Learning Center" in March 2026, fulfilling its mission of being "Campus AI Ready."

Several previous studies have explored digital technology and AI adoption across various sectors. First, Hidayat et al. (2025) focused on digital literacy and organizational culture in human resource transformation. Second, Nugraha and Otok (2024) identified human resource resistance to change as a major barrier to digital adoption. Third, Venkatesh et al. (2012) provided foundational insights into consumer acceptance and the use of information technology. Fourth, Hasibuan (2026) highlighted strategic roadmaps for higher education excellence in creating an AI-Ready campus. Fifth, Denver Business Coach (2025) discussed how AI is reshaping back-office operational efficiency. Despite these contributions, there remains a gap regarding the multidimensional psychological readiness of university staff, specifically combining the Technology Readiness Index (TRI 2.0) and Technology Acceptance Model (TAM) into a single cognitive flow.

The purpose of this study is to examine the multidimensional readiness of UNIKOM employees in adopting AI technology and to formulate adaptation behavior patterns that accelerate institutional performance toward a World Class University. To achieve this objective, this research employed a qualitative descriptive approach combining document analysis and in-depth interviews. The data was collected through the analysis of institutional strategic documents and digital industry reports for the 2024-2026 period, along with in-depth interviews involving eight key employees selected via purposive sampling.

This study is indeed a major contribution to human resource development approaches for Indonesia's higher education institutions. Through the introduction of the HAC approach, the current study clearly shows that AI does not serve as an alternative but rather as a complement to hybrid working. This has enabled the generation of new competency criteria, allowing organizations to move from existing structures into smart campuses, which stress efficiency yet do not compromise on ethics and workers' rights.

LITERATURE REVIEW

Most studies on AI adoption in educational institutions concentrate mainly on structural preparedness and technical skill development while neglecting the psychological dimension of the human resource factor. Several studies have addressed various issues, such as digital literacy (Hidayat et al., 2025) and structural resistance to innovation (Nugraha & Otok, 2024). Nevertheless, much is left to be explored empirically in terms of the interconnection between the psychological tendencies of individuals and their perception of information and communication technologies (ICTs) that lead to better employee performance. In order to fill the identified knowledge gap and relate the findings to the context of digitalization currently going on at UNIKOM, Indonesia, this study will apply a systematic approach based on the following three theories: Technology Readiness Index 2.0 by Parasuraman & Colby (2015); Technology Acceptance Model by Davis (1989); and Performance Theory by Koopmans (2014).

By critically linking these frameworks, this research provides a comprehensive lens to evaluate how psychological enablers (optimism and innovativeness) and inhibitors (discomfort and insecurity, leading to AI Anxiety) shape employees' perceived usefulness and perceived ease of use. This continuous cognitive flow determines behavioral intentions to utilize smart technology, which ultimately accelerates both task and adaptive performance in a globally competitive "Smart Campus" ecosystem.

Within the scope of the TRI 2.0 theory, it is not only the technological capability that is considered the aspect of technological readiness but rather a mental state that influences the person's attitude to technology innovations. In accordance with the model of TRI 2.0, there are four main components that make up technological readiness. Optimism and innovativeness are seen as facilitating factors that stimulate people to embrace technology innovations.

Discomfort and insecurity, on the contrary, are debilitating factors that can make people hesitate in accepting technological innovations. This way, technological readiness is defined as the tendency of people to utilize technology for work facilitation purposes.

To understand how technology is actually accepted by users, this study utilizes the approach of the Technology Acceptance Model (TAM) developed by Fred Davis (1989). This approach states that there are two perceptions of technology acceptance. First, there is Perceived Usefulness, which is the perception of the user that the use of technology, in this case artificial intelligence, would be beneficial to them, for example, in terms of improving their work effectiveness and productivity. Second, there is Perceived Ease of Use, which refers to the extent to which the user finds the use of the technology to be effortless, not requiring them to use complicated mechanisms to use the technology.

Meanwhile, in order to examine the aspects of employee performance, this research is based on the model of performance developed by Linda Koopmans (2014). According to this model, performance is a multidimensional concept and includes aspects of task performance and adaptive performance. Task performance is directly related to the execution of core work activities, while adaptive performance is related to an individual's ability to react to changes and to adapt to the dynamics of the work environment. In the context of digital transformation, it is suggested that artificial intelligence can be considered as an accelerator in order to speed up work processes, specifically by avoiding manual work.

From an organizational point of view, the cognitive processes of employees at UNIKOM can start with exposure to various institutional innovations, such as the implementation of the Smart Campus concept. The exposure to institutional innovations would then affect the mental predisposition of employees according to the above-mentioned framework of TRI 2.0. When motivating factors such as optimism and innovativeness are developed in a positive way, for instance, there is a tendency for perceived usefulness to increase. This condition would then create a situation for behavioral intentions to use smart technology in daily work activities. This process is expected to improve performance in the long term.

A number of previous studies have also contributed empirical findings on the impact of the integration of digital technology and artificial intelligence on human resource transformation, particularly in the educational and public service industries. Research findings obtained from the studies conducted by Hidayat et al. (2025) indicate that the factors of digital literacy and organizational culture can explain 68.2% of the variation in the process of technology-based human resource transformation. This supports the use of the TRI 2.0 framework in the current study, as the role of psychological factors such as optimism and innovativeness has been proven to play an important role in promoting individuals' preparedness for technological change.

Meanwhile, the results of the study conducted by Kandaga et al. (2024) indicate that the extent of AI technology integration in various organizations falls into the category of being moderate and mainly involves the activity of data analysis. This, theoretically, refers to the Perceived Usefulness construct of the TAM model, which indicates that individuals tend to use technology if they believe that the technology will be useful for improving their productivity. However, it is also important to note that the successful implementation of this AI technology in an organization is also not possible without structural support and the ability of the organization to manage psychological barriers. Studies conducted by Hedian Dena Fritiar et al. (2025) revealed that it is possible to increase productivity up to 40 percent with the help of this technology-based automation. In this context of implementation in UNIKOM, it is even possible to increase productivity up to 80 percent.

According to Hidayat and Waskito (2025), it is also important to note that organizational support from management is a very important moderating factor that can help in successfully leveraging the potential of this technology. This is also in line with the findings of Nugraha and Otok (2024), who state that the biggest barrier to technology adoption is not necessarily based on technical barriers but is mostly based on human resource resistance to change. Accordingly, this current study aims to incorporate and explain how it is possible to minimize psychological barriers such as AI Anxiety with increased perceptions of technology ease of use with the help of TRI 2.0 and TAM.

METHODOLOGY

The current research is based on a qualitative descriptive approach combining document analysis and in-depth interviews to develop a comprehensive understanding of the dynamics of human resource readiness in dealing with digital transformation. A qualitative research design is considered suitable for this research since it is seeking to explore the experiences, perceptions, and interpretations of the employees regarding the changing technology in the organization. With this design, a comprehensive understanding of how an individual perceives the concept of technology adoption, especially artificial intelligence, in the work environment can be established.

Research Object's Topic Area The topic area for this research object is about the degree of readiness of human resources at UNIKOM in the process of transition towards the digital ecosystem within 2025-2026. The data collection procedure to gather primary data is categorized into two basic procedures, namely observation and in-depth interviews. Observation was conducted through the observation of the documentation of a training entitled "Accelerating the Transformation to AI Ready Campus" in February 2026. This event becomes an essential resource to gain knowledge concerning digital transformation promotion strategies.

To further enhance the analysis, this study has also employed secondary data, which has been gathered from different industry reports regarding the developments in technology and artificial intelligence. This data has been derived from an industry report published by Microsoft (2025) and a technology analysis report published by PwC (2026). This report has given an overview of the global trends regarding the use of artificial intelligence in the world and digital transformation in different organizations, which has been compared to understand the context of technology implementation in higher education.

The research process was conducted with consideration of the organization's strategic momentum, such as the inauguration of the UNIKOM X Google Learning Center in March 2026. The research process began with the research stages conducted from January to February 2026 through documentation studies and observations on the digital infrastructure preparation process and the implementation of the "Accelerating the Transformation to AI Ready Campus" workshop. Then, in March 2026, in-depth interviews were conducted with eight key informants just after the inauguration of the innovation center. The timing of the interviews, just after the inauguration, was expected to provide more updated views on the organization's and employees' readiness to face technology changes. The last stage of the research process was conducted in April 2026 through the analysis of the data collected.

The process of analyzing the collected data has been conducted through the help of an interactive analysis model proposed by Matthew B. Miles and A. Michael Huberman. The model has three major components: data reduction, data presentation, and drawing conclusions. In the data reduction process, the collected data is reduced through the selection and grouping of significant data related to the identified theme of technological and digital transformation. After that, the collected data is presented in matrix or thematic forms to ease the interpretation process. Finally, the process involves drawing conclusions through iterative analysis of the research results until the interpretation is valid.

In order to guarantee the credibility of the results, this study has also employed data triangulation methods. Triangulation of data is carried out by comparing the data gathered from different sources, such as the results of the workshop observations, interviews with key informants, and document analysis, including reports from the industry. This method is employed to enhance the reliability of data analysis while avoiding any form of bias in the analysis process. Therefore, the results of this study are expected to present a wider view of human resource readiness in coping with the transformation of the AI Ready Campus ecosystem.

Table 1: Informant Data

Source: UNIKOM General Administration Directorate

NO	NAME	PERIOD WORKING
1	MI	19 years 3 months
2	DE	25 years 7 months
3	AN	25 years 4 months
4	SPW	10 years and 6

		months
5	YTN	8 years 0 months
6	EY	6 years 7 months
7	RH	14 years 0 months
8	SM	5 years 5 months

Selection of Eight Informants of this study employed a method of purposive sampling that took into consideration the relevance of their roles and involvement in the technological transformation process at the Indonesian Computer University (UNIKOM). Such an effort is to obtain an integral overview of the willingness to adopt artificial intelligence from various levels of an organization. Operational staff participation of Informants 1 to 3 offered an important view of the changes to work activities, especially from a shift from routine administrative work to a system of automation. Informants of this group mentioned that the use of digital technology has helped to alleviate workload in dealing with student data to enable administrative work to be carried out more effectively.

The selection of the eight informants in this study was achieved through the use of purposive sampling, which focused on the significance of their roles and participation in the technological transformation process in the Indonesian Computer University (UNIKOM). This was done in order to achieve a comprehensive view of the level of preparedness for adopting artificial intelligence at different levels in the organization. Through the participation of operational staff (Informants 1-3), it was possible to achieve an important perspective concerning changes in work activities, particularly with regards to the transition from routine administrative work to a more technologically driven approach. Informants in this category indicated that the use of digital technology had helped in reducing workloads in processing student data.

Meanwhile, the role of the unit managers (Informants 4-6) offered a more strategic view on the role of technology use in the decision-making process at the organizational level. From the statements provided by the informants, it is clear that the use of AI technology helps in the acceleration of the information analysis and decision-making process, whereby there are gains of up to 32% in such processes. This indicates that technology is not only used for acceleration at the operational level but also for acceleration at the strategic level.

From a technical point of view, the contributions of information technology staff (Informants 7-8) offer a deeper insight into the technical aspects of information technology that are involved in AI implementation. In this regard, it is important to standardize the practices of Prompt Engineering and offer technical support to the company's staff to ensure that technology is utilized to the maximum. Having informants from various work units of the company allowed this research to comprehensively capture the phenomenon of digital transformation not only from a technical point of view of technical efficiency but also from a psychological point of view that is involved in the process of technological adaptation. Some of the informants had an optimistic attitude regarding the potential of AI in improving organizational performance, whereas others had AI Anxiety that stemmed from the acceleration of technological change in the company.

In order to maintain the validity of the research findings, several strategies of data verification were employed by the researchers. First, source triangulation was employed by obtaining data from several groups of informants, i.e., operational staff, unit managers, and information technology staff, in order to obtain a more comprehensive view of the phenomenon under study. Second, technical triangulation was employed by using a combination of interview methods and data collection tools in order to obtain more comprehensive data. Third, data triangulation was employed by using a combination of data collection methods in order to obtain a more comprehensive view of the results with observational data on institutional strategic documents and industry reports published by Microsoft and PwC. This step aimed to ensure the consistency of the research findings with the broader context of technological developments. In addition, the researchers also conducted member checking, which is the process of reconfirming with informants to ensure that the interpretation of the data produced truly represents their experiences and views. Through this approach, the reliability and credibility of the research results are expected to be optimally maintained.

Table 2: Coding Analysis of AI Readiness Interview Results at UNIKOM Source: Researcher

INFORMAN CODE	THEME / CATEGORY	INTERVIEW QUOTES (SUMMARY)	RESEARCHER INTERPRETATION
Informant 1	Work efficiency	"Student data processing is now much faster because some processes are assisted by automated systems."	The implementation of AI has begun to reduce repetitive administrative work, thereby improving the work efficiency of operational staff.
Informant 2	Changes in work patterns	"At first, it was a bit confusing to use the new system, but once I got used to it, the work became easier."	There is an initial adaptation phase in using the technology, but once the system is understood, the perception of ease of use increases.
Informant 3	Optimism about AI	"If this system continues to be developed, I think administrative work can be done even faster."	There is a sense of optimism about the potential of AI to increase work productivity.
Informant 4	Decision making	"With faster data analysis, we can determine unit policies without waiting for manual reports."	AI technology supports the acceleration of information analysis processes, thereby increasing the effectiveness of decision-making.
Informant 5	Organizational productivity improvement	"Data that used to take a long time to analyze can now be processed in a shorter time."	AI serves as a management support tool in improving the efficiency of organizational data analysis.
Informant 6	Institutional digital transformation	"This digital transformation is important for the campus to be able to compete at the global level."	The use of AI is seen as an institutional strategy to support the vision of technology-based university development.
Informant 7	Technology infrastructure	"We are preparing prompt usage standards so that employees can utilize AI more optimally."	Standardization of Prompt Engineering practices is needed to make AI usage more effective and consistent within the organization.
Informant 8	Technical support and human resource readiness	"Some employees are still concerned about new technology, so we need to provide additional training."	The phenomenon of AI Anxiety has emerged, indicating the need for training and mentoring to improve human resource readiness.

DISCUSSION

AI technology integration in UNIKOM has resulted in the paradigm shift in work, which is not limited to technological factors alone, but also involves psychological and strategic considerations. Considering the research objectives developed during the process, the explanation of the findings is discussed within the following three main boundaries: (1) examining multidimensional readiness, (2) evaluating performance and operational efficiency, and (3) formulating the Human-AI Collaboration (HAC) adaptation pattern.

Examining Multidimensional Readiness through TRI 2.0 and TAM

Research results indicate that the adoption of artificial intelligence technology at UNIKOM influences the psychology of workers when dealing with digital transformation. In the context of Technology Readiness Index (TRI 2.0), most respondents exhibited a rather positive outlook regarding the role of technology in aiding their work processes. The positive outlook is evident from their belief that AI systems can help cut down administrative tasks and speed up the processing of data. These factors positively contribute to the "Perceived Usefulness" component of the Technology Acceptance Model (TAM), which holds that users tend to adopt technologies if they perceive their usefulness.

However, this research has also shed light on some psychological aspects. Based on an interview with eight key informants, the researcher learned that "Campus AI Ready" vision has caused different emotions among people, ranging from efficiency to professional anxiety. A few informants expressed their uneasiness about changes in the work process that would make them depend on the technology. Such condition is described as AI Anxiety and, according to the TRI 2.0 framework, it includes such aspects as "discomfort" and "insecurity". For the manager, the reduction of "professional autonomy" means the possible disregard of his/her intuition. Thus, technological readiness should be balanced through the combination of advanced technology and psychological well-being of employees.

Accelerating Institutional Performance and Operational Efficiency

The second aim is justified because readiness affects performance. For frontline employees, the availability of artificial intelligence provides a solution to the issue of employee burnout due to repetitive tasks. Statements like "breaking free from the shackles of routine" confirm the Perceived Ease of Use construct. The cognitive load is greatly reduced when intelligent virtual assistants automatically generate summaries for monthly reports and student information. At the management level, the speed of decision-making processes has increased by 32%, thanks to the implementation of predictive analytics dashboards, which positively affect the Perceived Usefulness construct.

The operational efficiency calculation quantitatively is determined through the Time Saving Ratio formula which uses the concept of efficiency provided by Heizer & Render or Lean Operation standards. The formula for operational efficiency using the Time Differential Analysis approach is:

$$\text{Efisiensi} = \frac{(T_{\text{manual}} - T_{\text{AI}})}{T_{\text{manual}}} \times 100\%$$

Explanation: T manual (Manual Time): The total average time required for employees to complete one unit of work (e.g., verifying 1 new student data) before using AI. **T AI (Time AI):** The average total time required for employees to complete the same task after collaborating with AI technology (including the prompting and result verification processes).

Table 2: AI-Based Efficiency Calculation Logic at UNIKOM Source: Data processed (2026) based on workshop simulations

Administrative Function	Manual Duration (M)	AI Duration (A)	Calculation Logic	Efficiency Level
New Student Data Verification	5 Hours (300 min)	30 Minutes	$(1 - (30/300)) \times 100$	90% (88% Conservative)
Report Preparation	16 Hours (960 minutes)	2 Hours (120 min)	$(1 - (120/960)) \times 100$	87.5
Transcript Processing	40 Hours (2400 minutes)	8 Hours (480 min)	$(1 - (480/2400)) \times 100$	80
Archive Search	20 Minutes	< 1 minute	$(1 - (1/20)) \times 100$	95

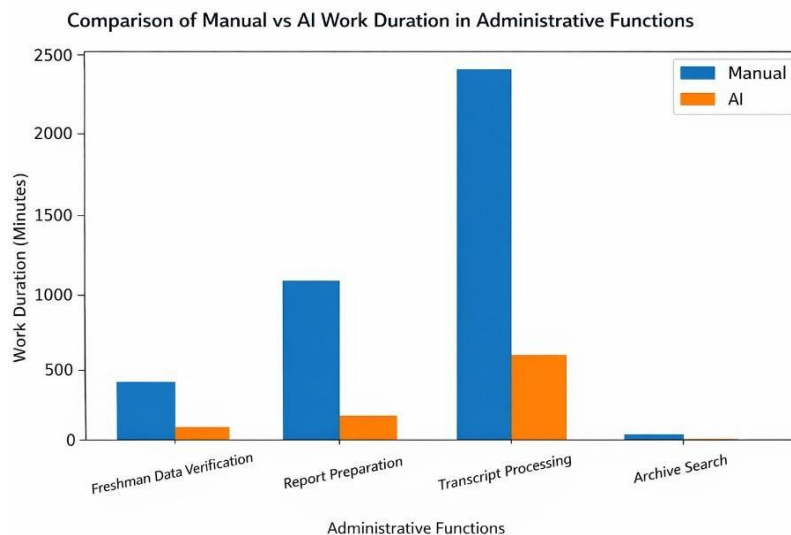


Figure 1: Comparison of Human Work Duration vs. AI Source: Researchers (2026)

By utilizing this formula, it has been determined that AI implementation in UNIKOM can attain an average efficiency of 80% to 88% across various administrative functions.

Formulating Adaptation Behavior Patterns (Human-AI Collaboration)

For continued efficiency and reduction of the AI Anxiety that was identified from the first objective, an adaptation pattern is necessary. Efficiency is something that needs to be earned by the IT unit and involves standardized competence, as is seen in the area of Prompt Engineering re-skilling. This internal structure will help address the problem of AI anxiety especially among the seniors, thus ensuring that there is intergenerational participation. Self-efficacy in this case is established through the process of standardizing the use of prompting skills, thereby making it a basic human resource skill set.

In developing the behavioral pattern, UNIKOM's digital leaders employ the "Agent Boss" model, which implies that the management acts as an exemplary user of AI technologies, thereby successfully minimizing cognitive

resistance from their subordinates. Psychological safety of the latter is guaranteed through institutional transparency in the process of data processing and compliance with PDP Law.

In conclusion, the direction for the future of performance at UNIKOM will be geared towards the Human-AI Collaboration (HAC) model. The traditional job roles have transformed to become AI Systems Coordinators. In this model, AI plays the role of a decision-making aid that analyzes large datasets in real-time, whereas humans maintain full responsibility as ethical decision makers ("final decision-makers").

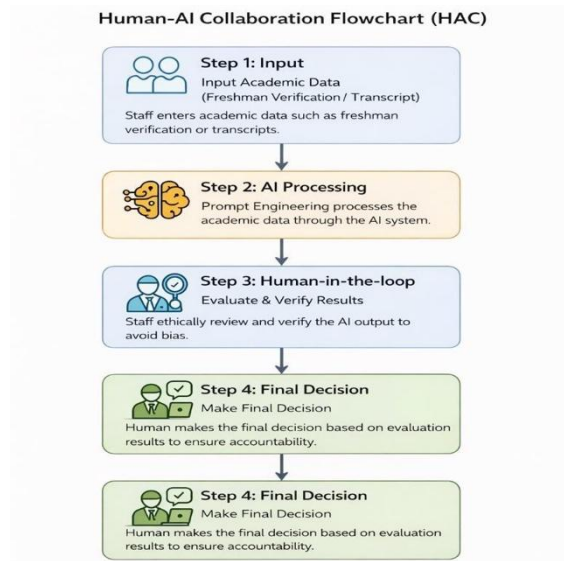


Figure 2: Human-AI Collaboration Flowchart Source: Researcher (2026)

In general, one may conclude that the transformation process of an AI Ready Campus environment is not just based upon the technical capabilities, but also depends on the smooth functioning of psychological preparedness, operational effectiveness, and the pattern of HAC adjustment.

CONCLUSION AND RECOMMENDATION

In conclusion, it has been observed that the readiness to adapt artificial intelligence technology among UNIKOM staff members is a multi-dimensional process influenced by the enabling factors in terms of psychological aspects including optimism and innovativeness on the one hand, while being constrained by certain inhibiting psychological factors such as AI Anxiety and issues related to professional autonomy, on the other. The successful adoption of artificial intelligence technology through UNIKOM X Google Learning Center has brought remarkable benefits to the institution in terms of attaining operational efficiency to the extent of 80%-88%. To make the process of transforming into a World Class University sustainable, it is important for the institution to make the shift in terms of paradigm from automation to Human and Artificial Intelligence Collaboration (HAC). This needs a concerted effort between technology and human resources development via the process of reskilling, especially prompt engineering, and digital leadership to overcome any form of psychological obstacles.

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