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Research Proposal

Analyse the Influence of artificial intelligence on the future of leadership development in the context of Multinational Corporations



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Executive summary

The aim of the research will include the investigation of the effects of AI on leadership development within the MNCs. The study will pursue a qualitative approach using secondary sources of data, which include scholarly literature, industry reports, and organisational reports, and thematic analysis will be undertaken to derive important information. The consequences of the research will show that AI will be a huge boost in leadership performance, as the ability to make better decisions, optimise resources, and individual employee development. AI tools will create a more data-based leadership style where leaders will have more insights into their teams to support them. Following these observations, the recommendation will be that of multinational corporations to expand the incorporation of AI in leadership development plans around personalised learning and data-driven insights to enable ongoing improvement and novelty in leadership methods.

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Introduction

Background of the research

Artificial intelligence plays an effective role in developing multinational corporations. The artificial intelligence helps leaders to effectively manage the business regularly. Personalised learning can be easily enabled through artificial intelligence within multinational corporations. The data-driven insights can be easily provided through artificial intelligence tools (Aboramadan, Jebril, and Al Maweri, 2024). This data is used to improve the business operation daily. Moreover, ethical leadership development can be easily initiated through the utilisation of artificial intelligence tools. Customisation of training programs for employees can be enabled through artificial intelligence tools. Moreover, the personalised training programs help the employees to enhance their skills by using AI tools. The leaders can use the artificial intelligence tools to fulfill the targeted goals on time (Shields, 2024). This assists in developing the business most effectively.

The mindset of leaders can be easily shifted by the utilisation of artificial intelligence tools. Furthermore, the targeted feedback and resources can be enabled easily through the artificial intelligence tools. Artificial intelligence provides high-quality data to the leaders of the dynamic market. This assists the leaders in effectively developing the long-term goals (Roppelt et al., 2024). The tailored training can be easily provided to the leaders in the presence of artificial intelligence tools. Moreover, the leaders can easily identify the weaknesses and strengths of employees through artificial intelligence tools. This helps in improving the employees at the workplace by giving them effective training (Day et al., 2021).

This study will be based on a Multinational Corporation. Moreover, the concept as well as the factors of artificial intelligence. Moreover, the strategies for leadership growth had been discussed in the context of a Multinational Corporation will be discussed in detail by the researcher. Furthermore, the effect of artificial intelligence on the overall leadership expansion in the context of a Multinational Corporation will be examined in this study.

Research problem

MNCs are facing many problems in the absence of artificial intelligence. The business cannot attain its business goals at present due to the lack of artificial intelligence (AI) tools. This has resulted in a decline in the business enactment, which is the main issue for this research. Further, there are many problems faced while adopting AI in MNCs that need to be assessed by the researcher (Kjellström, Stålné, and Törnblom, 2020). There is a lack of training and skills required for using artificial intelligence among the employees of multinational corporations.

Research rationale

The current study will be conducted to improve the overall business performance within the MNCs. This study would help the researcher to know about the artificial intelligence tools effectively (Sklavos et al., 2024). Artificial intelligence has a substantial impact on the operations of a Multinational Corporation. The leadership development can be easily aligned with artificial intelligence in a multinational corporation. This learning would provide a detailed analysis of the relationship between the AI tools and leadership development (Peifer, Jeske, and Hille, 2022). Through this study, the importance of AI tools can be understood by the stakeholders. It will provide a different viewpoint of authors concerning the use of AI in leadership development. Furthermore, the researcher would also receive data insights about leadership and AI tools through this study (Divya et al., 2024). Moreover, the multinational corporation will be the focus of the researcher in this study. Hence, the issues faced by the leaders of Multinational Corporation can be easily identified, and specific solutions for it will be given by the researcher. It will help investigators to provide effective strategies for the development of leadership style in the presence of artificial intelligence tools (Ekuma, 2024).

Research aim and objectives

Research aim

To examine the influence of artificial intelligence on the future of leadership development in the context of a multinational corporation.

Research Objectives

- To study the key concept and factors of artificial intelligence and leadership development in the context of a multinational corporation.
- To examine the use of Artificial intelligence by leaders for their leadership development within the multinational corporation.
- To analyse the influence of artificial intelligence on the future of leadership development in the context of a multinational corporation (Haque, 2022).
- To recommend the futuristic leadership development strategies for leaders using Artificial Intelligence in the context of a multinational corporation (Hossain et al., 2024).

Research questions

- What are the concepts and factors of artificial intelligence and leadership development in the context of a Multinational Corporation?
- What is the use of Artificial Intelligence by leaders for their leadership development in the context of a Multinational Corporation?
- What is the influence of Artificial Intelligence on the future of leadership development in the context of a Multinational Corporation?

Literature review

Key concepts as well as factors of artificial intelligence and leadership development in the context of a Multinational Corporation.

As per the opinion of Enholm (2021), Artificial intelligence is known as an arena of science that is mainly concerned with the development of machines and computers that can learn, reason, and act in such a way that generally requires human intelligence or include data that could be analysed by humans before. It further consists of allowing computers to perform those tasks that previously required problem solving, reasoning, learning, and human perception. Furthermore, author Chaitanya (2024) states that Artificial intelligence mainly focuses on creating systems that can perform human-like cognitive abilities and also helps in making informed decisions. Today, AI is needed in various industries where it has automated various tasks that were only done by

humans before, and this aids in saving their time, money, and also reduces the risk of human resources. The study underpins that in the finance sector, AI helps in detecting fraud due to its ability to analyse a large amount of data.

From the perspective of Nascimento and Meirelles (2022), several key factors lead to the adaptability and development of Artificial Intelligence. These factors consist of the advancement in technology, which further results in computing power and algorithms. Along with this, the availability of large datasets and the development of cloud computing are also helping in the increasing use of AI in different sectors. Furthermore, the open-source communities and the invention of robust AI have led to the growth and progress of AI.

The study by Kohanhooshnejad and Fazelzadeh (2025) also determines that the rise of AI has also derived due to major human mistakes. One driving factor is inadequate data management since the old software systems are now incompetent to address the data quality and consistency issues, which result in unreliable results. Other factors are lack of data utilisation, data silos, ineffective communication, insufficient collaboration and failure to the adaptation of modern development practices.

According to the viewpoint of Alsarrani et al. (2021), in today's dynamic business world, the concept of leadership has taken new phases and development. Leaders are no longer considered as decision makers only, but are also known as mentors, visionaries, and catalysts for long-term career growth and development. All these qualities have led to the development of a new process, which is known as leadership development. The author Todnem (2021) further states that leadership development is known as the systematic process that has been designed to improve skills, competencies, and qualities of individuals so that they can become effective leaders. It is not only about achieving a higher position. But it is also about providing guidance and inspiration to the team members so that they can achieve common goals and objectives.

In the opinion of McCauley and Palus (2021), Leadership development is defined as the ongoing journey of learning and self-discovery, which mainly aims at helping individuals with the development of skills and a mindset that leads to motivating and inspiring others positively. According to the perspective of Liu et al. (2021), the success of leadership development is also influenced by some key factors, such as the quality of the programs and the level of guidance and acceptance that is received from superiors. Along with this, the leadership development is also influenced by learning style and the characteristics of the individual being developed.

Furthermore, the author states that Leupold, Lopina, and Skloot (2020), effective leadership is crucial for the long-term success and development of the organisation. Without having capable leaders, the team might not be able to work toward project attainment.

Theories or models

To analyse and understand the impact of artificial intelligence on leadership development, some key theories of management and leadership can be used. This will aid in examining how different artificial intelligence tools are being used by the global leaders within multinational firms and their potential influence on leadership development.

Transformational leadership

Transformational leadership is a leadership theory in which leaders work with their followers to determine the changes needed in the organisation, creating an inspirational vision and executing the change. This theory will be suitable for the present scenario, where global leaders within MNCs can encourage and motivate their followers to adopt AI into their business operations. The use of AI within the business can also personalise the leadership strategies and help in providing data-driven decision making (Kotamena, Senjaya, and Prasetya, 2020).

Servant leadership

Servant leadership theory was identified back in the 1970s, which argues that leaders have the duty and responsibility to focus primarily on the needs of their subordinates. This theory further

states that the global leaders must emphasise fulfilling the needs of their followers and must foster a culture of collaboration and involvement (Shonk, 2025). AI in today's time can impact leadership development where leaders can analyse large data sets, identify issues and biases, and tailor leadership development plans for enhancing the weaknesses of their followers.

Use of Artificial Intelligence by the leaders for their leadership development within the multinational corporation

As per the opinion of Leimbach (2025), Artificial intelligence is playing a role in the process of learning and development of the individual in the organisation. The traditional model of leadership is now getting replaced by the development of AI tools and techniques. Now, global leaders across the world are using AI algorithms for analysing the strengths, weaknesses, and learning preferences of their followers. This further helps in leadership development programs for addressing the specific needs of their team members and offering them with more personalized learning journey.

From the perspective of Johnston (2023), the global leaders are also utilising artificial intelligence to get real-time feedback and assessment on their leadership skills. By using AI-powered tools, the leaders can attain a view of their leadership traits and qualities, and this instant loop enables them to make changes and adjustments to their leadership practices.

According to the opinion of Vivek and Krupskyi (2024), Artificial intelligence has transformed the leadership practices within multinational corporations. The leaders are using AI to enhance their work capabilities regularly. By this, the administrative goals of commercial can be attained in the right way by leaders. On the other hand, Peifer et al. (2022) state that teamwork can be enhanced through the use of artificial intelligence. It provides an effective way to collaborate with team members among all the team leaders. By using AI tools. The leader can virtually complete the team tasks. This helps in enhancing the business goals daily. The business tasks can be automated easily by the use of artificial intelligence tools. This permits the business to achieve its long-term goals effectually.

Whereas, in the outlook of Sposato (2024), artificial intelligence assists leaders in providing personalized training to every employee regularly. The customised training helps in satisfying the needs of employees within the business. Through this, effective action can be taken by the team leader to refine the overall business culture. Nguyen and Shaik (2024) argue that the loopholes of employees can be easily identified through AI tools, and leaders can take effective action on them. This helps in improving the long-term business goals effectively. Moreover, the leader can also implement strategic planning through AI tools.

As per Teixeira and Pacione (2024), the strategies allow leaders to accomplish the business task by collaborating with the existing workforce. Moreover, informed decisions can be made easily through the use of artificial intelligence tools. It makes employees work more effectively regularly. The data-driven decision-making can be implemented easily by the leader in the presence of artificial intelligence programs. This assists in making the right decisions by the leaders based on AI insights. Moreover, Pawar and Dhumal (2024) underline that the risk can be reduced in the multinational corporation by using artificial intelligence tools. Furthermore, leaders can enable team development easily through the use of artificial intelligence within multinational corporations.

The main influence of artificial intelligence on the overall future of leadership expansion in the context of a Multinational Corporation.

Agreeing with the opinion of Benabed et al. (2024), it is a direct influence of the core artificial intelligence on the overall development of management styles. The AI algorithms help leaders to effectively analyse all the data in a real manner. This helps in reducing the overall business risk and creating an effective decision for the teams. The needs of the employees can be easily examined through the AI tools. This helps leaders to understand the core problem faced by the employees at the workplace. Quaquebeke and Gerpott (2023) argue that, after considering the AI insights, the researcher works to resolve the issues identified by it. This support in achieved the long-term team goals by the leaders of the Multinational Corporation. Furthermore, the emerging trends of Multinational Corporations can be easily known by the leaders through AI. Through this, strategies can be made in advance to deal with the potential risk of a Multinational

Corporation. In addition to this, personalised learning can also be permitted in the business through AI tools. This assists in creating an impactful learning to the employees. Such earnings help in improving the excellence of work done by the employees.

However, in the opinion of Fernandes, Sheeja, and Parivara (2023), artificial intelligence can be used to improve the productivity level of every employee within the multinational corporation. Furthermore, most tailoring learning methods can be initiated through the use of AI by leaders of Multinational Corporations. The leaders can reduce repetitive tasks by adopting AI in the Multinational Corporation. This helps in using the extra time for the development of the country. By this, the organisation's goals of commerce can be achieved in the right manner.

In the opinion of Nguyen and Shaik (2024), the leaders also use AI-powered project management tools to effectively handle the team of a Multinational Corporation. Through this, the real-time insights of the business can be gained easily by the team leader. This helps in making the right future decision for the work of every employee within the Multinational Corporation. Furthermore, Odugbesan et al. (2022) state that the performance review can also be done easily by the team leaders in the presence of artificial intelligence tools about Multinational Corporations. Moreover, it also helps in automating the business procedures regularly. After considering the performance of every employee through AI, the leader provides effective actions to be taken for improving the performance of every employee in the Multinational Corporation. Furthermore, the bias and favouritism in business can be easily reduced by using artificial intelligence tools.

Moreover, in the perception of Madanchian et al. (2024), artificial intelligence helps in streamlining the feedback of employees to the leaders. Effective actions are taken by the team leader to reduce the issues of employees, as mentioned in the feedback. By this, the productivity level of employees can be enhanced in the right manner. Gilli, Lettner, and Guettel (2023) furthermore state that, in the future, there would be a combination of a human-centred approach and AI tools for improving leadership in the Multinational Corporation. The automated feedback

can also be enabled in the future, which would help in resolving the conflicts within the Multinational Corporation. In addition to this, AI would also help in talent management by considering the effectiveness of every employee.

However, as per the opinion of Gilli, Lettner, and Guettel (2024), the issues at work can be examined for every employee with the aid of artificial intelligence tools. This helps the employees to remain in the business in the country. The artificial intelligence-powered coaching will also be implemented in the Multinational Corporation to improve leadership practices. The coaching would help team members to effectively learn new processes of business processes. Through this, the productivity of a Multinational Corporation can be enhanced in the long run. Furthermore, Svetlana et al. (2022) underpin that strategic thinking can be easily enhanced by leaders through AI tools. These strategic decision-making skills help in achieving the business goals even in a crisis.

Literature gap

This literature has not covered the key issues that have been confronted by the leaders in the absenteeism of artificial intelligence tools, which is one of the major literature gaps. The researcher can work on these challenges to effectively report the research questions in this study. Furthermore, the study is based only on the Multinational Corporation, and no other businesses have been used by the researcher. This shows that AI role in leadership with context by Multinational Corporation only, and no other sector or company has been included in the literature (Gilli, Lettner, and Guettel, 2024).

Research methodology

Research philosophy

Research philosophy in the onion framework of Saunders denotes beliefs, practices, and values that dictate the research process. Interpretivism will be taken as the philosophy of research in this study. Interpretivism will be embraced as the research philosophy in this research, as prescribed in the onion framework by Saunders. As compared to positivism, which focuses on the objective

facts, interpretivism is inclined towards knowing the subjective meaning and experience of people. In the study, the researcher will look into how world leaders will understand and apply AI in developing their leadership mindsets, bearing in mind that various personalities can interpret the same phenomenon differently (Denscombe, 2025). Using this method will enable the research to obtain the intimate thoughts, attitudes, and situational realities that influence leaders when using AI. Use of interpretivism will entail the study having a more in-depth and rich sense of how integration of AI into leadership is to be undertaken, both through social and cultural perspectives concerning leadership growth.

Research approach

Research approach is generally defined as the general course of action taken in undertaking a research project, as well as data analysis. Based on the study by Saunders, three major categories of research methods exist, namely deductive, inductive, and abductive methods. The deductive method uses current theories to test and collect data to either support or disprove the theories. The inductive approach starts with certain making of observations and with the help of such observations, the broader generalisations or theories are made. Their combination also takes the form of an abductive approach where theories can be developed based on data exploration but with an eye closed on existing theories (Drobnjaković and Steinführer, 2024). The inductive approach will be followed to research the role of AI in leadership development in the given study. Such an approach will enable new understandings and theories to arise out of real-world data and a better understanding of ways in which AI can impact the practice of leadership to be gained due to the orientation of the study with the experiences and perceptions of leaders.

Research strategy

Research strategy is all about the plan or approach that one intends to use to undertake the research and answer the research questions. It describes the process of data collection, analysis, and interpretation. Research methodology lists different approaches such as case studies, surveys, experiments, and ethnography (Enari et al., 2024). A case study also represents an examination of an individual case or a limited number of similar instances in great depth and

thus offers a detailed view of a certain phenomenon. This research will use the case study approach in investigating the applications of AI in leadership development. Using this significantly enables a detailed examination of actual life experience, which gives context-sensitive information (Fernandez and Varpio, 2024). With the help of the selected organisations or leaders, the case study strategy will provide a better insight into how AI can transform leadership by helping to observe some of the nuances and complexities that will not be envisioned using a broader approach.

Research choice

Research choice is the selection that the researcher would use in terms of the type of data to use in the research. The research choices are either a mono-research choice or a mixed-methods choice. In mono-research choice, quantitative or qualitative data is used in a study, whereas in mixed-methods choice, both types of data are combined to give a deeper analysis. In this research, the researcher will take up the researcher's decision of mono-qualitative research and will use qualitative data only (Giunti and Doherty, 2024). This method will enable to development of a profound insight into the role of AI in leadership development, including perceptions of leaders, their experience, and the influence of AI on leadership strategies. The mono-qualitative methodology will allow getting a close-up view of the topic of leadership skills and AI integration, as the analysis of the study concept will be narrow and intricate.

Time horizon

Time horizon means the time frame of the research, within which the research is carried out. Time horizons are of two kinds, longitudinal and cross-sectional. The longitudinal time horizon is where the study is longer, and data is most likely collected several times over some time so that changes can be monitored (Hazari, 2024). On the contrary, the cross-sectional time horizon necessitates the study to be concluded quickly in a shorter period, collecting information on one particular date. The researcher will use a cross-sectional time frame in this study. This methodology will enable data to be collected within a short time frame, but will be concentrated on the snapshot of the problems of leaders on the topic of employee performance and the use of

AI tools (Phillips, Tichavakunda, and Sedaghat, 2024). The single survey will also assist in meeting the research objectives effectively, as it will deliver timely information on the existing issues in leadership development.

Data collection

The procedure adopted by a researcher in eliciting information to be analysed is called data collection in research. Data can be of two types: primary and secondary data. Primary data entails gathering first-hand data by personally contacting the research participant, whose data will be in the form of raw and original data that can be analysed (May, 2025). Conversely, secondary data includes the utilisation of previously existing data that have already been gathered by other individuals, frequently by academic papers, studies, or industrial research (Marra and Nielsen, 2025). In this research, the researcher will make use of secondary data collection. In this approach, relevant research reports, scholarly papers, and organisation materials will be used and relied on to ensure proper consideration towards the area of leadership development through AI. Secondary data will offer a wide, subjective insight into the matter, where it is not necessary to conduct the known data collection method among the participants (Mazhar et al., 2021). This approach is economical and time-saving; the researcher will examine information that is already available. With secondary data, the researcher will be able to reveal some important answers and trends regarding the curriculum of integrating AI into leadership development, along with examining guiding theories and frameworks (Taherdoost, 2021). Use of secondary forms of analysis guarantees that the study will be based on current knowledge and further enables researchers to explore current trends and issues about leadership practices.

Data analysis

This research will be performed in such a way that thematic analysis of qualitative data is one of the key methods applied. Thematic analysis involves the process of selecting, analysing, and reporting patterns or themes in data. It is especially helpful when the researcher focuses on the ways various participants interpret their experiences, and the consolidation of AI into the leadership formation is such a case (Mundy, Potgieter, and Seery, 2024). Thematic analysis will

consist of several steps. The researcher will first have to become acquainted with the data (e.g., transcription of interviews, examination of documents). Then, preliminary codes will be created, which is done through the generation of major attributes of the data concerning AI and leadership. These codes will then be grouped to form larger themes that will have recurring patterns in the data (Purnomo et al., 2024). The researcher will then keenly analyse the relationship between these themes and research questions, especially in terms of the impact of AI in leadership development. This analysis will be iterative, so that themes can be refined and modified as the data continues to be reviewed. Thematic analysis will allow generating rich, detailed data on how AI is transforming the practice of leadership by paying attention to the sense that participants have attached to their experiences (Ahmed, 2024). The approach will allow discovering the fundamental processes leading to change in the approaches to leadership, explaining not only the opportunities but also the challenges of leaders to integrate AI in their development. Thematic analysis will finally result in a complete estimation of the role of AI in leadership.

Reliability and validity

Reliability and validity in qualitative research play a key role in achieving credibility and trustworthiness concerning the findings. Reliability is the resemblance of the research process and indicates that different studies would provide the same results in case it were repeated. In a bid to guarantee reliability, the researcher shall employ transparent and clear ways of data collection and its analysis (Drobnjaković and Steinführer, 2024). Validity, on the other hand, guarantees that the study is appropriate in its description of the actual happenings studied. Validity in this research will be bolstered through purposive sampling to identify well-informed participants and the application of thematic analysis to identify genuine and rich information about the nature of AI on leadership development.

Ethical considerations

In preparing the research proposal, the researcher has followed the key ethical considerations of UWTSD (University of Wales Trinity Saint David), including informed consent, confidentiality and anonymity, data management and security, honesty and integrity, fair subject selection, etc. Moral values play an essential role in guaranteeing the validity and legitimacy of the research. Participants will provide informed consent to participate in the study, with the data collection to be conducted only when the participants have provided informed consent and have been briefed on the study's goal and the role that participants will play. They will be involved voluntarily and can quit at any time with no effects (Christofi, 2024). Confidentiality will be maintained through secure data storage and ensuring that the identity of the participants is not known when publishing findings. Moreover, the study will not cause any harm to the participants as the privacy of the subjects shall be protected in the study, and their rights shall be guaranteed (Enari et al., 2024). The researcher will also have the virtue of honesty and transparency, where the research will not be manipulated, and there will be no conflicts of interest. To maintain the integrity of the study, ethical guidelines will be followed to the letter (Mantula et al., 2024).

Advantages and disadvantages of methods

The benefits of employing qualitative methods, i.e., thematic analysis and purposive sampling, are associated with the fact that the procedures can be used to gain a deeper understanding of the experiences and views of the participants and can, therefore, yield rich, contextual data. Such an approach is particularly useful when trying to comprehend complicated phenomena such as the role of AI in leadership development. It is flexible and can be modified when new themes appear (Roach, 2024). Nevertheless, other limitations encompass possible subjectivity, given that interpretations made by the researcher might count against analysis. The results can also not be generalised since it has a smaller non-random sample size. Also, the collection and analysis process of qualitative data may take a long and additional problems with the consistency of various data sources might arise.

Resource Implications and Needs

Various resources will be needed in this study to make it successful. To begin with, the sources of secondary data, which will be essential in the process of the compilation of the relevant information regarding AI and leadership development, will be academic journals, industry reports, and organisational documents. The researcher will also require analytic software such as NVivo, which is some form of qualitative analysis tool to guide him/her with theme coding and data arrangement (Ocaña-Fernández and Fuster-Guillén, 2021). The audience of purposive sampling will be human resources, comprising global leaders in AI, which will necessitate the use of the internet in data gathering. Ethical and legal materials, such as the informed consent form and the storage of data systems, will be necessary to secure the confidentiality and integrity of the data of the participants (Li et al., 2024). Last but not least, it will be necessary to manage time because data collection and analysis represent a time-consuming process in the context of qualitative research.

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Appendix

Gantt chart

Task Mode	Task Name	Duration	Start	Finish	Predecessors
	Aims and Objectives	3 days	Wed 5/28/25	Fri 5/30/25	
	Literature Review	5 days	Mon 6/2/25	Fri 6/6/25	1
	Research Methodology	7 days	Mon 6/9/25	Tue 6/17/25	2
	Data Collection	18 days	Wed 6/18/25	Fri 7/11/25	3
	Data Analysis	20 days	Mon 7/14/25	Fri 8/8/25	4
	Conclusion and Recommendation	3 days	Mon 8/11/25	Wed 8/13/25	5
	Submission	1 day	Thu 8/14/25	Thu 8/14/25	6

