



**SECTORAL FRAMING OF AI-WORKFORCE DYNAMICS:
A QUALITATIVE STUDY OF TURKISH BUSINESS MEDIA DISCOURSE**

GÖKTUĞ ÇELİK

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ABSTRACT

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ÇELİK, GÖKTUĞ

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As ‘artificial intelligence’ (AI) technologies become widespread in the business world, how this transformation is represented in media has gained critical importance. This study systematically analyzes how Turkish business media frames the impact of artificial intelligence on the workforce during the 2020-2025 period. The research examines 978 texts collected from six leading Turkish business publications using thematic analysis methodology. Findings reveal that AI coverage increased dramatically over the five-year period and the fundamental character of media discourse has undergone significant transformation. Turkish business media predominantly frames AI as a sectoral transformation opportunity rather than presenting it as a direct employment threat. Media discourse emphasizes technological infrastructure, future predictions, and investment ecosystem, while job creation potential surpasses job loss concerns. The human-technology collaboration model has been adopted as the dominant approach. The study's main contribution is identifying that AI is presented through an "embedded optimism" approach in media. Workforce impacts are framed not as a separate problem area but as a natural component of comprehensive business transformation. These findings offer significant implications for managerial decision-making processes, corporate communication strategies, and technology adoption policies. Research results reveal that Turkish enterprises can leverage the supportive role of media discourse in AI implementation but need to adopt

more balanced approaches in risk management and ethical dimensions. The study also provides methodological contribution for examining technology media discourse in emerging economies. The research illuminates how Turkish business media constructs understanding of one of the most significant technological transformations of our time, providing insights that enhance both theoretical knowledge and practical wisdom about AI adoption and workforce transformation in emerging market contexts.

Keywords: Artificial intelligence, Workforce transformation, Business media, Technology adoption



ÖZET

YAPAY ZEKA-İŞGÜCÜ DİNAMİKLERİNİN SEKTÖREL ÇERÇEVELENMESİ: TÜRK İŞ MEDYASI SÖYLEMİNE İLİŞKİN NİTEL BİR ÇALIŞMA

ÇELİK, GÖKTUĞ İŞLETME YÖNETİMİ YÜKSEK LİSANS TEZİ

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Yapay zekâ teknolojilerinin iş dünyasında yaygınlaşmasıyla birlikte, bu dönüşümün medyada nasıl temsil edildiği kritik önem kazanmıştır. Bu çalışma ile, Türk iş medyasının 2020-2025 döneminde yapay zekanın işgücü üzerindeki etkilerini nasıl çerçevelediğini sistematik olarak analiz edilmektedir. Araştırma, altı önde gelen Türk iş yayınından toplanan 978 metni kapsayarak, tematik analiz yöntemiyle incelenmiştir. Bulgular, yapay zekâ haberlerinin beş yıllık dönemde dramatik artış gösterdiğini ve medya söyleminin temel karakteristiğinin değişim geçirdiğini ortaya koymaktadır. Türk iş medyası yapay zekâyı ağırlıklı olarak sektörel dönüşüm fırsatı olarak çerçevelemekte, doğrudan istihdam tehdidi olarak sunmamaktadır. Medya söyleminde teknolojik altyapı, gelecek öngörüler ve yatırım ekosistemi vurguları öne çıkarken, iş yaratma potansiyeli iş kaybı endişelerinin önüne geçmiştir. İnsan-teknoloji iş birliği modeli baskın yaklaşım olarak benimsenmiştir. Çalışmanın ana katkısı, AI'nın medyada "gömülü iyimserlik" yaklaşımıyla sunulduğunun tespit edilmesidir. İşgücü etkileri ayrı bir sorun alanı olarak değil, kapsamlı iş dönüşümünün doğal bir parçası olarak çerçevelemektedir. Bu bulgular, yönetici karar verme süreçleri, kurumsal iletişim stratejileri ve teknoloji benimseme politikaları için önemli çıkarımlar sunmaktadır. Araştırma sonuçları, Türk işletmelerinin AI implementasyonunda medya söyleminin destekleyici rolünden yararlanabileceklerini,

ancak risk yönetimi ve etik boyutlarda daha dengeli yaklaşımlar benimsemeleri gerektiğini ortaya koymaktadır. Gelişmekte olan ekonomilerde teknoloji medya söyleminin incelenmesi açısından da metodolojik katkı sağlamaktadır.

Anahtar Kelimeler: Yapay Zekâ, İşgücü Dönüşümü, İş Medyası, Teknoloji Adaptasyonu



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LIST OF ABBREVIATIONS

AI : Artificial Intelligence



CHAPTER I

INTRODUCTION

The advent of artificial intelligence represents one of the most significant technological transformations in human history, fundamentally reshaping how organizations operate, compete, and create value in the global economy. McKinsey's research projects that generative AI alone could contribute between \$2.6 trillion and \$4.4 trillion to the global economy through productivity enhancements, while current AI technologies have the potential to automate work activities that absorb 60 to 70 percent of employees' time today (Chui et al. 2023). This unprecedented scale of technological impact extends far beyond operational efficiency gains, touching every aspect of organizational life from strategic decision-making to workforce management, customer engagement, and competitive positioning. As AI technologies mature and become increasingly accessible, the discourse surrounding their implications for employment and workforce dynamics has intensified, creating both opportunities and anxieties that demand careful examination and understanding.

The COVID-19 pandemic served as a catalyst for digital transformation initiatives worldwide, accelerating AI adoption timelines and fundamentally altering workplace dynamics through remote work, digital collaboration, and automated processes. Organizations that might have approached AI implementation cautiously in pre-pandemic environments found themselves compelled to embrace technological solutions rapidly, creating natural experiments in AI adoption across diverse sectors and organizational contexts. This acceleration coincided with breakthrough developments in generative AI technologies, particularly large language models like ChatGPT, which demonstrated unprecedented capabilities in creative tasks traditionally considered exclusive to human intelligence. The convergence of pandemic-driven digitalization, technological breakthroughs, and economic pressures created a unique historical moment where AI's workforce implications moved from theoretical discussion to practical implementation concerns.

Turkey's position in this global AI transformation presents particularly compelling research opportunities due to its unique economic, cultural, and technological characteristics. As a bridge between European and Asian markets, Turkey represents an emerging economy with significant technological ambitions supported by comprehensive policy frameworks. The country's National Artificial Intelligence Strategy (2021-2025) demonstrates systematic commitment to AI development across six impact areas, including advanced AI skills development, R&D activities enhancement, ethical framework creation, international collaboration building, employment impact management, and institutional transformation facilitation. This strategic approach is supported by dramatic increases in AI-related investments, which grew from \$20 million until 2020 to \$2.4 billion after 2020, representing a more than 10,000% increase that signals serious commitment to technological advancement and competitive positioning.

Particularly in contexts where technological innovations challenge existing business models and employment relationships, the role of business media in shaping organizational understanding and adoption of emerging technologies cannot be overstated. Business publications serve as critical intermediaries between technological developments and corporate decision-making, translating complex innovations into actionable insights while simultaneously constructing public understanding of technological possibilities and limitations. Research demonstrates that media coverage significantly influences individual and organizational perspectives on technology adoption, serving as both information source and validation mechanism for innovation decisions. In emerging market contexts like Turkey, where organizations may lack direct exposure to advanced AI implementations, business media assumes even greater importance as a primary source of information about technological trends, best practices, and strategic implications.

Despite the critical importance of media discourse in shaping AI adoption patterns, systematic analysis of how business publications frame AI's workforce implications remain surprisingly limited, particularly in emerging market contexts. While extensive research examines AI's technical capabilities, organizational implementation challenges, and economic impacts, relatively few studies investigate how these complex technological developments are presented to business audiences through media narratives. This gap is particularly pronounced in non-Western contexts, where cultural, economic, and regulatory factors may create distinct framing

patterns that differ significantly from established Western discourse patterns. The absence of comparative research across different national contexts limits understanding of how global AI trends are interpreted, adapted, and localized within specific business environments.

This research addresses these gaps by conducting systematic thematic analysis of AI-workforce discourse in Turkish business media between 2020 and 2025, a period that encompasses the most significant developments in AI technology and organizational adoption. The study examines 978 texts from six prominent Turkish business publications, analyzing how artificial intelligence's impact on employment and workforce dynamics is framed through media narratives. The research employs Braun and Clarke's reflexive thematic analysis approach to identify dominant themes, rhetorical strategies, and narrative patterns that characterize Turkish business media's approach to AI-workforce relationships.

The central research question guiding this investigation asks: How has Turkish business media framed artificial intelligence's impact on the workforce between 2020-2025? This overarching question is supported by five subsidiary questions that examine temporal evolution of dominant narratives, primary framing strategies employed, sectoral variations in coverage patterns, actor representation in media discourse, and future orientation of AI-workforce narratives. These questions collectively enable comprehensive analysis of media framing patterns while maintaining focus on specific dimensions that illuminate different aspects of discourse construction and presentation.

The methodological approach combines systematic content collection with rigorous thematic analysis, utilizing MAXQDA software for coding and analysis support. The research design incorporates both descriptive analysis of coverage patterns and interpretive analysis of thematic content, enabling identification of both manifest and latent meanings within media discourse. The temporal dimension of the analysis allows examination of how framing patterns evolve as AI technologies mature and organizational adoption expands, providing insights into dynamic relationship between technological development and media representation.

This research contributes to several important domains of knowledge and practice. Theoretically, the study extends media framing theory by examining how business publications construct narratives about emerging technologies and their organizational implications, particularly in emerging market contexts. The research

contributes to technology adoption literature by investigating how media discourse influences corporate decision-making about AI implementation, providing insights into information sources and validation mechanisms that shape organizational innovation processes. Practically, the findings provide valuable guidance for business leaders developing AI communication strategies, policy makers designing technology adoption initiatives, and media professionals covering technological transformation topics.

The Turkish business media ecosystem provides an ideal context for examining these dynamics due to its diversity, sophistication, and active engagement with technological trends. Turkish business publications serve diverse audience segments from corporate executives to entrepreneurs and general business professionals, creating multiple perspectives on technological adoption and implementation. The media landscape includes both established publications with decades of experience covering business transformation and newer digital-first platforms that focus specifically on innovation and entrepreneurship. This diversity ensures comprehensive coverage of different stakeholder perspectives and business contexts, enabling nuanced analysis of how AI-workforce narratives are constructed and presented across various editorial approaches and audience segments.

The study's focus on Turkish business media addresses significant gaps in international research while providing insights that extend beyond national boundaries. The emerging market perspective offers valuable contrasts with existing research concentrated in developed economies, revealing how cultural, economic, and regulatory contexts influence technology discourse patterns. The temporal analysis approach demonstrates how media narratives evolve alongside technological development, providing dynamic rather than static understanding of media influence on technology adoption processes.

The following chapters present comprehensive analysis of Turkish business media's AI-workforce discourse, beginning with detailed review of relevant literature on AI's employment implications, media framing theory, and technology adoption patterns. The methodology chapter explains the research design, data collection procedures, and analytical approach employed to examine media narratives systematically. The findings section presents both descriptive analysis of coverage patterns and detailed thematic analysis of discourse content, supported by extensive textual evidence. The discussion and conclusion chapters interpret findings within

broader theoretical and practical contexts, identifying contributions to knowledge and implications for business practice, policy development, and future research directions.

Through this comprehensive analysis, the research illuminates how Turkish business media constructs understanding of one of the most significant technological transformations of our time, providing insights that enhance both theoretical knowledge and practical wisdom about AI adoption, workforce transformation, and media influence in emerging market contexts. The findings contribute to growing body of research on AI's societal implications while offering specific insights for Turkish organizations, policy makers, and media professionals navigating the complexities of technological change in rapidly evolving economic environments.



CHAPTER II

LITERATURE FRAMEWORK

2.1 WORKFORCE DEVELOPMENT AND HUMAN CAPITAL MANAGEMENT

2.1.1 Historical Context and Employment Polarization

The emergence of AI technologies has created unprecedented challenges in aligning workforce capabilities with technological demands. Research indicates that AI adoption will reshape skill requirements, career opportunities, and distribution patterns across industries and professions, fundamentally altering cognitive technology-derived workforce trends (Sheikhi 2022). Historical analysis reveals that technological progress has consistently led to workforce composition shifts from agriculture and craftsmanship to manufacturing, service, and management professions, demonstrating that technological unemployment has not emerged as a permanent phenomenon (Sheikhi 2022). However, productivity increases in production lead to real income growth and subsequently increased demand for other goods and services, creating new employment opportunities in high-productivity sectors.

The polarization effect in employment markets creates distinct challenges for different skill levels. Lower-skilled workers face displacement from labor-intensive occupations toward service sectors, while highly skilled workers continue in production roles, resulting in employment polarization (Sheikhi 2022). This polarization deepens as service sector outputs cannot be stored or traded, amplifying the structural employment divide.

The emergence of AI technologies has created unprecedented challenges in aligning workforce capabilities with technological demands. Industry 4.0's fundamental criticism centers on its systematic reduction of skills across all age groups, creating significant skill gaps that require immediate attention (Doruköz and Uslu 2023). This transformation particularly affects the balance between skilled and unskilled labor, with increasing demand for skilled workers and potential unemployment for those lacking technological competencies. The relationship

between AI implementation and unemployment demonstrates complex, non-linear patterns dependent on inflation thresholds. Research conducted in developed and developing countries reveals that AI applications increase unemployment until reaching specific inflation thresholds, after which effects diminish (Doruköz and Uslu 2023).

The sectoral variation in AI impact creates differential reskilling requirements across industries. Analysis indicates that low-skilled workers face displacement from labor-intensive occupations toward service sectors, while high-skilled workers continue in production roles, resulting in employment polarization (Doruköz and Uslu 2023). This polarization intensifies as service sector outputs cannot be stored or traded, amplifying structural employment divisions and requiring targeted interventions for affected worker categories.

2.1.2 Skills Gap and Reskilling Challenges

There are Emerging Skill Requirements in AI Era. The implementation of AI technologies within organizational contexts reveals significant challenges related to knowledge-intensive process automation and the need for comprehensive workforce capability development. Research demonstrates that AI adoption creates particular demands for organizational learning capabilities, which serve as critical mediators between AI investments and performance outcomes (Zebec and Stemberger 2024). Organizations face the challenge of developing complementary skills that enable effective human-AI collaboration, particularly in knowledge-intensive processes where AI systems augment rather than replace human capabilities. Zebec and Stemberger's study (2024) reveals that organizational learning significantly impacts both decision-making performance and business process performance, suggesting that successful AI implementation requires systematic approaches to knowledge acquisition, sharing, and utilization across organizational levels. This finding emphasizes the importance of investing in employee development programs that focus on AI-enhanced decision-making capabilities, data interpretation skills, and process innovation competencies.

Generative AI introduces new categories of skills requirements and challenges traditional workforce development approaches, particularly in the area of human-AI interaction capabilities. Banh and Strobel (2023) emphasize that the unique interaction technique of "prompting" represents a fundamental shift in how users engage with AI

systems, requiring natural language skills to instruct generative AI applications to create desired outputs across various modalities. The authors note that formulating meaningful prompts that lead to desired outcomes is based on a trial-and-error process, requiring users to develop new competencies in prompt engineering and iterative refinement techniques (Banh and Strobel 2023). This emerging field of prompt engineering deals with systematically constructing prompts to improve generated outputs, representing an entirely new skill category that organizations must address through training and development programs (Liu and Chilton 2022). The widespread adoption of generative AI across various sectors creates demand for workers who understand both domain-specific knowledge and AI interaction principles, necessitating comprehensive reskilling initiatives that combine technical AI literacy with industry expertise.

The emergence of AI technologies has created a significant skills gap that poses challenges for workforce adaptation. By 2025, the World Economic Forum projects that 50% of all employees will require substantial reskilling to adapt to the evolving job landscape (Oladele et al. 2024). This skills transformation extends beyond technical capabilities to encompass enhanced interpersonal and problem-solving abilities, particularly evident in customer service roles where AI-powered systems require human workers to possess more sophisticated interaction skills. Access to reskilling opportunities remains unevenly distributed across demographic groups. Research indicates that only 44% of US employees believe they have access to adequate training opportunities for acquiring new skills (Oladele et al. 2024). This disparity is particularly pronounced between high-skilled and low-skilled workers, with higher-skilled employees receiving disproportionately more opportunities, thereby exacerbating existing inequalities (Bessen 2019; Habeeb and Baatunde 2023). The inadequacy of traditional educational systems to match rapidly evolving technological requirements further compounds the skills gap challenge (Oladele et al. 2024). Contemporary research reveals that 74% of CEOs express concern about the availability of key skills within their workforce, highlighting the urgency of addressing this gap (Oladele et al. 2024).

The importance of adequate training and skill development emerges as a critical theme in AI implementation success. Rana et al. (2022) identify inefficient training as one of the three key dimensions of AI-BA opacity, demonstrating its direct impact on organizational performance. Their research shows that "inadequate training

to the employees of a firm in the context of using AI-enabled solution causes a huge negative impact on the firm" (Rana et al. 2022). The study reveals that inefficient training in AI environments occurs due to "poorly designed training programmes, inefficient and ineffective trainers, incapability of the trainees (employees) to effectively execute the training in their workplace" (Rana et al. 2022:369). This comprehensive view of training challenges highlights the multi-faceted nature of skill development requirements in AI adoption, extending beyond technical training to include organizational change management and employee engagement strategies.

2.1.3 HR Transformation in the AI Era

The integration of AI technologies within organizational frameworks necessitates fundamental transformations in human resource management approaches, particularly in the areas of capability development and performance management. Empirical evidence suggests that AI adoption drives organizational transformation through the development of complementary BPM capabilities that require new forms of human-machine collaboration (Zebec and Stemberger 2024). HR departments must evolve to support both automation and augmentation strategies, recognizing that AI technologies create opportunities for enhanced human capabilities rather than simple job displacement. The research demonstrates that successful AI implementation requires organizations to develop capabilities in cognitive engagement, decision assistance, and technology integration, all of which demand sophisticated HR approaches to recruitment, training, and performance evaluation (Zebec and Stemberger 2024). This transformation involves moving beyond traditional skill-based hiring to competency-based approaches that emphasize adaptability, analytical thinking, and collaborative problem-solving in AI-enhanced environments. HR transformation in the AI era also requires the development of new performance metrics that capture the value created through human-AI collaboration, organizational learning outcomes, and process innovation capabilities that contribute to sustainable competitive advantage.

The transformation of human resource practices in the AI era requires organizations to develop new competencies around **data-driven decision-making and human-AI collaboration**. Monroy-Osorio (2024) emphasizes that effective AI implementation depends heavily on the quality and management of contextual data within firms, highlighting the need for robust data infrastructure and new skill sets

among workforce members. The research demonstrates that AI's effectiveness as a mediator between digital service innovation and business performance is contingent upon organizations' ability to manage and leverage data effectively, requiring substantial investment in both technological infrastructure and human capability development. The study reveals that AI technologies enable the analysis of by-product data from customer interactions, requiring employees to develop new competencies in data interpretation, AI system management, and strategic decision-making based on AI-generated insights (Monroy-Osorio 2024). Furthermore, the integration of AI into service delivery models necessitates a shift from traditional reactive approaches to more proactive and forward-thinking strategies, where employees must learn to work collaboratively with AI systems to anticipate customer needs and market trends (Eriksson and Heikkilä 2023).

Since, Human resource management practices are undergoing fundamental transformation through AI integration across multiple functional areas; contemporary HR systems utilize various AI technologies including expert systems, data mining, knowledge discovery, big data analysis for strategic HR management, while performance management relies on data mining and big data analysis techniques (Jia et al. 2018, as cited in Doruköz and Uslu 2023). Recruitment and placement processes employ big data analysis, optical character recognition, intelligent robots, facial recognition, natural language processing, visual scanning systems, and voice interaction technologies. Training and development functions increasingly rely on AI technologies including knowledge discovery, big data analysis, optical character recognition, intelligent robots, natural language processing, and voice interaction systems. The evolution of HR practices demonstrates how AI applications enhance operational efficiency while creating new challenges related to bias and discrimination. Research indicates that while AI provides objectivity in recruitment processes, when employees' past experiences are shaped by prejudice or discrimination, AI algorithms can be negatively affected by these historical patterns (Doruköz and Uslu 2023). Examples include Amazon's recruitment algorithm favoring male candidates due to historical manager preferences, highlighting the importance of addressing algorithmic bias in HR applications.

Human resource management's evolution toward intelligent systems represents a fundamental shift in organizational talent management approaches. Akça (2023) identifies three distinct levels of AI classification in human resource management:

Assisted Intelligence standardizes time spent on repetitive tasks through technologies like chatbots that conduct initial interviews. **Augmented Intelligence** enables human-machine collaboration in work-related decision-making through conversational AI that creates personalized, engaging, and real-time experiences for candidates. **Autonomous Intelligence** performs complete workplace transformation by operating independently and providing results while unconsciously collecting and analyzing information. The integration of artificial intelligence applications significantly enhances various human resource functions including recruitment and selection, training and development, compensation and reward management, performance management and evaluation, employee and labor relations, and health, safety, and wellness programs. According to Akça (2023), AI technologies facilitate and integrate these diverse human resource functions effectively and efficiently while providing a comprehensive understanding of organizational human capital management.

However, the implementation of these AI-enhanced HR functions is not uniform across all organizational contexts, as different business functions exhibit varying levels of AI acceptance and adoption challenges. Gieselmann et al. (2025) provides direct evidence of how AI adoption patterns differ across business functions, with particular relevance to HR transformation. Gieselmann et al. (2025) demonstrate that HR departments face unique challenges in AI acceptance due to the subjective nature of HR tasks and the high relevance of personal data processing. The research shows that tasks in HR are perceived as requiring more skills that are inherently human, such as intuition and empathy, compared to more objective tasks in finance departments. This finding has significant implications for HR transformation strategies, suggesting that AI implementation in HR contexts requires different approaches and safeguards compared to other business areas. The study indicates that managers' concerns about AI in HR are driven both by privacy issues related to personal data handling and by the belief that human judgment is superior for subjective decision-making tasks (Gieselmann et al. 2025).

2.1.4 Future of Work Models

The evolution of work models in the AI era necessitates a fundamental reconceptualization of how organizations create appropriate value through human-AI collaboration within business model architectures. Future work models must account for the dynamic relationship between AI capabilities and organizational boundary-

spanning activities, where value creation extends beyond internal firm capabilities to encompass entire ecosystems of interconnected actors (Costa Climent et al. 2024). The traditional firm-internal view of AI deployment is giving way to business model approaches that recognize AI's role in facilitating value exchanges among multiple stakeholders, including customers, suppliers, and external partners within integrated activity systems (Costa Climent et al. 2024). This transformation requires organizations to develop new competencies in grounding AI applications within broader business contexts, bounding AI use through strategic partnerships and data governance frameworks, and continuously reconfiguring AI-enabled processes to maintain contextual fit with evolving market conditions (Kemp 2023).

AI-enabled circular business models are reshaping traditional work arrangements through the emergence of **autonomous solutions and human-AI collaboration frameworks**. Sjödin et al. (2023) provide compelling evidence of how automation business models transform work patterns, noting that autonomous solutions can "operate around the clock," which "reduces the need for vehicles" and changes traditional workforce scheduling and deployment models. The research reveals that future work models will increasingly feature hybrid arrangements where "AI capabilities enable automating industrial vehicles to perceive their environment and operate independently or semi-independently" (Sjödin et al. 2023:12). This shift toward autonomous operations creates new categories of work that require different skill sets, with employees transitioning from direct operational roles to supervisory and management positions overseeing AI-enabled systems.

The evolution toward **digital platform-based employment** represents a significant transformation in labor market organization. Digital platforms such as Amazon, eBay, Uber, Upwork, and YouTube operate on matching mechanism logic between workers and employers, customers and contractors, and sellers and buyers (Sheikhi 2022). These platforms enable rapid growth and worker welfare improvements through new participant integration and efficient matching processes. However, the transition of employment relationships to digital platforms presents risks for economic redefinition. Research indicates that as of June 2016, only 0.90% of adults in the United States actively earned income in the online platform economy, suggesting limited current penetration despite growth potential (Sheikhi 2022). This transformation requires careful consideration of traditional employment relationship structures and their adaptation to digital environments. Future work models anticipate that workers will be

reallocated to tasks less sensitive to computerization, particularly those requiring creativity and social intelligence. The high costs of purchasing, customizing, and maintaining AI systems suggest that companies are unlikely to replace humans with AI systems if these systems can only perform portions of jobs, particularly those involving emotional tasks and other employment types that maintain significant importance in organizational operations.

In addition, The transformation of work organization through AI technologies encompasses fundamental changes in **temporal and spatial work arrangements**. New technologies that disconnect work from time and location constraints possess the potential to disrupt work-life balance, requiring careful consideration of employee well-being alongside productivity improvements (Narayan and Narayan 2020). Workplace monitoring through sensors and cameras, while providing security benefits, raises privacy concerns and creates stress through continuous surveillance. Future work models anticipate significant changes in skill requirements and job characteristics. The World Economic Forum projects that by 2027, sectors will adapt their business strategies to AI integration, with Turkey showing 56% impact on sectoral transformation and new workforce areas (Doruköz and Uslu 2023). Additionally, 68% of Turkey's Generation Z (individuals under 25) are expected to be employed in AI-related positions, indicating substantial generational shifts in employment patterns.

Besides, The transformation of **talent management through artificial intelligence applications** creates substantial organizational benefits across multiple dimensions. Research cited by Akça (2023) indicates that 76% of managers believe artificial intelligence will have significant impact on the employment process of talented employees, demonstrating widespread recognition of AI's transformative potential in workforce management. Organizations implementing AI technologies achieve positive individual and organizational outcomes including enhanced talent discovery and recruitment, improved data analysis capabilities, efficient data collection processes, reduced workplace workloads, enriched workplace productivity, and decreased operational costs. The 6B Model of talent management (Build, Buy, Borrow, Bind, Boost, Bounce) provides a systematic framework for organizations to develop comprehensive talent management strategies that leverage AI capabilities while addressing the full spectrum of human capital development needs (Akça 2023).

Organizations are increasingly recognizing the necessity of proactive workforce adaptation strategies in response to AI integration. **Corporate training initiatives** have emerged as a primary response mechanism, with industry leaders developing comprehensive internal programs to prepare their workforce for AI-driven demands (Oladele et al. 2024). Major technology companies, including IBM, Amazon, and Microsoft, have established dedicated upskilling programs such as IBM's SkillsBuild, which offers courses in data science and cloud computing (Nazareno and Schiff 2021). The corporate response extends to significant financial commitments for workforce development. Amazon's pledge to upskill 100,000 employees by 2025 demonstrates the scale of organizational investment required for successful AI integration (Oladele et al. 2024). These initiatives serve dual purposes: addressing immediate organizational skill needs while establishing models for broader industry adoption. Human resource management practices are undergoing fundamental transformation as organizations adapt to AI integration. The shift encompasses both the tools used for HR functions and the strategic approach to workforce development. Online learning platforms and educational institutions have emerged as critical components in addressing workforce adaptation needs, with platforms like Coursera, Udacity, and edX offering specialized courses in emerging technologies (Oladele et al. 2024). Government-led initiatives have also become instrumental in shaping HR transformation strategies. The Workforce Innovation and Opportunity Act (WIOA) in the United States emphasize workforce development importance and allocates specific funding for training programs (Oladele et al. 2024). Additionally, initiatives such as TechHire, launched during the Obama administration, aimed to connect individuals from non-traditional backgrounds to technology positions through accelerated training programs (Osoba and Welser 2017).

2.2 ARTIFICIAL INTELLIGENCE AND WORKFORCE TRANSFORMATION

2.2.1 AI's Impact on Employment: Business Perspectives

The emergence of artificial intelligence as a transformative force in the global economy has prompted extensive analysis from leading consulting firms and research institutions. McKinsey's research demonstrates that generative AI has the potential to add between \$2.6 trillion and \$4.4 trillion to the global economy through its productivity-oriented impact, while current generative AI and other technologies have

the potential to automate work activities that absorb 60 to 70 percent of employees' time today (Chui et al. 2023). This represents a significant acceleration from previous estimates, which suggested that technology could automate approximately half of the time employees spend working (Manyika et al. 2017).

PwC's 2025 Global AI Jobs Barometer reveals that AI-skilled workers see average 56% wage premium in 2024, double the 25% in the previous year, indicating that rather than eliminating jobs, AI adoption is creating premium employment opportunities for skilled workers (PwC 2025). The report's analysis of close to a billion job ads from six continents demonstrates that job availability grew 38% in the roles more exposed to AI, albeit below the growth rate in less exposed occupations. This pattern suggests a more nuanced transformation than simple job displacement.

The business case for AI adoption has strengthened considerably, with more than half (56%) of CEOs from PwC's 28th Annual Global CEO Survey reporting that GenAI has resulted in efficiencies in how employees use their time, while around one-third report increased revenue (32%) and profitability (34%) (PwC 2024). However, the path to AI maturity remains challenging, as only 1 percent of company executives describe their gen AI rollouts as "mature" despite widespread investment intentions (Chui et al. 2025).

Boston Consulting Group's research reveals significant variations in AI adoption across organizational levels. Frontline employees have hit a "silicon ceiling," with only half of them regularly using artificial intelligence tools, while senior executives show higher adoption rates (Boston Consulting Group 2025). This disparity highlights the implementation challenges facing organizations as they attempt to democratize AI access across their workforce. GenAI is saving users at least five hours per week, allowing them to move beyond productivity and do more work and smarter work (Boston Consulting Group 2024).

2.2.1.1 AI Performance and Value Creation Challenges

Despite substantial global AI spending surpassing \$100 billion in 2022 with projections reaching \$300 billion by 2026, the overwhelming majority of AI investments fail to deliver expected returns (Costa Climent et al. 2024). This phenomenon reflects the broader productivity paradox observed in the adoption of digital technology, where technology acquisition alone does not guarantee value creation (Solow 1987). Successful AI implementation requires deliberate positioning

within a firm's business model architecture to realize data network effects that can activate specific business model themes, particularly novelty and lock-in capabilities (Costa Climent et al. 2024).

Empirical research involving 448 EU organizations demonstrates that AI adoption does not directly impact organizational performance but rather operates through a series of mediating capabilities within Business Process Management (BPM) frameworks (Zebec and Stemberger 2024). The study reveals that AI adoption significantly enhances business process automation, organizational learning, and process innovation capabilities, which subsequently translate into improved decision-making and business process performance. On the other hand, a comprehensive study analyzing S&P 500 companies from 2010-2017 demonstrates that while AI adoption enhances financial performance and market value, the benefits are not uniformly distributed across different performance indicators or organizational contexts (Huang and Lin 2025). The research reveals that AI adopters demonstrate superior performance in labor productivity, profit margins, collection efficiency, and leverage ratios, with improvements ranging from 8.1% to 14.3% compared to non-adopters.

2.2.1.2 Workforce Impact and Employment Dynamics

The temporal dimension of AI's impact reveals accelerating adoption rates and complex workforce implications. Nearly half of employees surveyed express desire for more formal training and believe it is the best way to boost AI adoption, indicating a workforce eager for transformation rather than resistant to change (Chui et al. 2025). However, concerns persist, with workforce displacement (35 percent), explainability (34 percent), and equity and fairness (30 percent) remaining significant employee concerns according to McKinsey's 2025 survey.

Research demonstrates that AI implementation affects organizational performance at strategic, system, and algorithmic levels, with varying implications for different types of workers (Cao et al. 2024). Strategic-level implementations show that AI technologies tend to complement high-education labor while substituting for low-education positions, creating a polarization effect in workforce requirements (Zhang et al. 2023). Furthermore, evidence suggests that while robotics investments may increase overall firm employment, they simultaneously reduce demand for managerial positions, indicating a complex restructuring rather than simple job displacement (Cao et al. 2024).

The impact of artificial intelligence on employment structures represents a continuation of historical technological transformations that have shaped labor markets since the industrial revolution. Studies suggest that approximately 47% of total employment in the United States faces risk over the next twenty years due to automation, with similar patterns observed globally - 40% in Australia, 77% in China, and 69% in India (Sheikhi 2022). However, the impact varies significantly across job categories, with routine and manual tasks being particularly vulnerable to AI substitution.

Contemporary analysis reveals specific occupational categories at varying levels of risk. Positions least susceptible to computerization include translators and interpreters (5.8% risk), performing artists (7% risk), radio broadcasters (7.7% risk), and film and TV producers (8% risk) (Sheikhi 2022). Conversely, roles most exposed to automation include office managers, call center workers, librarians, livestock farmers, lumberjacks, miners, and car dealers (Sheikhi 2022).

2.2.1.3 Generative AI and Creative Work Transformation

Recent developments in generative artificial intelligence, which creates new content such as text, images, audio, and video by learning patterns from existing data (OpenAI 2023), have fundamentally shifted the discourse around AI's impact on employment from traditional data-driven tasks to sophisticated creative work. Banh and Strobel (2023) argue that generative AI represents a paradigm shift from discriminative AI—which focuses on classifying or categorizing existing data into predefined labels or categories (LeCun et al. 2015)—toward the generation of unique, realistic, and creative content across multiple domains. This technological advancement has significant implications for workforce dynamics, as generative AI enables new forms of human-machine collaboration while simultaneously creating possibilities for job displacement in traditionally creative sectors that were previously considered immune to automation.

The technology's impact extends beyond mere automation, as it addresses novel augmentation and automation prospects through innovative services and business models (Huang and Grady 2022). Previous research has shown that AI adoption in businesses has been primarily shaped by process optimization and decision-making applications (Banh and Strobel 2023). However, generative AI expands this scope by enabling businesses to automate traditionally creative tasks and

generate customized contextual content, thereby facilitating new opportunities for innovation and differentiation in competitive economic landscapes (Banh and Strobel 2023).

2.2.1.4 Trust and Risk Considerations

The proliferation of artificial intelligence in business environments raises significant trust-related concerns that directly impact workforce dynamics and organizational decision-making processes. Thiebes et al. (2021:447) emphasize that "individuals, organizations, and societies will only ever be able to realize the full potential of AI, if trust can be established in its development, deployment, and use". The concept of Trustworthy AI (TAI) introduces five foundational principles that directly influence employment contexts: beneficence, which ensures AI systems promote human welfare and organizational well-being; non-maleficence, which requires AI to "do no harm" to workers or business processes; autonomy, which preserves human agency and decision-making authority in AI-augmented work environments; justice, which demands fair and equitable treatment of all employees regardless of their interaction with AI systems; and explicability, which mandates that AI decisions affecting workers must be transparent and understandable to those impacted by them (Thiebes et al. 2021). These principles are particularly crucial in workforce contexts where AI decisions can affect hiring, performance evaluation, task allocation, and career development opportunities.

The inappropriate adoption of AI-integrated business analytics can adversely affect firms' operational efficiency and competitive advantage. Rana et al. (2022) demonstrate how AI-Business Analytics AI-BA opacity, characterized by poor data quality, lack of governance, and inefficient training, leads to suboptimal business decisions and increased perceived risks within organizations. The study emphasizes that "AI-driven systems and models will stop functioning when being fed wrong and malformed data" (Rana et al. 2022:3).

Rana et al. (2022) provide valuable insights into how AI implementation affects human resource management and employee satisfaction. Their findings demonstrate a significant relationship between operational inefficiency resulting from poor AI implementation and employee dissatisfaction. The study shows that "operational inefficiency affects the name and fame of the firm, which impacts the satisfaction level of the employees in the firm" (Rana et al. 2022).

The research establishes that effective AI governance includes "appropriate governance of data, training, and conducive system support along with the implementation of an effective contingency plan" (Rana et al. 2022). This finding suggests that HR transformation in the AI era requires comprehensive approaches that address not only technical skills but also organizational support systems and risk management strategies to maintain employee engagement and satisfaction.

2.2.2 Sectoral AI Adoption Patterns

The implementation of artificial intelligence varies significantly across economic sectors, with financial services, technology, and professional services leading adoption rates. Productivity in professional and financial services and in information technology grew by 4.3% between 2018 and 2022 compared with gains of 0.9% across construction, manufacturing and retail, food and transport (Schomberg 2024). This productivity divergence suggests that AI's impact is not uniform but rather concentrated in knowledge-intensive industries.

In the **financial services sector**, AI applications span from fraud detection to algorithmic trading and customer service automation. Banking's reliance on large numbers of service representatives such as call-center agents and wealth management financial advisers makes it particularly suitable for AI-driven transformation (Chui et al. 2023). The sector's stringent regulatory environment creates opportunities for AI applications in compliance, risk management, and legal functions. Financial services demonstrate sophisticated AI adoption through algorithmic trading, robo-advisors, and automated lending decisions, where machine learning models often outperform human decision-makers in predicting loan default probabilities (Cao et al. 2024). Besides, **professional services**, including consulting, legal, and accounting firms, have emerged as early adopters of generative AI technologies. These industries' reliance on knowledge work and document processing creates natural applications for AI-powered tools that can enhance research, analysis, and client communication capabilities (PwC 2024).

Manufacturing industries are experiencing AI integration through Industry 4.0 initiatives, focusing on predictive maintenance, quality control, and supply chain optimization. The sector's emphasis on physical production processes creates unique challenges for AI implementation, requiring integration with existing industrial systems and comprehensive employee training programs (Smit et al. 2024).

Manufacturing industries have integrated AI at multiple levels, from demand forecasting and inventory management to quality control systems, with some implementations achieving significant cost reductions and yield improvements exceeding 20% (Cao et al. 2024).

Healthcare represents another high-potential sector for AI transformation, with applications ranging from diagnostic imaging to drug discovery and personalized treatment planning. In healthcare settings, AI applications range from surgical robotics that improve clinical performance to diagnostic support systems, though implementation success varies considerably across different medical contexts (Cao et al. 2024). The sector's regulatory requirements and safety considerations necessitate careful implementation strategies that balance innovation with patient safety concerns.

2.2.2.1 Sector-Specific Applications and Challenges

Generative AI demonstrates significant variability in adoption patterns across different industry sectors, with distinct applications emerging based on sector-specific needs and requirements. Banh and Strobel (2023) identify multiple sectoral applications, noting that generative AI finds utility across various modalities including text, image, video, code, sound, and specialized content such as molecular structures and 3D renderings.

In the software development sector, generative AI applications offer transformative potential through code generation capabilities, with models like CodeBERT and GraphCodeBERT specifically trained on programming code to generate source code from natural language inputs. The retail sector has embraced AI through anthropomorphic chatbots and intelligent customer service systems, with evidence showing that human-like conversational attributes can enhance consumer-brand relationships and positively affect brand loyalty (Cao et al. 2024). The agricultural sector exemplifies the transformative potential of AI integration, where traditional farming methods are being enhanced through intelligent systems. Countries like the Netherlands have successfully implemented AI-driven solutions including seed optimization and vertical farming technologies, alongside specialized robots designed for various agricultural purposes, demonstrating how AI can augment productivity while reducing human labor requirements in specific operational areas (Kaya 2021).

Table 1 provides a comprehensive comparison of AI adoption patterns across major economic sectors, highlighting the varying degrees of productivity improvements, implementation approaches, and workforce implications observed in different industries. As demonstrated in Table 2.1, the divergence in productivity gains between knowledge-intensive sectors (financial services, IT, professional services) and traditional industries (manufacturing, construction, retail) reflects the differential ease of AI integration across various operational contexts.



Table 1: AI's Impact on Workforce - Sectoral Comparison

Sector	Productivity Growth (2018-2022)	Key AI Applications	Adoption Rate	Workforce Impact	Source
Financial Services	4.3%	- Fraud detection - Algorithmic trading - Robo-advisors - Automated lending	90-100%	- Call center workforce reduction - Wealth management transformation - Enhanced risk management roles	Chui et al. (2023), Schomberg (2024)
Information Technology	4.3%	- Machine learning models - Data analytics - Automated testing - Code generation	90-100%	- High-skilled workforce demand - DevOps transformation - AI specialist requirements	Cao et al. (2024), PwC (2024)
Professional Services	4.3%	- Document processing - Research analysis - Client communication - Legal research	80-90%	- Accelerated research processes - Routine task automation - Focus on analytical skills	PwC (2024), Banh & Strobel (2023)
Healthcare	0.9%	- Diagnostic imaging - Drug discovery - Surgical robotics - Personalized treatment	70-80%	- Enhanced diagnostic accuracy - Treatment planning support - Evolving surgical skill requirements	Cao et al. (2024), Chui et al. (2023)
Manufacturing	0.9%	- Predictive maintenance - Quality control - Supply chain optimization - Smart factories	70-80%	- Reduction in routine production roles - Technical skill requirements - Human-machine collaboration	Cao et al. (2024), Sjödin et al. (2023)
Retail & E-commerce	0.9%	- Customer service chatbots - Inventory management - Personalized recommendations - Price optimization	60-70%	- Customer service transformation - Data analysis skill demand - Automated inventory management	Cao et al. (2024), Bergner et al. (2023)
Construction & Logistics	0.9%	- Project management AI - Route optimization - Automated scheduling - Safety monitoring	50-60%	- Improved project management - Enhanced safety procedures - Operational efficiency gains	Schomberg (2024), Chui et al. (2023)

Notes:

- Productivity growth data calculated for 2018-2022 period,
- Adoption rates based on World Economic Forum 2023 sectoral analysis
- Workforce impact assessments compiled from multiple literature sources
- 90-100% adoption rate refers to "planned usage" percentages

Figure 1 provides a visual representation of the sectoral variations in AI adoption and productivity outcomes, illustrating the clear divergence between knowledge-intensive and traditional industries discussed in the literature. The scatter plot demonstrates a distinct clustering pattern, with knowledge-intensive sectors (financial services, information technology, and professional services) positioned in the upper-right quadrant as "leaders," achieving both high AI adoption rates (85-95%) and substantial productivity gains (4.3%) during the 2018-2022 period. In contrast, traditional industries and service sectors are distributed across the lower adoption ranges, with manufacturing, healthcare, and retail sectors showing moderate adoption rates (65-75%) but significantly lower productivity improvements (0.9%). This positioning in the "potential" and "laggards" quadrants suggests that while these sectors are implementing AI technologies, they have yet to realize the full productivity benefits observed in knowledge-intensive industries. The construction and logistics sector appears in the "niche" quadrant, with lower adoption rates (50-60%) but similar productivity constraints.

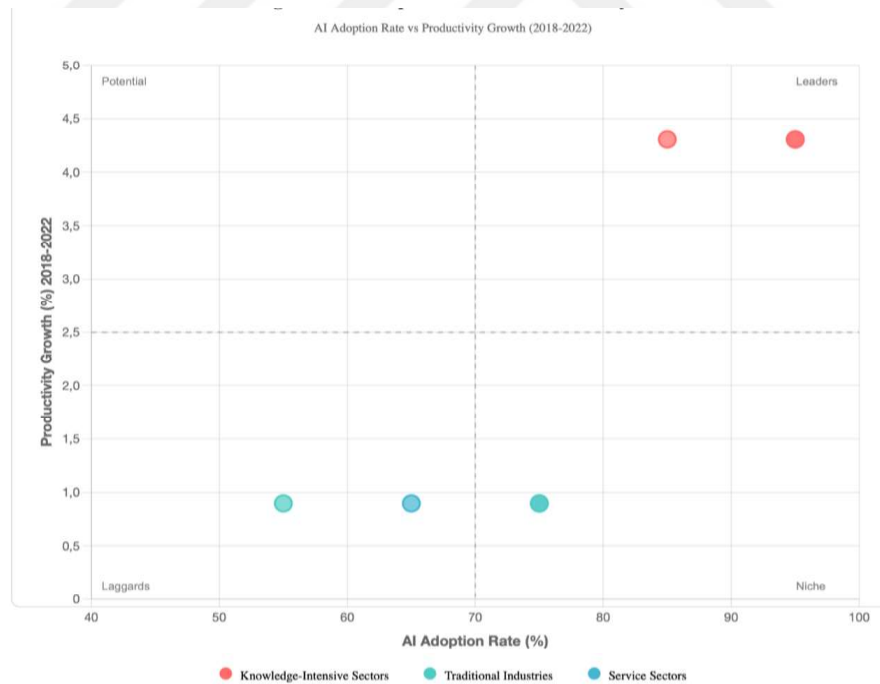


Figure 1: AI Impact Matrix - Sectoral Analysis (Chui et al. 2023, Schomberg 2024, Cao et al. 2024, PwC 2024, Banh and Strobel 2023, Sjödin et al. 2023 and World Economic Forum sectoral analysis data referenced in Doruköz and Uslu 2023)

The visualization reinforces Schomberg's (2024) findings regarding the productivity divergence between sectors, while also supporting the theoretical framework that AI's transformative impact varies significantly based on the nature of work processes and the ease of digital integration. Knowledge-intensive sectors benefit from AI's cognitive automation capabilities that directly complement information processing tasks, whereas traditional industries face greater implementation challenges due to the complexity of integrating AI with physical production processes and existing industrial systems. This sectoral analysis provides crucial context for understanding how business media narratives about AI's workforce impact may differ across industry contexts, as organizations in different quadrants face distinct challenges and opportunities in their AI transformation journeys.

2.2.3 Organizational Responses to AI Integration

Organizations are adopting diverse strategies for AI integration, with successful implementations requiring comprehensive change management approaches. According to the findings of a recent study, of the executives surveyed, 92 percent indicate that they expect to boost spending on AI in the next three years, with 55 percent expecting investments to increase by at least 10 percent from current levels (Chui et al. 2025). However, the focus has shifted from experimentation to value creation, as business leaders face increasing pressure to generate 'Return on Investment' (ROI) from their generative AI deployments. Such responses are summarized below as ten topics.

- **Strategic Implementation Approaches:** Leading organizations are implementing systematic approaches to AI transformation. Leading companies allocate more than 80% of their AI investments to reshaping key functions and inventing new offerings rather than smaller-scale, productivity-focused initiatives (Boston Consulting Group 2025). This strategic focus on transformative applications rather than incremental improvements appears to drive superior outcomes. Organizations exhibit diverse strategic responses to AI integration, with varying approaches to human-AI collaboration and workforce adaptation. Research reveals three primary models of human-AI interaction: AI as assistant, collaborator, and competitor, each requiring distinct organizational adjustments and management strategies (Cao et al. 2024). When AI functions as an assistant, organizations focus on

augmenting human capabilities while maintaining human oversight in decision-making processes.

- **Implementation of Frameworks and Capabilities:** Organizations are developing comprehensive frameworks to integrate generative AI systems, with Banh and Strobel (2023) proposing a three-layer architectural approach consisting of model layer, connection layer, and application layer. The model layer comprises pre-trained, deployable generative AI artifacts, with organizations choosing between general-purpose models that solve wide-ranging tasks across multiple domains and customized models designed for domain-specific applications trained on highly specific datasets. The strategic deployment of AI within organizational frameworks requires a sophisticated understanding of business model architecture and the evolutionary activation of competitive themes. Research demonstrates that organizations must move beyond operational AI applications toward strategic positioning that enables sustainable competitive advantage through data network effects (Costa Climent et al. 2024). Organizations demonstrate sophisticated responses to AI integration through the development of complementary BPM capabilities that enable value creation from AI investments. Research reveals that successful AI integration requires organizations to simultaneously develop five distinct AI-enabled capabilities, which are data acquisition and pre-processing, cognitive insight extraction, cognitive engagement facilitation, cognitive decision assistance, and cognitive technology integration (Zebec and Stemberger 2024).

- **Change Management and Workforce Development:** Workforce development has emerged as a critical component of successful AI integration strategies. 69% of CEOs expect AI will require new skills from their workforce, rising to 87% of CEOs who have already deployed AI (PwC 2024). Organizations are responding with comprehensive reskilling initiatives, including partnerships with educational institutions and investment in internal training programs. The human element remains central to successful AI implementation strategies. Research indicates that 70% of workers are open to offloading work to AI to free up time and boost creativity, but almost one-third (28%) of respondents worry about technology threatening their jobs (Deloitte 2024). This duality requires careful change management that addresses both opportunities and concerns.

Risk Management and Governance: Risk management and governance frameworks have become increasingly important as organizations scale AI implementations. Forty-

seven percent of organizations report experiencing at least one consequence related to AI deployment, highlighting the need for proactive risk mitigation strategies (Chui et al. 2025). Successful organizations are implementing comprehensive governance frameworks that address ethical AI use, data privacy, and algorithmic accountability. Organizations face significant challenges in managing AI integration effectively, particularly regarding governance frameworks and employee adaptation. Rana et al. (2022) identify three critical components that contribute to AI-BA opacity, those are: lack of governance, poor data quality, and inefficient training. The research demonstrates that proper governance is essential for ensuring "measurable and expected results" from AI systems.

Circular Business Models and Dynamic Capabilities: The implementation of AI-enabled circular business models necessitates significant transformations in human resource management practices and employee development strategies. Sjödin et al. (2023) highlight that successful AI commercialization requires organizations to develop "routines for co-creative solution configuration" that involve collaborative approaches to define, design, and implement solutions with customers and ecosystem partners. This transformation particularly impacts training and development needs, as "customers often lack the knowledge of what AI can and cannot do" (Sjödin et al. 2023:10), requiring HR departments to facilitate knowledge transfer and capability building across organizational boundaries. Similarly, Ranta et al. (2021) argue that circular business model innovation necessitates a rethinking of organizational learning mechanisms, emphasizing the importance of integrating sustainability-oriented knowledge into the workforce through collaborative learning and interdisciplinary capability building. The research suggests that effective AI implementation depends on creating "shared vocabulary about business need and potential solutions," indicating that HR transformation must focus on developing communication and collaboration skills alongside technical competencies. Lopes de Sousa Jabbour et al. (2019) reinforce this perspective by asserting that transitioning to circular and Industry 4.0-compatible models demands a shift in human resource management toward a more participatory and integrative logic, where digital and environmental capabilities are co-developed. Organizations implementing AI-enabled circular business models must develop sophisticated dynamic capabilities to navigate the complex integration process successfully. Sjödin et al. (2023) identify three critical dynamic capabilities required for effective AI integration which are: value discovery, value realization, and value

optimization capabilities. These capabilities enable manufacturers to "make economic and sustainable values come to life in collaborating with customers and ecosystem partners" (Sjödin et al. 2023:1). The research emphasizes that successful AI integration requires organizations to move beyond traditional linear approaches and embrace ecosystem-oriented strategies. Value discovery capability involves "customer intelligence and ecosystem solution exploration," while value realization capability focuses on "co-creative solution configuration and ecosystem value alignment" (Sjödin et al. 2023: 9). This comprehensive approach to organizational response demonstrates that AI integration is not merely a technological upgrade but requires fundamental changes in organizational capabilities and stakeholder relationships.

SME-Focused AI Implementation: Shaik et al. (2024) emphasize the transformative role of artificial intelligence in driving strategic business model innovations specifically within small and medium-sized enterprises (SMEs). The study demonstrates that AI-driven business model innovation serves as a crucial mediator between technological capabilities and carbon neutrality achievement. The authors establish that AI technologies prove instrumental in fostering the development and implementation of innovative business models that integrate sustainability practices and address environmental challenges. This perspective builds upon earlier work suggesting that AI offers significant potential for driving transformative change by leveraging data analytics to optimize resource allocation and identify new avenues for reducing emissions (Shaik et al. 2024). Complex data sets can include patterns and trends that machine learning algorithms can find, helping businesses make better decisions and create focused carbon reduction plans (Meng et al. 2022; Zohal and Soleimani 2016). The study demonstrates how AI integration transforms human resource management practices within SMEs. Shaik et al. (2024) show that AI-driven business models create digital opportunities that affect revenue models and generate new revenue streams. This transformation extends to performance management evolution and employee experience enhancement, supporting broader trends in HR transformation discussed in recent literature (Shaik et al. 2024). The research addresses workforce implications of AI adoption, particularly noting that AI-driven business model innovation creates new jobs within business companies rather than simply eliminating them. This perspective contributes to discussions about digital skills development and the importance of workforce reskilling initiatives, building upon

broader conversations about corporate reskilling programs referenced in the literature (Shaik et al. 2024).

Managerial Decision-Making and AI Acceptance: Gieselmann et al. (2025) provide crucial insights into managerial decision-making processes regarding AI adoption, which complement understanding of how business media influences technology adoption decisions. Their experimental research with 2,025 managers across four studies reveals that decision-makers' acceptance of AI varies significantly based on business context and functionality. The study demonstrates that managers perceive higher risks and show lower willingness to invest in AI applications within human resources compared to finances and marketing departments. This finding suggests that managerial attitudes toward AI adoption are not uniform across business functions, which has important implications for how business media should frame AI narratives to effectively influence corporate decisions. Shrestha et al. (2019) reinforce this perspective by demonstrating that AI system acceptance by managers depends heavily on perceived task complexity and task identity, with high perceived complexity in interpersonal or tacit knowledge domains—such as HR—reducing adoption likelihood. The research indicates that automation is often considered to make more objective decisions than humans, being more consistent and less motivated to discriminate, while providing better decisions and increasing efficiency (Gieselmann et al. 2025). Similarly, Berente et al. (2021) argue that managerial perceptions of AI systems' decision logics significantly influence trust and use, particularly when algorithmic decision-making lacks transparency or conflicts with normative expectations around fairness and empathy in people-centered functions. The study provides direct evidence of how AI adoption patterns differ across business functions, with particular relevance to HR transformation strategies. The research shows that tasks in HR are perceived as requiring more skills that are inherently human, such as intuition and empathy, compared to more objective tasks in finance departments. This finding has significant implications for organizational AI implementation strategies, suggesting that AI adoption in HR contexts requires different approaches and safeguards compared to other business areas. These insights, in alignment with broader research on managerial cognition and algorithm aversion, illustrate the contextual contingency of AI acceptance and underline the importance of aligning implementation strategies with function-specific expectations and perceived task characteristics.

- **Comprehensive AI Capability Development:** Wamba-Taguimdje et al. (2020) provide comprehensive insights into how AI capabilities influence firm performance through business model transformation projects. Their analysis of 500 case studies from major AI solution providers demonstrates that organizations achieve performance improvements through AI capabilities when they use these technologies to reconfigure their processes. The study demonstrates that artificial intelligence comprises a diverse array of technological applications, including machine translation, conversational agents, and self-adaptive algorithms, each of which enhances organizational capacity to interpret environmental conditions and respond effectively. The incorporation of AI-driven innovations reflects organizations' strategic intent not only to adjust to evolving ecosystem dynamics but also to actively reconfigure them, thereby advancing and consolidating their competitive and strategic advantages (Wamba-Taguimdje et al. 2020). The research indicates that AI fully expresses its potential through its ability to optimize existing processes and improve automation, information and transformation effects, while also detecting, predicting and interacting with humans. The study identifies three critical AI capabilities that organizations must develop which are: AI Management Capability (AIMC), AI Personal Expertise (AIPE), and AI Infrastructure Flexibility (AIIF). These capabilities are conceptualized as the firm's capacity to integrate organizational structures, human capital, and AI-based resources into a coherent system aimed at generating and appropriating business value. The research demonstrates that successful AI deployment requires computing power infrastructure, algorithms, and rich data sets, with these three elements constituting the essential components of AI capabilities. The authors note that organizations can have control over AI management capabilities, while other capabilities are often supplier-dependent, requiring close collaboration between organizations and AI solution providers (Abijith and Wamba 2012; Kim et al. 2011). While not focusing specifically on HR transformation, the study provides insights into how AI affects workforce-related processes across organizations, demonstrating that AI applications in healthcare, banking, and other sectors show the technology's capacity to augment human capabilities rather than simply replace workers.

- **Addressing Implementation Challenges:** The adoption of artificial intelligence in organizational settings presents both significant opportunities and notable challenges that require careful management strategies. Akça (2023) argues that while AI provides numerous benefits for both organizations and employees, negative

aspects must be acknowledged and addressed. These challenges include reduced human roles in goods and services production (Akça 2023), decreased labor utilization in sectors with low workforce productivity (Acemoğlu and Restrepo 2020), and reduced labor substitution in medium-skill jobs requiring high levels of literacy, arithmetic, and problem-solving capabilities (David 2015). Additionally, negative attitudes and lack of trust maintained by managers and employees toward automation and intelligent technologies pose significant implementation barriers. Many organizational members fear that artificial intelligence will threaten their jobs (Akça 2023), potentially leading to increased employee stress, reduced organizational commitment, and decreased productivity (Akça 2023). To mitigate these negative approaches, organizations should implement comprehensive support strategies rather than relying solely on AI applications. This includes seeking support from recruitment specialists, reflecting organizational culture through experienced employees, and providing necessary counseling support to prevent unconscious bias among workers (Akça 2023). The contemporary business landscape requires organizations to fundamentally reconsider their approach to talent acquisition and development in the context of artificial intelligence integration. Akça (2023) emphasizes that organizations face significant challenges in finding qualified individuals who can meet both technical and functional requirements while aligning with organizational values. This challenge is exacerbated by the increasingly competitive global marketplace where organizations compete intensively to identify and secure the right talent for their operations.

- **Future-Oriented Strategies:** The emergence of agentic AI—systems capable of autonomous decision-making and action—represents the next frontier for organizational AI adoption. Two-thirds of companies are exploring the use of AI agents—advanced systems that can act on their own—suggesting that 2025 could mark a turning point for their adoption (Boston Consulting Group 2025). This evolution from reactive tools to proactive agents will require new organizational structures and governance models. Future-oriented organizations are preparing for increasingly sophisticated AI capabilities while maintaining focus on human-centered implementation. The successful integration of AI into organizational workflows requires balancing technological capabilities with human needs, ensuring that AI enhancement rather than replacement remains the primary objective (Deloitte 2024).

2.3 MEDIA ANALYSIS AND CONTENT STUDIES

2.3.1 Framing Theory

Framing theory provides a foundational lens for understanding how media shapes audience perceptions by selecting certain aspects of a perceived reality and making them more salient in a communicating text (Entman 1993). In the context of AI-related business reporting, framing processes determine not only what is communicated about emerging technologies, but also how these technologies are positioned in relation to economic opportunity, risk, labor transformation, and organizational change. This theoretical perspective is particularly relevant for analyzing business media discourse, where frames are strategically constructed to align technological developments with the interests and concerns of managerial audiences. Research shows that media framing influences how technologies are understood, legitimated, and acted upon within organizations, especially during early phases of the innovation-decision process (Scheufele 1999; Nisbet 2009). By focusing on AI coverage in the business press, the present study employs framing theory to uncover how narratives are structured to foreground certain stakeholder perspectives, normalize particular implementation pathways, and define the boundaries of technological desirability within corporate settings.

Building on this perspective, recent research has emphasized that the power of media frames lies not only in shaping public discourse but also in directing attention within professional and organizational domains. In the case of AI, the framing of automation, algorithmic decision-making, and workforce transformation can legitimize or constrain particular adoption pathways by influencing how corporate actors interpret technological risks and opportunities (Van Gorp 2007). For instance, AI framed as an enabler of efficiency and competitive advantage may foster investment and innovation, while frames emphasizing job displacement or ethical dilemmas may trigger resistance or calls for regulation. These competing frames are not merely descriptive—they actively participate in the construction of organizational realities by guiding resource allocation, strategic narratives, and stakeholder expectations.

Moreover, the framing of AI in business media plays a constitutive role in mediating between global technological discourse and local implementation dynamics. Especially in emerging markets, where institutional uncertainty is higher, the media's framing function often substitutes for direct experiential knowledge of new

technologies. This makes framing theory a particularly suitable lens for analyzing how media narratives about AI adoption are domesticated within national contexts and organizational fields. By systematically mapping these framing processes, the present study contributes to a more nuanced understanding of how business media shapes not just what organizations know about AI, but how they come to act upon that knowledge within specific cultural and economic environments.

2.3.2 Business Media Content Analysis Methods

Zhai et al. (2020) employed **multiple analytical techniques** including regular expressions for keyword extraction, Stanford Named Entity Recognizer for institutional and personal name extraction, Latent Dirichlet Allocation (LDA) for topic modeling, and sentiment analysis using Stanford CoreNLP toolkit. Their approach to analyzing 22,094 sentences across seven dimensions (scientific subject, keyword, country, institution, people, topic, and opinion polarity) provides a comprehensive framework for understanding media discourse evolution. This methodological framework offers valuable insights for future research on how business media covers emerging technologies and influences public and corporate perceptions. The multi-dimensional analysis approach enables researchers to capture both quantitative patterns and qualitative themes in media coverage, providing a holistic understanding of how technological narratives evolve over time. The methodological approach to analyzing business media coverage of emerging technologies has evolved to incorporate advanced computational techniques. Automated content analysis using term frequency-inverse document frequency (TF-IDF) methods enables systematic examination of large corpora of business news articles (Nguyen and Hekman 2024). K-means clustering techniques allow for assignment of clusters based on determined document features, facilitating inductive frame detection in business media coverage.

In addition to Computational Text Analysis Approaches, Contemporary research employs dictionary-based approaches to identify specific risk references in business news texts, combined with sentiment analysis using Latent Semantic Scaling (LSS) methods (Watanabe 2020). These methodological advances enable researchers to determine sentiment in individual news articles by calculating semantic proximities between concepts and sentiment dictionaries, providing insights into evolving business media attitudes toward emerging technologies. The integration of multiple analytical approaches allows for more nuanced understanding of media discourse patterns. By

combining quantitative text analysis with qualitative thematic analysis, researchers can identify both manifest content (explicitly stated information) and latent content (underlying themes and implicit meanings) in business media coverage of AI and workforce transformation topics.

On the other hand, the proliferation of AI research in business publications has necessitated the development of **systematic review methodologies** that can handle large volumes of academic and practitioner literature. Cao et al. (2024) demonstrate how comprehensive literature analysis can track the evolution of research themes, with their identification of exponential growth in AI-related business publications from minimal coverage in 2010 to over 35 articles annually by 2023. This systematic approach to literature analysis enables researchers to identify patterns in academic discourse that parallel trends in business media coverage, providing insights into the relationship between scholarly research and practitioner-oriented publications. The methodology supports longitudinal analysis of how AI-workforce narratives have evolved across different types of business publications.

Besides The methodological framework for analyzing business media content increasingly incorporates **cross-cultural perspectives** to understand how different national and regional contexts influence technology coverage patterns. While specific studies focusing on Turkish business media analysis remain limited, the methodological approaches developed for international contexts provide valuable frameworks for analyzing emerging market media discourse. Comparative analysis methods enable researchers to identify universal themes in AI coverage while also recognizing culture-specific patterns in how business media frame technology adoption and workforce transformation narratives. This approach is particularly relevant for understanding how global AI trends are interpreted and communicated within specific national business environments.

2.3.3 Technology Coverage Patterns

Analysis of technology coverage patterns reveals distinct temporal trajectories in business media attention to AI. The frequency of data risk references increased along similar trajectories as the diversification of societal domains affected by AI transformations (Nguyen and Hekman 2024). This pattern suggests that media coverage evolves in response to the expanding scope of AI applications across different sectors and social contexts. The temporal analysis demonstrates that business

media coverage has progressed through several distinct phases: initial fascination with AI possibilities, growing awareness of implementation challenges, and more recent focus on practical applications and measurable outcomes. This evolution reflects the maturation of both AI technologies and business understanding of their implications.

Within this broader temporal evolution, frame diversity and risk communication patterns reveal how different editorial contexts shape AI discourse. Certain news frames demonstrate higher likelihood of referring to specific data risks, with governance-related articles often mentioning surveillance and data bias, while international politics coverage frequently addresses cyber-warfare concerns (Nguyen and Hekman 2024). This finding reveals how different editorial contexts influence the types of AI-related risks that receive media attention. The evolution of sentiment in AI coverage shows that news outlets have become more critical over time, though differences exist between outlet types (Nguyen and Hekman 2024). Mainstream outlets demonstrate slightly more critical perspectives on AI compared to technology-focused publications, potentially reflecting underlying editorial positions regarding technology businesses and their societal impact.

Complementing these risk communication patterns; institutional and corporate coverage demonstrates distinct media attention hierarchies. Zhai et al. (2020) provide significant insights into how institutional coverage patterns have evolved in technology media. The research shows that AI-related institutions reported in the news are mainly focused on companies, with Apple appearing in 1980 and continuing to be newsworthy, followed by IBM, Microsoft, Google, and Facebook (Fast and Horvitz 2017). This institutional focus in media coverage reflects the commercial orientation of business publications and their role in tracking corporate performance and strategic positioning. The consistent coverage of major technology companies creates ongoing narratives about industry leadership and competitive dynamics that influence how other organizations perceive AI adoption opportunities and challenges.

A closer examination of these patterns reveals significant sectoral variations in how AI coverage is distributed across different industries. Chattarjee et. al.'s study reveals that different industry sectors receive varying levels and types of AI coverage in business media. Financial services and technology sectors typically receive more detailed coverage of AI implementations, while traditional industries like manufacturing receive coverage focused on transformation challenges and workforce implications. This sectoral variation in coverage patterns influences how organizations

in different industries understand and approach AI adoption. Industries with more extensive media coverage benefit from a richer information environment that includes best practices, case studies, and implementation guidance, while sectors with limited coverage may face greater uncertainty about AI adoption strategies.

Beyond sectoral variations, the evolution of terminology and conceptual frameworks demonstrates the dynamic nature of AI discourse in business media. The research demonstrates significant evolution in the keywords and concepts that dominate AI coverage over time. Zhai et al. (2020) reveal that robots, as a concrete entity from imagination to realization, have been a hotspot in news since the 1980s, while newer concepts like driverless cars, big data, and machine learning have gradually become prominent in recent years. This keyword evolution reflects both technological development and changing business priorities. The shift from general concepts like "artificial intelligence" to specific applications and use cases indicates the maturation of both the technology and business media's understanding of its practical implications.

Alongside these conceptual shifts, sentiment analysis reveals the complex attitudinal landscape that characterizes contemporary AI coverage. The sentiment analysis of AI coverage reveals complex dynamics in how business media frames technology opportunities and risks. Words related to "efficiency, progress, and support" dominate positive terms, aligning with business interests in productivity and cost optimization (Nguyen and Hekman 2024). However, critical examination shows that approximately 54.9% of articles include references to data risks, with data bias and algorithmic discrimination occurring most frequently. This balanced approach to coverage, incorporating both opportunities and risks, reflects the sophistication of contemporary business media analysis of AI technologies. The coverage patterns suggest that business media serves an important role in providing comprehensive information that enables informed corporate decision-making about AI adoption and implementation strategies.

The scope of business media coverage has also expanded significantly to encompass international and cross-border perspectives. The globalization of AI development and adoption has led to increased international coverage in business media, with publications tracking developments across different countries and regions. This international perspective enables business audiences to understand global competitive dynamics and identify potential opportunities for cross-border

collaboration or market expansion. The international coverage also facilitates knowledge transfer between different national business environments, allowing organizations to learn from implementation experiences in other countries and adapt successful strategies to their local contexts. This global information flow supports more informed decision-making about AI adoption strategies and implementation approaches.

Looking ahead, these coverage patterns suggest several emerging trends that will likely shape future business media approaches to AI reporting. Emerging patterns in technology coverage suggest continued evolution toward more sophisticated analysis that combines technical understanding with business strategy insights. The integration of performance data, implementation case studies, and stakeholder perspectives indicates that business media coverage of AI is becoming more comprehensive and actionable for corporate decision-makers. Wang et al. (2022) emphasize that contemporary AI discourse in business media is shifting from sensationalism to strategic pragmatism, highlighting real-world applications, ROI metrics, and operational benchmarks that executives find relevant for resource allocation and risk management. Future coverage trends are likely to emphasize measurable outcomes, comparative analysis across different implementation approaches, and long-term strategic implications of AI adoption decisions. This evolution supports more evidence-based corporate decision-making about AI investments and implementation strategies, aligning with Dwivedi et al. (2021), who argue that such evidence-driven media framing is instrumental in reducing uncertainty and fostering trust in AI technologies, particularly when tied to sector-specific use cases and managerial narratives.

2.4 RESEARCH GAP AND CONTRIBUTION

2.4.1 Gaps in Current Literature

The research gaps identified in the previous studies are summarized below as six topics and outlined in Table-3.

- Fragmentation in AI-Workforce Research:

Current literature on AI and workforce transformation exhibits significant gaps regarding trust mechanisms and stakeholder perspectives. Thiebes et al. (2021) identify that "TAI is a highly interdisciplinary and dynamic field of research, comprising multifarious research discussions and streams that are scattered across

disciplines" (p. 449), indicating fragmentation in current knowledge about AI's workforce implications. The authors highlight that "knowledge on technical and non-technical means to realize TAI is ever-increasing" but remains "scattered across research disciplines, thus making it challenging to grasp the status quo on its realization" (Thiebes et al. 2021: 448). This scattering represents a critical gap in understanding how trustworthy AI principles translate into practical workforce management strategies and organizational communication approaches.

- Limited Longitudinal Media Analysis:

The systematic analysis of business media coverage of AI-workforce relationships over extended time periods remains significantly underexplored in current literature. While studies like Zhai et al. (2020) provide valuable insights into AI media coverage patterns, comprehensive longitudinal analysis specifically focusing on workforce impact narratives across multiple years is limited. The rapid evolution of AI technologies and their business applications necessitates research that can track how media framing of workforce implications has evolved over time, particularly in the post-ChatGPT era. Most existing studies provide snapshots of media coverage at specific points in time rather than systematic tracking of narrative evolution. This gap is particularly significant given the accelerated development of generative AI technologies since 2022, which has fundamentally altered both AI capabilities and public discourse about workforce implications.

- Insufficient Emerging Market Perspectives:

Current AI-workforce literature demonstrates significant geographic bias toward developed markets, with limited attention to emerging market contexts and their unique challenges. While studies like Cao et al. (2024) provide comprehensive global perspectives, detailed analysis of how AI adoption and workforce transformation patterns manifest in emerging economies remains underexplored. The Turkish context exemplifies this gap, where despite significant national investment in AI development and comprehensive policy frameworks, academic research on how Turkish business media frames AI-workforce relationships remains limited. This geographical gap is problematic because emerging markets often face distinct challenges related to workforce development, digital infrastructure, and economic transformation that may not be adequately addressed by research focused primarily on developed market contexts.

- Cross-Cultural Business Discourse Analysis:

The literature lacks comprehensive cross-cultural analysis of how different national business environments influence AI-workforce discourse patterns. While Gieselmann et al. (2025) provide insights into cross-cultural differences in AI acceptance, systematic analysis of how cultural contexts shape business media framing of AI-workforce relationships remains underdeveloped. This gap is particularly significant for understanding how global AI trends are interpreted and communicated within specific national business cultures. The absence of comparative analysis limits understanding of how cultural factors influence corporate decision-making about AI adoption and workforce transformation strategies.

- Sectoral Narrative Differentiation:

Current literature provides limited systematic analysis of how AI-workforce narratives differ across various industry sectors in media coverage. While studies like Banh and Strobel (2023) identify sectoral applications of generative AI, comprehensive analysis of how business media constructs different workforce impact narratives for different industries remains underexplored. The gap extends to understanding how sectoral characteristics influence media framing of AI opportunities and challenges. Different industries face distinct workforce transformation challenges, but research on how these differences are reflected in media discourse patterns is limited.

- Actor Representation and Voice Analysis:

The literature lacks systematic analysis of which voices are privileged in AI-workforce media narratives and how different stakeholder perspectives are represented. While studies identify various stakeholders in AI adoption processes, detailed analysis of how business media selects and presents different actors' perspectives on workforce implications remains underdeveloped. This gap is significant because stakeholder representation in media coverage can influence public and corporate perceptions of AI-workforce relationships. Understanding whose voices are heard and whose are marginalized in business media discourse is crucial for comprehending how AI adoption narratives are constructed and disseminated. Table 2 synthesizes the key research gaps identified in the literature review and articulates how this study addresses these limitations through its theoretical and methodological contributions.

Table 2: Research Gaps and Contributions

	Identified Research Gap	Current Literature Limitation	Contribution of the Study	Theoretical Significance	Practical Implications
Longitudinal Media Analysis	Limited temporal analysis of AI-workforce media coverage	Most studies provide snapshots rather than systematic tracking over time	5-year longitudinal analysis (2020-2025) covering pre and post-ChatGPT eras	Extends media framing theory with temporal dimension of technology narrative evolution	Enables organizations to understand evolving media discourse patterns for strategic communication
	Post-ChatGPT era discourse analysis gap	Minimal research on generative AI's impact on workforce narratives	Analysis of narrative shifts following ChatGPT introduction in late 2022	Contributes to understanding of breakthrough innovation impact on media discourse	Provides insights for managing communication during technological disruption periods
	Geographic bias toward developed markets	Limited attention to emerging market contexts and unique challenges	Turkish business media analysis as emerging market case study	Advances cross-cultural business discourse theory	Offers framework for emerging market AI adoption communication strategies
	Insufficient emerging market perspectives	Most AI-workforce research focuses on US/EU contexts	Turkish context analysis with cultural and economic considerations	Contributes to international business communication theory	Provides localization strategies for global AI narratives
Cross-Cultural Business Discourse	Sectoral Narrative Differentiation				
	Limited systematic sectoral analysis	Lack of comprehensive comparison across industry sectors	Systematic analysis of workforce narratives across multiple sectors	Extends sectoral communication theory in technology adoption contexts	Enables sector-specific communication strategy development
	Industry-specific framing patterns unexplored	Minimal understanding of how sectoral characteristics influence media framing	Identification of sector-specific framing patterns and their implications	Contributes to understanding of industry context in media discourse	Supports tailored stakeholder communication approaches
	Stakeholder Voice Analysis				
	Insufficient actor representation analysis	Limited systematic analysis of whose voices are privileged in AI-workforce narratives	Comprehensive analysis of executive, expert, worker, and policymaker representations	Advances stakeholder theory in technology governance contexts	Informs inclusive AI governance and communication strategies
	Power dynamics in media discourse	Minimal attention to how different stakeholder perspectives are weighted	Examination of how business media privileges certain voices over others	Contributes to critical media studies in business contexts	Provides insights for balanced stakeholder engagement

Table 2 Cont.

	Limited understanding of media-corporate decision linkages	Insufficient research on how business media influences AI adoption decisions	Analysis of media influence on corporate AI investment patterns	Extends agenda-setting theory to business decision-making contexts	Enables evidence-based corporate communication strategies
Business Media Influence Mechanisms	Validation mechanism role unexplored	Minimal research on media as validation source for technology decisions	Examination of how media coverage serves as decision validation mechanism	Contributes to organizational learning theory	Supports strategic use of media for technology adoption legitimization
	Fragmented AI-Workforce Knowledge				
	Scattered research across disciplines	Knowledge on AI-workforce implications remains fragmented (Thiebes et al. 2021)	Integrated framework combining media studies, organizational behavior, and technology adoption	Contributes to interdisciplinary technology studies	Provides holistic approach to AI workforce transformation management
	Trust and governance integration gaps	Limited integration of trustworthy AI principles with workforce communication	Analysis of how trust narratives influence workforce transformation discourse	Advances trustworthy AI theory in organizational contexts	Informs ethical AI communication and implementation strategies

Notes:

Research gaps identified from Thiebes et al. (2021), Zhai et al. (2020), Cao et al. (2024), Nguyen and Hekman (2024), Gieselmann et al. (2025), Banh and Strobel (2023), and comprehensive literature synthesis across all referenced studies.

These identified gaps and corresponding contributions demonstrate this study's significance in advancing both theoretical understanding and practical application of business media influence on AI-workforce transformation narratives.

2.4.2 Practical Implications of Existing Studies

- **Corporate Communication Strategy Development:**

The practical implications of trustworthy AI research extend directly to corporate communication strategies and workforce planning approaches. Thiebes et al. (2021) emphasize that their framework "outlines tensions between the current state of AI and the five TAI principles to inform future research opportunities on technical and non-technical means in support of realizing TAI" (p. 456). For business organizations, the research suggests that implementing trustworthy AI requires addressing multiple stakeholder concerns simultaneously. The framework identifies practical tensions such as "training data availability" and "invasion of privacy" (Thiebes et al. 2021: 457) that organizations must navigate when communicating AI implementations to their workforce. These tensions directly inform how businesses should frame AI adoption narratives to maintain employee trust and facilitate organizational change management processes.

- **Evidence-Based AI Investment Decisions:**

Gieselmann et al. (2025) offer concrete practical implications for organizations implementing AI technologies. The research suggests that companies should carefully consider the business area and level of AI autonomy when making investment decisions. The findings indicate that managers are more accepting of AI applications that provide support and recommendations rather than fully autonomous implementation, particularly in human-centric business functions. This has important implications for corporate communication strategies, as organizations need to frame AI initiatives differently depending on the target business area and emphasize human oversight capabilities to gain managerial buy-in. The study concludes that managers are currently unwilling to accept very high functions of AI that include potential consequences that humans cannot prevent upfront, suggesting that successful AI implementation requires maintaining meaningful human control in the decision-making process.

- **SME Implementation Strategies:**

Shaik et al. (2024) provide concrete practical implications for SMEs seeking to implement sustainable practices and achieve carbon neutrality. The study emphasizes the importance of integrating AI technology into business models to maximize resource utilization, improve operational effectiveness, and unlock new business opportunities in the carbon-neutral market. The research builds upon established frameworks for analyzing technology adoption, particularly the Technology-Organization-Environment (TOE) theory (Guan et al. 2023; Ng et al. 2022; Ullah et al. 2021, as cited in Shaik et al. 2024), which provides a systematic approach to understanding interactions between technology, organizations, and their external environment. The authors offer guidance to SMEs on leveraging AI-driven business model innovation to overcome obstacles associated with adopting green technologies and meeting sustainability objectives.

- **Performance Measurement and Value Creation:**

Wamba-Taguimdje et al. (2020) offer extensive practical implications for organizations implementing AI technologies. The study reveals that organizations using AI achieve significant performance improvements, including increased operational efficiency, enhanced customer experience, improved decision-making capabilities, and cost reductions. The research identifies specific benefits across different industries: in IT/telecom sectors, AI improves unstructured data analysis capabilities; in healthcare, it enhances medical care quality; in banking, it automates transactions and reduces operational costs; and in manufacturing, it optimizes supply chains and production processes. The authors underscore that AI ought to be conceptualized not as a singular technology but as a composite of diverse IT configurations spanning multiple business domains, whose effective implementation necessitates the integration of data resources, human expertise, domain-specific knowledge, strategic decision-making, external collaborations, and scalable infrastructural capacities.

- **Media Influence and Public Perception Management:**

Zhai et al. (2020) provide important practical implications for understanding media influence on AI adoption and perception. The study reveals that negative reports have focused on various issues relating to AI ethics, with concerning news stories covering space, business, and economic employment issues, while critical expressions are associated with topics focusing on military, weapons, security, and gaming. The research shows that the media agenda setting has a strong impact on public

understanding of new technology, with media reports and public attention forming an interactive process where topics with more related news often attract more public attention (Russell Neuman et al. 2014). These findings suggest that organizations and policymakers need to carefully consider how media narratives about AI may influence public acceptance and adoption of AI technologies, particularly regarding ethical concerns and employment impacts.

- **Stakeholder Engagement and Change Management:**

Organizations must develop communication strategies that acknowledge both opportunities and risks associated with AI adoption while providing clear pathways for workforce development and adaptation. The findings suggest that successful AI implementation requires proactive engagement with employees, customers, and other stakeholders to address concerns about job displacement, data privacy, and algorithmic decision-making. This engagement should be informed by understanding of how different stakeholders consume and interpret business media coverage of AI developments. As emphasized by Bughin et al. (2018), addressing workforce anxiety and enabling reskilling are central to change management strategies, and organizations that proactively manage stakeholder communication are more likely to sustain long-term AI integration.

2.4.3 Theoretical Contributions of Existing Studies

This research contributes to media framing theory by investigating how business media constructs evolving narratives about emerging technologies and their workforce implications. In particular, it extends framing theory by focusing on business publications and their role in shaping corporate decision-making about technology adoption. Through a longitudinal lens, the study reveals how technology narratives transform as innovations mature, and their organizational implications become more tangible. This temporal approach offers a deeper understanding of framing dynamics, demonstrating how media discourse responds to shifts in technological maturity and broader economic conditions (Entman 1993).

Further theoretical contribution lies in enhancing the understanding of communication patterns related to technology adoption. By analyzing how business media coverage influences corporate perceptions and decisions regarding AI, the study illustrates how media functions both as an information source and as a mechanism for legitimizing technology choices. This insight builds upon diffusion of innovation

theory by elucidating the role of media discourse during the early knowledge and persuasion phases of the innovation-decision process, where attitudes toward technological change are first shaped (Rogers 2003).

The analysis also adds to cross-cultural business discourse theory by exploring how national context mediates technology-related communication. The Turkish case study offers evidence on how emerging market environments receive and reinterpret global AI narratives, contributing to our understanding of how cultural and institutional conditions shape media portrayals of innovation. This helps fill a notable gap in international business communication literature, particularly in relation to the localization of global discourse patterns (Vaara et al. 2005).

In addition, the study provides theoretical insights relevant to stakeholder theory by examining how various actors—such as employees, technology firms, policy-makers, and customers—are represented in business media discourse on AI and labor transformation. The findings suggest that media coverage often amplifies certain stakeholder perspectives while rendering others less visible, thereby affecting stakeholder salience in organizational decision-making processes. This aspect extends stakeholder theory into the domain of AI governance, where public narratives influence perceived legitimacy and urgency around stakeholder concerns (Freeman et al. 2020).

Finally, the research contributes to organizational learning theory by showing how business media acts as an external knowledge source that shapes organizational understanding of AI capabilities, risks, and implementation strategies. The patterns observed in media discourse influence how firms interpret technological opportunities and constraints, thus affecting learning processes and strategic adaptation. This highlights the role of mediated knowledge flows in shaping organizational responses to emerging technologies, reinforcing the significance of media as a channel for inter-organizational learning (Argote and Miron-Spektor 2011).

CHAPTER III

TURKISH BUSINESS ENVIRONMENT AND AI ADOPTION

3.1 TURKISH DIGITAL TRANSFORMATION LANDSCAPE

Turkey's digital transformation landscape reflects the global trend toward AI integration while maintaining specific national characteristics. The country has implemented a comprehensive **National Artificial Intelligence Strategy** (UYZS) for 2021-2025, focusing on six impact areas: developing advanced AI skills and adapting education systems, increasing R&D activities and entrepreneurship development, creating appropriate ethical and legal frameworks, developing international collaborations, managing AI's impact on employment and professions, and transforming institutions and companies through AI applications (Doruköz and Uslu 2023). Turkey's approach to Industry 4.0 and artificial intelligence adoption reflects a strategic recognition of the need to avoid the historical pattern of delayed participation in industrial revolutions. Kaya (2021) explains that Turkey established an early roadmap called "Digital Turkey" to ensure participation in this global technological transformation, acknowledging that the country had previously experienced delays in adapting to earlier industrial revolutions and was determined to avoid similar setbacks in the digital age.

The evolution of Turkey's digital strategy demonstrates the growing recognition of AI's central role in modern economic transformation. Initially, Turkey's approach focused primarily on digitalization within factory settings, but as Kaya (2021) notes, the process evolved beyond manufacturing limitations as AI-supported systems began penetrating various sectors and extending into daily life and residential applications. This expansion prompted Turkey to develop a more comprehensive approach, culminating in the publication of the "National Artificial Intelligence Strategy (2021-2025)" to establish a dedicated framework for AI development and implementation.

The strategic implementation of this national framework has been accompanied by substantial investment commitments and infrastructure development initiatives.

The Turkish AI investment landscape demonstrates significant growth trajectory, with investments progressing from 20 million dollars until 2020 to reaching 2.4 billion dollars after 2020, representing rapid acceleration in AI-related investments (Doruköz and Uslu 2023). This investment surge accompanies various developments in academic research, indicating growing institutional support for AI advancement across education and industry sectors. Turkey's strategic positioning in global AI investment demonstrates significant commitment to technological advancement. According to Microsoft EY research cited by Kaya (2021), Turkey emerged as the leading country in the Middle East and Africa region for AI investments over the decade from 2008-2018, with 252 out of 929 total regional investments occurring in Turkey, representing a total investment value of \$3.4 billion and securing the first position in regional AI investment rankings. The Turkish business environment's digital transformation initiatives are supported by institutional frameworks designed to facilitate AI adoption across multiple sectors. Kaya (2021) identifies the establishment of the "Big Data and Artificial Intelligence Applications Department" as a significant institutional development aimed at bringing together AI stakeholders and coordinating national efforts in artificial intelligence implementation.

These infrastructure investments have translated into concrete sectoral implementations and practical business applications across Turkey's economy. The Turkish business environment is experiencing significant digital transformation aligned with global AI development trends. Turkish organizations are increasingly focusing on digital transformation that harmonizes with AI technology to maintain economic activities and profitability (Sheikhi 2022). This transformation requires businesses to analyze, classify, and structure customer expectations and consumption habit changes while continuously interacting with customers in the digital environment. Digital transformation in Turkish businesses emphasizes data analysis capabilities, customer relationship management, and production processes for specific products and services, particularly in finance, insurance, and information services (Sheikhi 2022). These sectors require implementation of autonomous AI systems with decision-making capabilities that can condition high-level operational efficiency. Turkish business media ecosystem increasingly covers AI applications across various sectors, with chatbot integration becoming particularly widespread in banking and finance, e-commerce, media, entertainment, automotive, and service sectors (Doruköz and Uslu 2023). ChatGPT usage demonstrates real-time communication capabilities,

mathematical problem-solving, and content generation across multiple domains, leading to its adoption in customer services, finance, and e-commerce sectors, as well as educational applications for assignment and article writing.

Turkey's digital transformation initiatives can be better understood when positioned within the broader global research context and emerging market dynamics. While Sjödin et al. (2023) focus on Scandinavian manufacturers, their findings provide valuable insights for understanding digital transformation patterns that are relevant to emerging markets like Turkey. The study's emphasis on "ecosystem value exploration" and the need for manufacturers to "collaborate with complementary partners to jointly configure targeted AI solutions" (Sjödin et al. 2023: 9) offers important lessons for Turkish industrial transformation initiatives. The research demonstrates that successful AI-enabled circular business model innovation requires "an ecosystem lens and dynamic adaptations in both internal and external resources and relationships" (Sjödin et al. 2023: 4). This finding is particularly relevant for Turkish manufacturers seeking to leverage AI for sustainable development, as it emphasizes the importance of building collaborative networks and developing dynamic capabilities rather than pursuing isolated technological implementations.

Although focused on global case studies, the research framework provided by Wamba-Taguimdje et al. (2020) offers valuable insights for understanding digital transformation in emerging markets like Turkey. The study's comprehensive analysis of AI implementation across various industries provides a benchmark for evaluating digital transformation initiatives. The research illustrates that the deployment of AI permeates the organizational value chain, encompassing functions such as research and development, operations and maintenance, production planning, sales and marketing, demand forecasting, and service provision. This holistic approach to AI integration could inform digital transformation strategies in Turkey's developing technology ecosystem. Similarly, while Gieselmann et al. (2025) focuses on German and UK contexts, their findings regarding cross-cultural differences in AI acceptance provide valuable insights for understanding business media dynamics in emerging markets like Turkey. The research methodology, which includes experimental designs across different cultural contexts, offers a framework for analyzing how business media in different countries might need to adapt their AI coverage to local managerial attitudes and cultural contexts.

3.1.1 Turkish Business Media Ecosystem

The Turkish business environment's digital transformation initiatives create new opportunities for media coverage and stakeholder communication. The transformation requires strategic workforce planning that addresses both technological capability development and social responsibility for employment stability in traditional sectors that employ significant portions of the workforce. Table 3 provides a comprehensive overview of key indicators demonstrating Turkey's AI ecosystem development, highlighting both achievements and persistent challenges in the national digital transformation journey.



Table 3: Turkish Digital Transformation Landscape (Doruköz and Uslu 2023, Kaya 2021)

Indicator	Pre-2020	Post-2020	Current Status/Target	Comparative Context
AI Investment Volume	\$20 million	\$2.4 billion	12,000% growth	Leading MENA region
MENA Regional Investment Ranking	-	1st position	252 out of 929 investments	\$3.4B total value (2008-2018)
National AI Strategy	Digital Turkey roadmap	UYZS 2021-2025	6 impact areas defined	Comprehensive framework
Institutional Development	Limited coordination	Big Data & AI Dept.	Stakeholder coordination	Centralized approach
AI Skill Concentration	36% (2018)	18% (2022)	50% decline	Requires investigation
Youth Population Advantage	13 million (15.6%)	Maintained	Above EU average	Demographic dividend
Youth Unemployment Rate	23%	23%	Persistent challenge	OECD: 13.3%, EU: 17.1%
NEET Youth Ranking	High	Among highest globally	Critical concern	Unutilized potential
Gender Distribution	-	Male: 95.83%, Female: 4.17%	Significant gender gap	Intervention needed
Age Group 25-34 Usage	-	62.5%	Highest adoption rate	Peak usage demographic
Age Group Under 24 Usage	-	12.5%	Low despite digital nativity	Unexpectedly low
Age Group 35-44 Usage	-	25%	Moderate adoption	Declining with age
Age Group 45+ Usage	-	10.6% (45-54), 5% (65+)	Low adoption rates	Age-related barriers

Table 3 Cont.

Sectoral Implementation	Banking & Finance	Basic digitalization	Comprehensive AI integration	Chatbot widespread adoption	Leading sector
	E-commerce	Limited automation	AI-driven personalization	Customer service transformation	Rapid growth
	Media & Entertainment	Traditional approaches	Content generation tools	ChatGPT integration	Emerging applications
	Automotive	Manufacturing focus	Smart systems integration	Industry 4.0 adoption	Gradual transformation
	Sectoral Impact	Transformation	-	56% expected impact by 2027	WEF projection
Future Projections	Generation Z AI Employment	-	-	68% in AI-related positions	Generational shift
	Skills Development Priority	-	-	Critical for competitiveness	National imperative

As illustrated in Table 2, while Turkey has achieved remarkable progress in AI investment and policy development, significant challenges remain in translating these investments into equitable workforce development and skills enhancement across all demographic groups. While specific comprehensive analysis of Turkish business media ecosystem coverage patterns requires further research, the global trends identified in international studies provide valuable context for understanding how Turkish business publications might approach AI coverage. The evolution of AI discourse from speculative technology coverage to evidence-based analysis, as observed in international business media, likely parallels developments in Turkish business publications.

Figure 2 presents a multi-layer framework illustrating Turkey's AI ecosystem development from 2020 to 2025, demonstrating the hierarchical relationship between policy formulation, investment mobilization, sectoral implementation, and workforce transformation. The framework reveals how Turkey's comprehensive National AI Strategy (UYZS 2021-2025) at the policy layer has enabled dramatic investment growth from \$20 million to \$2.4 billion, subsequently driving sectoral adoption across banking, e-commerce, media, and manufacturing industries. However, the workforce layer highlights persistent challenges alongside achievements, including significant gender disparities in AI usage (95.83% male vs 4.17% female) and high youth unemployment (23%) that undermines the potential demographic dividend from Turkey's young population (15.6%). The metrics dashboard underscores both the scale of transformation—with 56% expected sectoral impact by 2027 and 68% of Generation Z projected for AI-related employment—and the urgency of addressing structural workforce challenges to fully capitalize on Turkey's AI investment and policy momentum.

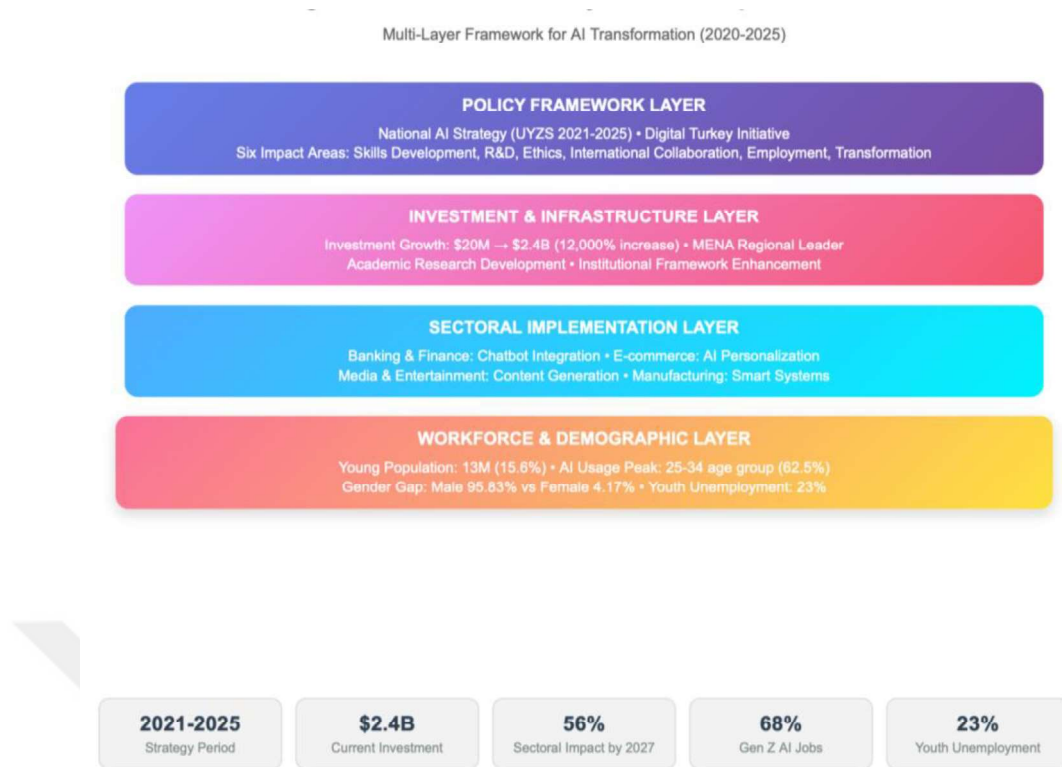


Figure 2: Turkish AI Ecosystem Development Model (Adapted from Kaya 2021, Doruköz and Uslu 2023)

Turkish business media ecosystem's approach to covering digital transformation and AI implementation reflects broader global patterns while addressing specific national priorities and cultural contexts. The emphasis on sectoral transformation, particularly in finance, insurance, and information services, creates opportunities for specialized coverage that addresses both technological capabilities and implementation challenges specific to the Turkish market context.

Turkish workforce dynamics reflect global trends in AI adoption and employment transformation while maintaining specific characteristics related to the national economic context. The analysis suggests that businesses focused on digital transformation must develop capabilities to analyze customer needs through structured data while maintaining continuous digital interaction with customers (Sheikhi 2022). This requires workforce development in data analysis, customer relationship management, and AI-enabled service delivery. The Turkish context demonstrates that organizations implementing AI technologies must balance automation benefits with employment considerations, particularly in traditional sectors that employ significant portions of the workforce. The transformation requires strategic workforce planning

that addresses both technological capability development and social responsibility for employment stability.

Turkish workforce dynamics reveal specific patterns in AI skill development and career integration. Analysis indicates that AI-related job opportunities and skill concentrations have declined over time, with rates dropping from 36% in 2018 to below 18% in 2022, representing more than 50% decrease (Doruköz and Uslu 2023). This finding requires investigation considering various sectoral needs, professional career development objectives, and AI popularity factors.

Among the most pressing concerns within Turkey's workforce transformation are the significant gender and demographic challenges that must be addressed to ensure inclusive AI adoption. The gender disparity in AI utilization represents a significant challenge for Turkish workforce development. Research shows that men comprise 95.83% of AI users while women represent only 4.17%, indicating substantial gender gaps that require targeted interventions (Doruköz and Uslu 2023). Addressing this disparity requires supporting women's access to AI, increasing women's interest in AI through education, and implementing mentorship, consultancy, and certification programs alongside entrepreneurship incentives. The demographic distribution of AI utilization reveals important patterns for future workforce planning. In Turkey, AI usage rates vary significantly across age groups: 12.5% among those under 24, 62.5% among 25-34 age group, 25% among 35-44 age group, 16.6% among 45-54 age group, 10.6% among 55-64 age group, and 5% among those over 65 (Doruköz and Uslu 2023). These patterns highlight the need for age-appropriate AI education and training programs that address different generational approaches to technology adoption.

Turkey's demographic profile presents both opportunities and challenges for AI adoption and workforce transformation. Kaya (2021) highlights that Turkey possesses a significant advantage through its young population of approximately 13 million people (15.6% of the total population), which exceeds EU averages and provides substantial human capital potential for digital economy participation. However, significant workforce challenges must be addressed to realize this demographic advantage. Despite the favorable age demographics, Kaya (2021) points out that Turkey faces concerning youth unemployment rates of 23%, substantially higher than OECD averages of 13.3% and EU averages of 17.1%. Additionally, Turkey ranks among the highest countries for youth who are neither in education nor employment, indicating inefficient utilization of young workforce

potential and highlighting the need for comprehensive employment strategies aligned with digital economic structures and automation-based production technologies. Future work models anticipate significant changes in skill requirements and job characteristics specific to the Turkish context. The World Economic Forum projects that by 2027, sectors will adapt their business strategies to AI integration, with Turkey showing 56% impact on sectoral transformation and new workforce areas (Doruköz and Uslu 2023). Additionally, 68% of Turkey's Generation Z (individuals under 25) are expected to be employed in AI-related positions, indicating substantial generational shifts in employment patterns that require proactive educational and training interventions.

The Turkish workforce transformation aligns with global patterns while addressing specific national challenges. The implementation of comprehensive AI education programs, gender equality initiatives in technology access, and youth employment strategies represents critical components for successful digital transformation. The integration of international best practices with local cultural and economic contexts provides opportunities for Turkey to develop innovative approaches to AI adoption that could serve as models for other emerging markets. As highlighted in OECD (2021), such a strategic approach to digital capability development requires alignment across government-led initiatives, private sector innovation, and educational system reforms to ensure inclusive and sustainable outcomes. The strategic approach to workforce development requires coordination between government initiatives, private sector investment, and educational institutions to create comprehensive pathways for AI skill development across all demographic groups. This holistic approach addresses both immediate technological needs and long-term economic development objectives, positioning Turkey to capitalize on its demographic advantages while mitigating potential challenges associated with rapid technological transformation.

3.2 BUSINESS MEDIA INFLUENCE ON TECHNOLOGY ADOPTION

3.2.1 Role of Business Media in Shaping Corporate Decisions

The proliferation of AI research in business publications demonstrates the significant role that academic and business media play in shaping corporate understanding and adoption of artificial intelligence technologies. A comprehensive analysis of leading business journals reveals an exponential increase in AI-related

studies, with publications rising from minimal coverage in 2010 to over 35 articles annually by 2023, indicating growing institutional interest in AI's business implications (Cao et al. 2024). This surge in academic attention coincides with substantial global investments in AI technologies, which reached \$91.9 billion in 2022 and are projected to approach \$200 billion by 2025, suggesting a strong correlation between media coverage and investment decisions (Cao et al. 2024).

Major business journals have responded to this trend by launching specialized issues focusing on human-algorithm connections, responsible data science, and AI-driven decision sciences, thereby creating dedicated platforms for disseminating AI-related knowledge to business practitioners (Cao et al. 2024). The emergence of ChatGPT in late 2022 as a milestone event further amplified media attention, with 2023 being characterized as the "year of AI," demonstrating how breakthrough innovations can accelerate media coverage and subsequently influence business adoption patterns (Cao et al. 2024).

Beyond simply disseminating information, business media functions as a critical validation mechanism that legitimizes and influences corporate AI adoption decisions. The influence of business media in shaping AI adoption decisions demonstrates the critical role that information dissemination plays in technology investment patterns across industries. Research methodology utilizing systematic news analysis from major business publications reveals how media coverage serves as both an information source and a validation mechanism for AI implementation decisions (Huang and Lin 2025). The study's approach of analyzing 249 news stories about AI implementation across S&P 500 companies illustrates how business media coverage functions as a measurable indicator of organizational AI engagement and strategic positioning.

This media-driven approach to identifying AI adopters reflects the reality that corporate AI announcements serve dual purposes: communicating technological capabilities to stakeholders while positioning companies within competitive AI narratives (Huang and Lin 2025). The research demonstrates that media coverage patterns correlate with actual performance outcomes, suggesting that business media not only reports on AI trends but actively shapes the competitive landscape by influencing investor expectations and corporate strategic priorities.

The emergence of generative AI has particularly transformed how business media frames AI discourse and influences corporate decision-making processes. The

emergence of generative AI as a disruptive technology in the digital landscape has significant implications for how business media influences corporate decision-making processes. Banh and Strobel (2023) note that applications like ChatGPT have set records for fastest-growing user base by demonstrating unprecedented domain-independent expertise, positioning generative AI as a major disruptor that commands media attention and shapes business discourse. The authors argue that the fast-changing and continuously evolving landscape of generative AI calls for extensive conceptualization of its properties and capabilities to properly understand the phenomenon (Dwivedi et al. 2023). This rapid evolution creates a dynamic environment where business media plays a crucial role in framing corporate understanding and adoption strategies. The widespread media coverage of generative AI's capabilities, from content creation to process automation, influences how businesses perceive and evaluate the technology's potential for their operations. Furthermore, the authors highlight that while generative AI research and development continues to advance toward better and more capable models, academic discourse on fundamental principles, applications, and socio-economic impact remains largely unexplored, creating a gap that business media often fills through practical case studies and implementation examples (Banh and Strobel: 2023).

Equally important in media coverage are the discussions surrounding risk communication and the realities of AI implementation failures. While Rana et al. (2022) primarily focus on internal organizational factors, their findings have important implications for understanding how AI-related risks and challenges are communicated and perceived in business contexts. The study's emphasis on the "dark side" of AI integration provides insights into the types of narratives that emerge around AI implementation failures and organizational responses. The research reveals that inappropriate AI adoption can result in "suboptimal business decisions and higher perceived risk resulting in operational inefficiency" (Rana et al. 2022: 364). These findings suggest that business media coverage of AI implementations should consider not only the potential benefits but also the significant risks associated with poor implementation practices, inadequate governance, and insufficient employee preparation.

Central to effective business media coverage is the communication of trust-related considerations and stakeholder engagement strategies. Business media plays a crucial role in shaping organizational perspectives on AI trustworthiness and

implementation strategies. Thiebes et al. (2021) note that "electronic markets are increasingly augmented with AI-based systems such as customer service chatbots" and that "several cloud providers recently began offering 'AI as a Service' (AIaaS)". This demonstrates how business media coverage of AI applications influences corporate adoption patterns and strategic decision-making processes. The research emphasizes that "TAI is of increasing relevance to electronic markets and its research community" (Thiebes et al. 2021: 448), suggesting that business media discourse around trustworthy AI directly impacts how organizations frame their AI strategies. Media narratives about AI risks and benefits shape corporate understanding of implementation challenges, particularly regarding the "variety of novel ethical, legal, social, and technological challenges" (Thiebes et al. 2021: 447) associated with AI deployment.

The influence of business media extends to how organizations communicate their AI initiatives to various stakeholders and develop new business models. Shaik et al. (2024) highlight that AI-driven business model innovation creates new ways of communication between business companies and their customers, suggesting that technological adoption influences how organizations interact with stakeholders and present their strategic initiatives. While not directly focusing on media influence, the study contributes to understanding how technological narratives shape business decision-making. This aligns with research on how innovative business models can enhance existing frameworks and create new avenues for growth while enhancing value delivery to clients (Shaik et al. 2024).

3.2.2 Technology Communication in Business Media

Figure 3 illustrates the temporal evolution of dominant AI-workforce narratives in business media discourse from 2020 to 2025, revealing distinct phases of how organizations and media have framed artificial intelligence's impact on employment. The timeline demonstrates a clear progression from initial threat-focused narratives to more nuanced collaboration-oriented discourse, reflecting the maturation of both AI technologies and business understanding of their workforce implications. The early period (2020-2021) was characterized by contrasting narratives: the "Automation Anxiety" phase of 2020, driven by COVID-19 acceleration and widespread fears of job displacement, quickly evolved into the "Productivity Promise" discourse of 2021, as McKinsey reports and efficiency-focused studies shifted media attention toward

AI's strategic business value. This transition illustrates how business media discourse responds to both external crises and emerging empirical evidence about AI's actual impact.

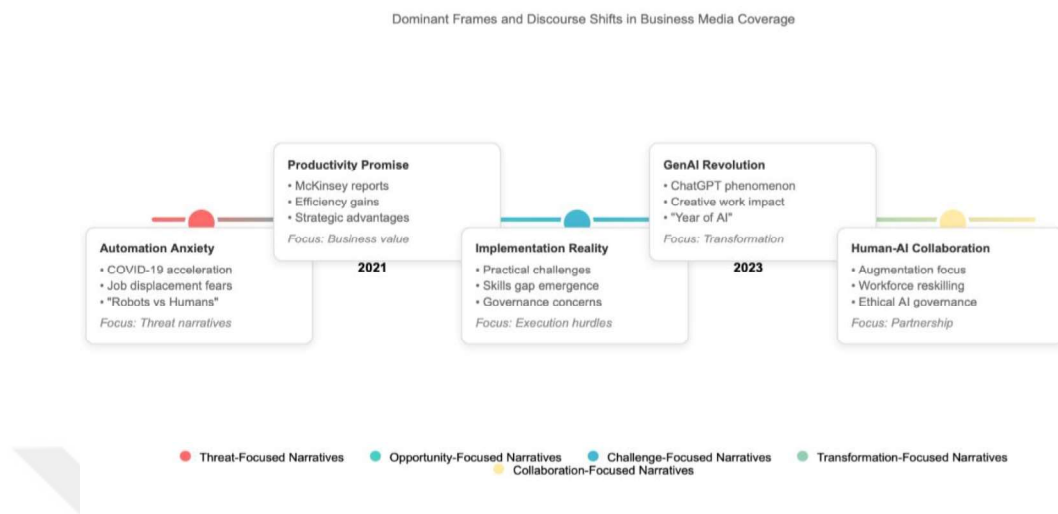


Figure 3: Evolution of AI-Workforce Media Narratives (2020-2025) (Developed from narrative analysis in Zhai et al. 2020, Nguyen and Hekman 2024, Banh and Strobel 2023, and temporal trends identified across referenced literature. ChatGPT timeline based on Banh and Strobel 2023 and Cao et al. 2024)

A critical inflection occurred in late 2022 with the launch of ChatGPT, marked prominently on the timeline, which fundamentally transformed media narratives about AI's capabilities and workforce implications. The "Implementation Reality" phase of 2022, focused on practical challenges and skills gaps, gave way to the "GenAI Revolution" of 2023, characterized by unprecedented media attention to creative work transformation and the widespread declaration of 2023 as the "Year of AI." This shift represents a move from discussing AI as a future possibility to examining it as a present reality requiring immediate organizational response.

The evolution toward "Human-AI Collaboration" discourse in 2024-2025 reflects a maturation of both technology capabilities and media understanding, with narratives increasingly focused on augmentation rather than replacement, workforce reskilling imperatives, and ethical governance frameworks. This progression supports the research's central argument that business media plays a crucial role in shaping organizational perceptions of AI-workforce relationships, with narrative frames evolving in response to technological breakthroughs, empirical evidence, and changing stakeholder concerns. The timeline provides essential context for understanding how contemporary business media coverage of AI workforce

transformation has been shaped by this five-year evolution of dominant discourse themes.

Zhai et al.'s study (2020) provides extensive evidence of how technology communication patterns have evolved in business media coverage of AI. Their findings indicate that news media predominantly frames AI through three distinct lenses: as a realm of imagination, as a commodified product, and as a domain of scientific inquiry. Their topic modeling analysis reveals that throughout AI's evolution, three topics account for the largest proportion of coverage: movies and novels on AI, commercial market applications, and AI research. The study reveals that media coverage of AI frequently invokes references to commercial enterprises and scientific actors, thereby reflecting the successful intertwining of scientific expertise and business interests within prevailing media narratives. This finding suggests that business media plays a crucial role in bridging the gap between scientific research and commercial applications, influencing how organizations perceive and adopt AI technologies.

The evolution of artificial intelligence coverage in major media outlets reveals significant patterns in how emerging technologies are communicated to business audiences. Analysis of international media outlets demonstrates that AI's ubiquity emerged rapidly in the mid-2010s, with news discourse becoming increasingly critical over time (Nguyen and Hekman 2024). Media interest in AI steadily increased over the past decade, nearly quadrupling from 2010 to 2015, indicating the technology's growing relevance for business decision-makers. News framing of AI has evolved from portraying technology as a research subject or cultural concept to focusing on concrete economic, social, cultural, and political impacts. The technology transformed from a niche topic into a mainstream business issue within a few years (Nguyen and Hekman 2024). This evolution reflects the versatility and ubiquity of AI as a technological trend that affects diverse business domains.

This evolving coverage can be understood through several distinct meta-frames that organize AI discourse in business media. The media discourse encompasses four broader meta-frames: AI & Politics, AI & Economics, AI & Research/Science, and AI in Society & Culture (Nguyen and Hekman 2024). Business-relevant frames include automated services and products, AI's potential for business sector transformations, and economic growth implications. These frames reflect business interests tied to AI

development and rapid distribution across society, along with expected returns on investment.

The relationship between media coverage and public understanding becomes particularly important when considering how mass media shapes perceptions that ultimately influence business decisions. Zhai et al. (2020) provide crucial insights into how mass media discourse shapes public perceptions of AI, which directly influences corporate decision-making processes. Their longitudinal analysis of 9,914 news articles published across five leading media outlets over a thirty-year period demonstrates that mass media serve as the primary source shaping public understandings of AI - informing audiences about its nature, capabilities, and implications. The findings further indicate that media narratives frequently fluctuate between two sensational extremes: a utopian vision of technological utility and even immortality, and a dystopian scenario marked by robotic insurrection and apocalyptic decline (Zhai et al. 2020). The study indicates that diverse actors are vying for and partitioning the discursive authority over AI, thereby contributing to the progressive fragmentation of its conceptual meaning, an evolution that carries substantial implications for how business leaders interpret and address AI-related opportunities and challenges.

These patterns of media influence operate through sophisticated agenda-setting mechanisms that extend far beyond simple dissemination of information. Media representation of emerging technologies plays a crucial role in shaping public discourse and corporate decision-making processes. Research demonstrates that news media reporting significantly influences individual perspectives on big data, artificial intelligence, technology companies, and data practices beyond personal experiences (Nguyen and Hekman 2024). The relationship between media coverage and technology perception is particularly important as news media simultaneously cover innovative solutions and consumer products while frequently reporting about potential harms such as privacy invasion and algorithmic discrimination. The influence of media extends beyond simple information dissemination to actively shaping technology perception through agenda-setting and framing practices (Groves et al. 2015, as cited in Nguyen and Hekman 2024). Media reporting selects and emphasizes specific aspects of technology's perceived impact, constructing propositions for the meaning of specific issues (Chong and Druckman 2007; de Vreese 2005). This process

contributes to the discursive construction of benefits and risks associated with technology adoption (Nguyen and Hekman 2024).

3.2.3 AI Discourse in Business Publications

The discourse surrounding AI in business publications reflects a critical gap between technological potential and practical implementation success. Academic and practitioner literature increasingly emphasizes the distinction between AI acquisition and AI value creation, challenging the assumption that technology adoption automatically translates to competitive advantage (Costa Climent et al. 2024). Business publications highlight the productivity paradox phenomenon, where despite massive investments in AI technologies, most organizations struggle to realize anticipated returns due to inadequate strategic positioning and implementation approaches (Ransbotham et al. 2019).

Contemporary business discourse emphasizes the importance of business model innovation over mere technological sophistication, advocating for AI implementations that activate specific value creation themes through data network effects rather than pursuing operational efficiency alone (Costa Climent et al. 2024). This evolving narrative in business media represents maturation in understanding AI's role in organizational transformation, moving from technology-centric to strategically-integrated approaches that recognize AI as one component within broader business model architectures designed for sustainable competitive advantage.

The evolution of AI discourse in business publications reflects a maturation from speculative technology coverage to **empirically-grounded performance analysis**, demonstrating the field's progression toward evidence-based AI implementation strategies. Business research increasingly emphasizes the need for rigorous measurement approaches that move beyond theoretical AI potential to examine actual organizational outcomes through multiple performance indicators (Huang and Lin 2025). Contemporary business discourse recognizes the complexity of AI value creation, acknowledging that traditional IT business value frameworks require adaptation to capture AI's unique characteristics and implementation challenges. The scholarly literature now emphasizes the importance of distinguishing between different types of AI performance impacts, including financial performance, productivity measures, and market valuation effects, each requiring distinct analytical approaches and interpretive frameworks (Huang and Lin 2025). This sophisticated

discourse reflects growing recognition that AI implementation success depends on strategic alignment with organizational capabilities, industry context, and market conditions rather than simply technology acquisition. The evolution toward nuanced AI business discourse represents a critical shift from technology-centric narratives to performance-focused analysis that provides managers with actionable insights for AI investment decisions and implementation strategies.

The academic and business literature on AI has increasingly focused on **trust-related considerations**, reflecting evolving discourse patterns in business publications. Thiebes et al. (2021) observe that "*there are currently more than 60 high-level guidelines for the development and deployment of ethical AI*", indicating a proliferation of normative discourse in business and academic publications about responsible AI development. The shift in AI discourse is evident in the emergence of various terminological frameworks, as "we have seen multiple calls for beneficial AI, responsible AI, or ethical AI during the last few years" (Thiebes et al. 2021: 448). This evolution in business publication discourse reflects changing organizational priorities and stakeholder expectations, with business media increasingly emphasizing trust and ethical considerations rather than purely technical capabilities or economic benefits.

3.2.3.1 Case Study Communications and AI Benefits:

Regarding methodological analysis, Wamba-Taguimdje et al.'s research (2020) contributes to understanding AI discourse by analyzing case studies from major business publications and AI solution providers. They examined case studies from IBM, AWS, Cloudera, Nvidia, Conversica, Universal Robots and other leading providers to identify patterns in how AI benefits are communicated to business audiences. The study reveals that business communications about AI focus primarily on three types of effects: automation effects, informational effects, and transformational effects. This analysis provides insights into how AI narratives are constructed in business contexts, showing that organizations typically frame AI adoption in terms of process optimization, enhanced decision-making capabilities, and business transformation opportunities.

Furthermore, Zhai et al. (2020) offer significant insights into AI discourse patterns in business publications through their analysis of keyword evolution and institutional coverage. The study reveals that robots, as a concrete entity from imagination to realization, have been a hotspot in news since the 1980s, while newer

concepts like driverless cars, big data, and machine learning have gradually become prominent in recent years. The research shows that AI-related institutions reported in the news are mainly focused on companies, with Apple appearing in 1980 and continuing to be newsworthy, followed by IBM, Microsoft, Google, and Facebook (Zhai et al. 2020). This pattern suggests that business media coverage significantly influences how AI technologies and companies are perceived in the marketplace, affecting investment decisions and strategic planning.

On the other hand, Contemporary AI discourse in business media reveals a complex landscape of opportunities and challenges that directly impacts corporate strategy. Research indicates that news reporting plays a key role in making technological transformations visible in public discourse by monitoring societal impacts of wide-scale technology adoption (Nguyen and Hekman 2024). However, marked divergences are evident in coverage patterns: while the adoption of AI is frequently accompanied by social and political challenges, it is simultaneously framed in relation to value creation. Sentiment analysis further demonstrates that the positive discourse is predominantly shaped by terms such as efficiency, progress, and support, which closely correspond to business interests in enhancing productivity and reducing costs (Nguyen and Hekman 2024). Benefits associated with AI in business contexts are often economic in nature, connected to financial gains resulting from increased efficiency and productivity. Other articulated benefits center on enhanced consumer convenience, more effective governance of processes and resources, and the strengthening of human capacities in knowledge generation and creative production.

Critical examination of AI coverage shows that approximately 54.9% of articles include references to data risks, with data bias and algorithmic discrimination occurring most frequently (Nguyen and Hekman 2024). This critical perspective is essential for business decision-makers as it highlights potential challenges including automated decision-making impacts, surveillance and privacy concerns, and cybersecurity risks. The balanced coverage of both opportunities and risks in business media reflects the maturation of AI discourse, moving beyond simple technology evangelism to more nuanced analysis that helps organizations make informed decisions about AI adoption and implementation strategies. This evolution in media coverage supports more sophisticated corporate decision-making processes that consider both potential benefits and associated risks in AI transformation initiatives.

CHAPTER IV

RESEARCH METHODOLOGY and FINDINGS

4.1 METHODOLOGY

This chapter outlines the methodological approach employed to investigate how Turkish business media frames artificial intelligence's impact on the workforce between 2020 and 2024. The study adopts a qualitative research methodology grounded in thematic analysis to examine media representations across six prominent Turkish business publications. This chapter presents the research design, contextual setting, sampling procedures, data collection and analysis methods, and measures taken to ensure trustworthiness and rigor throughout the research process.

4.1.1 Research Design

This study employs a qualitative research design to explore how Turkish business media constructs and frames narratives around artificial intelligence's impact on the workforce. The research adopts an interpretive approach, recognizing that media representations are socially constructed and reflect specific cultural, economic, and temporal contexts. The study is based on framing theory, which examines how media outlets select, emphasize, and present information about AI and employment. This theoretical approach helps understand how media constructs meaning by highlighting certain aspects of reality while de-emphasizing others, thereby shaping public understanding and business discourse.

The research design incorporates a longitudinal dimension, examining media coverage across a five-year period (2020-2024) to capture changes in framing patterns over time. This temporal approach enables the identification of shifts in media discourse as AI technology has become increasingly prominent in business conversations. The qualitative approach was selected for its ability to provide detailed insights into how media outlets construct meaning around technological change and its implications for the workforce, offering depth of understanding that supports comprehensive analysis of media narratives.

4.1.2 Research Setting and Context

This study focuses on the Turkish business media landscape, examining how AI-workforce discourse is constructed within the specific socioeconomic and cultural context of Turkey. The research period spans from 2020 to 2024, a critical timeframe that encompasses significant developments in AI technology adoption and public awareness in Turkey and globally. The Turkish business media environment provides a unique setting for this analysis, as Turkey represents an emerging economy navigating digital transformation while maintaining its position as a bridge between European and Asian markets. During the study period, Turkey experienced various economic challenges, technological investments, and policy developments related to digitalization and workforce transformation.

The selected timeframe (2020-2024) captures several important contextual factors:

- The COVID-19 pandemic's acceleration of digital transformation and remote work practices
- Increased global and national attention to AI technologies and their business applications
- Growing public discourse about automation, job displacement, and workforce reskilling
- Turkey's national digitalization initiatives and Industry 4.0 strategies

The study examines six prominent Turkish business publications that collectively represent diverse perspectives within the business media ecosystem. These publications serve different audience segments, from corporate executives to entrepreneurs and general business professionals, providing a comprehensive view of how AI-workforce narratives are constructed across various business communication channels. This contextual setting enables the examination of how global technological trends are interpreted, adapted, and presented within a specific national business media context.

4.1.3 Sampling Strategy

This study employed a convenience sampling approach to select both the media outlets and the textual content for analysis. The sampling strategy was designed to

ensure accessibility to digital content while capturing diverse perspectives within the Turkish business media landscape.

Six Turkish business publications were selected using convenience sampling based on the following practical criteria:

* Widespread recognition and readership within the Turkish business community

- Digital availability of content, enabling text-based analysis
- Regular publication of AI-related content during the study period
- Accessibility of archived materials for the 2020-2024 timeframe

The selected publications include Capital, Ekonomist, Start Up, CeoLife, Fortune Turkey, and Business News, representing different segments of the Turkish business media ecosystem from established magazines to digital-first platforms. The textual corpus was identified through keyword-based searches using Turkish and English terms related to artificial intelligence. The primary keywords employed were: "Yapay zekâ" (Turkish for artificial intelligence)

"AI" (English abbreviation)

The analysis encompassed three main types of content:

- Corporate AI news and reports focusing on business applications and implementations
- Interviews and feature articles with business leaders, experts, and stakeholders
- Editorial pieces and opinion articles providing commentary on AI's business implications

The sampling process yielded a total corpus of 978 texts published across the six selected publications between 2020 and 2025. This convenience sampling approach, while not statistically representative, provided sufficient textual data to enable comprehensive thematic analysis of AI-workforce framing patterns within the Turkish business media context.

4.1.4 Data Collection Methods

Data collection was conducted manually between March and May 2025, following a systematic approach to ensure comprehensive coverage of AI-related content across the selected publications. The textual data were collected from an electronic publishing platform, PressDisplay that provides digital access to Turkish

business publications. This platform served as the primary source for accessing archived content from all six selected publications spanning the 2020-2025 period.

Each publication was systematically searched to identify articles, interviews, and editorial pieces that discussed artificial intelligence in relation to workforce and employment topics. All collected texts were saved in PDF format to preserve the original formatting and layout. For each text, the following metadata were systematically recorded:

- Full text content
- Publication date
- Author name(s)
- Publication name
- Article title

A double-checking procedure was implemented to ensure data accuracy and completeness. Each collected text was reviewed twice to verify its relevance to the research focus and to confirm the accuracy of recorded metadata. This quality control process helped maintain the integrity of the dataset and minimized potential errors in data collection. The systematic manual collection approach, while time-intensive, ensured careful selection of relevant content and maintained high standards of data quality throughout the collection process.

4.1.5 Data Analysis Methods

The study employed Braun and Clarke's (2021) six-phase reflexive thematic analysis approach to systematically analyze the collected media texts. This analytical framework was selected for its flexibility in exploring complex media representations and its compatibility with the interpretive research paradigm. The analysis followed the systematic six-phase process of familiarization with data through initial reading and re-reading of texts, initial coding involving systematic identification of meaningful data segments, searching for themes by grouping related codes, reviewing themes through iterative refinement processes, defining and naming themes with clear thematic labels, and finally writing up the analytical insights into coherent academic narrative.

The coding process involved the primary researcher and a second independent coder working collaboratively to ensure analytical rigor. The primary researcher

conducted the initial coding of all 978 texts, followed by systematic review and validation by the second researcher. This approach maintained consistency while incorporating multiple analytical perspectives to enhance the reliability of the analytical outcomes.

MAXQDA 2020 software was utilized throughout the analysis process for both coding and descriptive analysis functions. The software facilitated systematic organization of the corpus, enabling efficient code management, theme development, and retrieval of coded segments across different publications and time periods. The digital analysis environment supported the comprehensive examination of patterns and relationships within the large textual dataset.

The transition from codes to themes was guided by emerging patterns within the data, contextualized within the existing literature on AI and workforce discourse. This approach allowed for inductive theme development while remaining grounded in established conceptual frameworks, ensuring that the analytical process remained both data-driven and theoretically informed. The comprehensive analysis process was conducted over a two-month period from May to June 2025, ensuring thorough engagement with the data while maintaining analytical momentum throughout the intensive analytical phase.

4.1.6 Reliability and Rigor

Several measures were implemented to ensure reliability and methodological rigor throughout the research process. The involvement of two researchers in the coding and analysis process enhanced credibility through collaborative interpretation and validation of analytical decisions. Regular discussions between researchers facilitated consensus-building and helped identify potential biases or alternative interpretations. Consistency was maintained through systematic documentation of coding decisions and theme development procedures using MAXQDA software, which provided transparent organization and an audit trail of analytical processes. The comprehensive dataset of 978 texts across six publications over five years contributed to transferability (their applicability to similar research contexts) by capturing diverse perspectives within the Turkish business media context.

The reflexive thematic analysis approach emphasized researcher awareness of their interpretive role, while the collaborative analytical process ensured findings remained grounded in the data rather than reflecting researcher preconceptions. The

temporal scope and diversity of media sources further strengthened the robustness of findings by capturing variations across different publications and time periods.

4.2 FINDINGS

The findings are organized into three main components: descriptive analysis that examines temporal trends and publication-specific patterns, thematic presentation that identifies seven distinct themes emerging from the data, and detailed thematic interpretation that explores how these themes collectively construct meaning around AI-workforce relationships. Through systematic examination of media narratives, the findings illuminate the evolving nature of AI discourse in Turkish business media and demonstrate how technological transformation is framed within specific cultural, economic, and strategic contexts. The results provide crucial insights into the role of business media in shaping public understanding and corporate decision-making about AI adoption, while revealing the sophisticated ways in which workforce implications are embedded within broader technological and sectoral transformation narratives.

4.2.1 Descriptive Analysis

The analysis of 978 texts collected from six Turkish business publications between 2020 and 2025 reveals significant patterns in both the volume and nature of AI-workforce discourse. Table 4 presents the distribution of 978 AI related texts across six Turkish business publications from 2020 to 2025. The distribution of content across publications demonstrates notable variations, with *Ekonomist* leading the coverage with 346 texts (35.4%), followed closely by *Capital* with 336 texts (34.4%). Together, these two established business magazines account for approximately 70% of all AI-workforce related content, indicating their central role in shaping Turkish business discourse on this topic. *Fortune Turkey* contributed 143 texts (14.6%), while *Business News* provided 77 texts (7.9%) and *Start Up* contributed 67 texts (6.9%). *CEO Life* had the smallest representation with only 9 texts (0.9%), likely reflecting its specialized focus and editorial approach. The data reveals that *Capital* and *Ekonomist* magazines dominate the coverage, accounting for approximately 70% of all content, while showing a notable acceleration in AI-workforce discourse particularly from 2024 onwards, with 2025 projecting to be the peak year for such coverage based on the first five months' data.

Table 4: Frequency of AI Related Content Across Turkish Business Publications by Year and Source (2020-2025)

Source	2020	2021	2022	2023	2024	2025	Total
						*	
Business News	-	-	15	13	32	17	77
Capital	37	34	54	39	61	111	336
Ceo Life	-	-	1	1	1	6	9
Ekonomist	45	38	35	50	76	102	346
Fortune (Turkey)	25	31	29	30	28	-	143
Start Up	8	8	9	5	19	18	67
Total	115	111	143	138	217	254	978

* January- May

The analysis reveals a clear trajectory of increasing media attention to AI-workforce issues over the study period. Coverage began modestly in 2020 with 115 texts and remained relatively stable in 2021 with 111 texts. A noticeable uptick occurred in 2022 with 143 texts, followed by a slight decline to 138 texts in 2023. However, 2024 marked a significant acceleration in coverage with 217 texts, representing a 57% increase from the previous year. The most dramatic surge occurred in 2025, with 254 texts published in just the first five months of the year, suggesting an annual projection that could exceed 600 texts if the trend continues. This escalating pattern reflects the growing prominence of AI technologies in business discourse, particularly following major developments in generative AI and increased awareness of AI's transformative potential for workforce management.

Figure 4 presents a word cloud visualization generated from the literature corpus analyzed in this study, illustrating the frequency and prominence of key terms within AI-workforce transformation discourse. The analysis was conducted using MAXQDA qualitative analysis software, processing the original Turkish business media content. The visualization demonstrates the centrality of terms such as artificial intelligence ("yapay zeka"), "iş" (work), "teknoloji" (technology), and "dönüşüm" (transformation) within the analyzed content. The prominence of "Türkiye" (Turkey) reflects the study's specific focus on the Turkish business context, while terms like "yatırım" (investment), "gelişim" (development), and "çalışma" (work/employment) indicate the practical orientation of the discourse.

The Turkish language presentation serves dual purposes: first, it accurately represents the linguistic context of Turkish business media analysis that forms a core component of this research; second, it facilitates accessibility for Turkish business

practitioners and policymakers who constitute the primary audience for these research findings. The term frequency patterns revealed in this visualization support the thematic analysis findings discussed in subsequent sections, providing visual confirmation of the dominant narrative themes identified through systematic content analysis.

Figure 4: Descriptive Visual Content (word cloud) Analysis and Term Frequency

4.2.2 Presentation of Themes

Table 5: Distribution of Thematic Analysis Frequencies

The thematic distribution reveals that Sectoral AI Transformation and Applications dominates the discourse with 682 references (42.4%), indicating that Turkish business media predominantly frames AI through the lens of specific industry applications and transformative impacts across various economic sectors. Technological Infrastructure and AI Integration emerges as the second most prominent theme with 377 references (23.4%), reflecting significant attention to the technical and operational aspects of AI implementation. Future Predictions and Trends accounts for 158 references (9.8%), demonstrating media interest in forecasting and anticipating AI's trajectory. AI Investments and Entrepreneurship Ecosystem comprises 135 references (8.4%), while Human Resources and Employee Management with AI represents 108 references (6.7%). AI Policies, Ethics and Regulation appears in 90 references (5.6%), and AI's Impact on Workforce and Employment—despite being central to the research focus—constitutes 59 references (3.7%), suggesting that workforce implications are often embedded within broader sectoral and technological discussions rather than treated as a discrete topic. Each theme is further discussed below.

4.2.2.1 Theme 1: AI's Impact on Workforce and Employment

This theme, showed the frequency of codes in Table 6, directly addresses the core focus of the study, examining how Turkish business media frames artificial intelligence's implications for employment and workforce dynamics. Despite being central to the research question, this theme accounts for 59 references (3.7% of total codes), suggesting that workforce-specific discussions are often embedded within broader technological and sectoral narratives rather than treated as standalone topics.

Table 6: Frequencies for Codes under Theme-1, AI's Impact on Workforce and Employment

Codes	Frequency	Percentage
Job Creation and New Opportunities	10	16.9%
Skills Transformation and Training Needs	9	15.3%
Human-Technology Collaboration	9	15.3%
Profession and Career Transformation	7	11.9%
Job Loss and Employment Threats	6	10.2%
Sectoral Applications	6	10.2%
Work Models and Position Dynamics	5	8.5%
Automation and Process Change	5	8.5%
Future Predictions and Trend Analysis	2	3.4%
Total	59	100%

The sub-code distribution reveals a predominantly optimistic framing of AI's workforce impact. **Job Creation and New Opportunities** emerges as the most frequent sub-code (10 references, 16.9%), indicating that Turkish business media emphasizes AI's potential to generate employment rather than eliminate it. Two codes; **Skills Transformation and Training Needs** and **Human-Technology Collaboration** each account for 9 references (15.3%), highlighting the media's focus on adaptation and complementary relationships between humans and AI systems. Notably, **Job Loss and Employment Threats** represents only 6 references (10.2%), suggesting that negative employment consequences receive relatively limited attention compared to positive transformational aspects. The emphasis on **Profession and Career Transformation** (7 references, 11.9%) further reinforces the narrative of evolution rather than displacement in the workforce discourse.

4.2.2.2 Theme 2: Human Resources and Employee Management with AI

Theme 2 explores how Turkish business media frames artificial intelligence's integration into human resource management practices and employee-related organizational functions. Table 7 shows the 108 references representing 6.7% of total codes, this theme demonstrates significant media attention to AI's role in transforming HR operations, talent management, and workplace experiences.

Table 7: Frequencies for Codes under Theme-2, HR and Employee Management with AI

Codes	Frequency	Percentage
Recruitment and Talent Management	23	21.3%
Skills Development and Training	18	16.7%
Technology Integration and Digital Solutions	15	13.9%
Work Models and Employee Experience	14	13.0%
Performance Management and HR Analytics	11	10.2%
Automation and Process Improvement	10	9.3%
Diversity and Human-Centered Approaches	7	6.5%
Leadership and Organizational Transformation	6	5.6%
Innovation and Future Technologies	4	3.7%
Total	108	100%

The sub-code distribution reveals that Recruitment and Talent Management dominates this theme with 23 references (21.3%), indicating substantial media focus on AI's potential to revolutionize hiring processes and talent acquisition strategies. Skills Development and Training follows with 18 references (16.7%), emphasizing the importance of workforce preparation and continuous learning in the AI era. Technology Integration and Digital Solutions accounts for 15 references (13.9%), while Work Models and Employee Experience represents 14 references (13.0%), highlighting attention to how AI transforms workplace structures and employee interactions. The prominence of Performance Management and HR Analytics (11 references, 10.2%) suggests growing interest in data-driven HR decision-making, while Automation and Process Improvement (10 references, 9.3%) reflects the operational efficiency focus within HR functions.

4.2.2.3 Theme 3: Sectoral AI Transformation and Applications

This theme, frequencies showed in Table 8, represents the most prominent discourse in Turkish business media's coverage of AI, encompassing 682 references and accounting for 42.4% of all codes. This dominance indicates that Turkish business media predominantly frames AI through the lens of specific industry applications and sector-wide transformations, emphasizing practical implementations across diverse economic domains.

Table 8: Frequencies for Codes under Theme-3, Sectoral AI Transformation and Applications

Codes	Frequency	Percentage
Human Resources and Organization	72	10.6%
Automation and Process Improvement	64	9.4%
Artificial Intelligence and Machine Learning	60	8.8%
Customer Experience and Personalization	60	8.8%
Data Analytics and Business Intelligence	46	6.7%
Finance and Banking	45	6.6%
Education and Learning	42	6.2%
Digital Transformation and Platforms	40	5.9%
Industry 4.0 and Smart Manufacturing	36	5.3%
Communication and Media	34	5.0%
Security and Risk	34	5.0%
Healthcare and Medicine	33	4.8%
Retail and E-commerce	30	4.4%
Sustainability	27	4.0%
Smart Systems and IoT	22	3.2%
Advanced Technologies (AR/VR/3D)	18	2.6%
Robotics and Autonomous Systems	12	1.8%
Blockchain and Crypto Technologies	6	0.9%
Total	682	100%

The distribution reveals that Human Resources and Organization leads with 72 references (10.6%), reinforcing the workforce-centric nature of AI discourse. Automation and Process Improvement follows closely with 64 references (9.4%), while Artificial Intelligence and Machine Learning and Customer Experience and Personalization each account for 60 references (8.8%). The prominence of Finance and Banking (45 references, 6.6%) and Education and Learning (42 references, 6.2%) indicates particular media attention to these transformative sectors, while Digital Transformation and Platforms (40 references, 5.9%) reflects the broader digitalization narrative within AI adoption.

4.2.2.4 Theme 4: AI Investments and Entrepreneurship Ecosystem

Theme 4 examines how Turkish business media frames artificial intelligence within the context of investment flows, entrepreneurial activities, and business ecosystem development. With 135 references showed in Table 9, representing 8.4%

of total codes, this theme reflects significant media attention to the economic and financial dimensions of AI adoption, highlighting the role of capital markets and entrepreneurial ventures in driving AI innovation.

Table 9: Frequencies for Codes under Theme-4, AI Investments and Entrepreneurship Ecosystem

Codes	Frequency	Percentage
Sectoral Focus and Applications	27	20.0%
Specialized Technology Areas	25	18.5%
Investment Types and Funding	20	14.8%
AI and Technology Investments	16	11.9%
Startup and Entrepreneurship Ecosystem	12	8.9%
Global Market and Internationalization	8	5.9%
Unicorn and Growth Strategies	8	5.9%
Economic Impact and Trend Analysis	7	5.2%
SME and Digital Transformation	6	4.4%
Regulation and Ethics	6	4.4%
Other	1	0.7%
Total	135	100%

The sub-code distribution reveals that Sectoral Focus and Applications dominates with 27 references (20.0%), indicating that investment discourse is primarily framed through specific industry applications rather than general AI investment trends. Specialized Technology Areas follows with 25 references (18.5%), suggesting media attention to niche technological domains within AI investment landscapes. Investment Types and Funding accounts for 20 references (14.8%), while AI and Technology Investments represents 16 references (11.9%), collectively emphasizing the financial mechanisms and capital allocation strategies in AI development. The presence of Startup and Entrepreneurship Ecosystem (12 references, 8.9%) and Unicorn and Growth Strategies (8 references, 5.9%) highlights media interest in emerging companies and scaling strategies within the AI sector.

4.2.2.5 Theme 5: Technological Infrastructure and AI Integration

This theme focuses on the technical and operational aspects of artificial intelligence implementation within organizational contexts. With 377 references

showed in Table 10, representing 23.4% of total codes, this theme emerges as the second most prominent in Turkish business media's AI discourse, indicating substantial attention to the practical and technological dimensions of AI adoption and integration processes.

Table 10: Frequencies for Codes under Theme-5, Technological Infrastructure and AI Integration

Codes	Frequency	Percentage
Digital Transformation and Innovation	59	15.6%
AI-Powered Security Systems	36	9.5%
Sectoral AI Applications	36	9.5%
Data Analytics and Business Intelligence	34	9.0%
Enterprise System Integration	29	7.7%
AI Platforms and Infrastructure Technologies	26	6.9%
IoT and Smart Device Integration	26	6.9%
Smart Automation and RPA	22	5.8%
Visual AI and Analysis Systems	21	5.6%
Business Process Optimization	20	5.3%
Smart Assistants and Chatbot Systems	16	4.2%
Machine Learning and Prediction	16	4.2%
Generative AI and Language Models	14	3.7%
Special Purpose AI Systems	13	3.4%
Software Development and Coding	9	2.4%
Total	377	100%

The distribution reveals that Digital Transformation and Innovation leads with 59 references (15.6%), emphasizing AI's role in broader organizational modernization efforts. AI-Powered Security Systems and Sectoral AI Applications each account for 36 references (9.5%), highlighting security concerns and industry-specific implementations. Data Analytics and Business Intelligence represents 34 references (9.0%), while Enterprise System Integration accounts for 29 references (7.7%), collectively emphasizing the importance of data-driven decision-making and seamless technological integration. The prominence of AI Platforms and Infrastructure Technologies and IoT and Smart Device Integration (26 references each, 6.9%) reflects media attention to foundational technological components and interconnected systems.

4.2.2.6 Theme 6: AI Policies, Ethics and Regulation

Theme 6 addresses the governance, ethical considerations, and regulatory frameworks surrounding artificial intelligence implementation. With 90 references showed in Table 11, representing 5.6% of total codes, this theme reflects moderate media attention to the broader societal and regulatory implications of AI adoption, indicating awareness of responsible AI development and policy considerations within Turkish business discourse.

Table 11: Frequencies for Codes under Theme-6, AI Policies, Ethics and Regulation

Codes	Frequency	Percentage
Environmental Sustainability and Green AI	23	25.6%
National AI Strategy and Ecosystem	13	14.4%
Ethical AI and Responsible Development	12	13.3%
AI Safety and Risk Management	9	10.0%
Public Policies and Regulations	9	10.0%
Social Impact and Social Benefit	9	10.0%
Technological Development and Innovation	8	8.9%
Data Privacy and Security	4	4.4%
Education and Awareness	3	3.3%
Total	90	100%

The sub-code distribution reveals that Environmental Sustainability and Green AI dominates with 23 references (25.6%), indicating significant media attention to AI's environmental implications and sustainable technology development. National AI Strategy and Ecosystem follows with 13 references (14.4%), reflecting focus on Turkey's strategic positioning in global AI competition. Ethical AI and Responsible Development accounts for 12 references (13.3%), while AI Safety and Risk Management, Public Policies and Regulations, and Social Impact and Social Benefit each represent 9 references (10.0%), collectively emphasizing the multifaceted nature of AI governance considerations. The relatively lower frequency of Data Privacy and Security (4 references, 4.4%) and Education and Awareness (3 references, 3.3%) suggests these specific concerns receive less explicit attention in Turkish business media's policy discourse.

4.2.2.7 Theme 7: Future Predictions and Trends

This theme encompasses media discourse focused on forecasting artificial intelligence's trajectory and anticipating future developments in AI-related domains. With 158 references showed in Table 12, representing 9.8% of total codes, this theme demonstrates considerable media interest in predictive analysis and trend identification, reflecting the forward-looking orientation of Turkish business media's AI coverage.

Table 12: Frequencies for Codes under Theme-7, Future Predictions and Trends

Codes	Frequency	Percentage
Business World Transformation	48	30.4%
Technological Progress and Innovation	34	21.5%
Sectoral Predictions and Applications	27	17.1%
Employment and Workforce Dynamics	13	8.2%
Industrial Transformation and Automation	12	7.6%
Economic Predictions and Market Dynamics	11	7.0%
Research and Development Predictions	9	5.7%
Global Competition and Geopolitics	4	2.5%
Total	158	100%

The distribution reveals that Business World Transformation dominates with 48 references (30.4%), indicating that Turkish business media primarily frames AI's future through the lens of comprehensive organizational and commercial transformation. Technological Progress and Innovation follows with 34 references (21.5%), emphasizing continued technological advancement and breakthrough expectations. Sectoral Predictions and Applications accounts for 27 references (17.1%), reflecting industry-specific forecasting approaches. Employment and Workforce Dynamics represents 13 references (8.2%), while Industrial Transformation and Automation accounts for 12 references (7.6%), collectively highlighting workforce-related future considerations. The presence of Economic Predictions and Market Dynamics (11 references, 7.0%) and Research and Development Predictions (9 references, 5.7%) indicates attention to broader economic implications and innovation trajectories. Global Competition and Geopolitics receives

limited attention with only 4 references (2.5%), suggesting that international competitive dynamics receive less focus in future-oriented AI discourse.

4.2.3 Thematic Analysis and Interpretation within the Context

This section provides an in-depth qualitative analysis of the seven emergent themes identified through the thematic analysis process. Moving beyond the descriptive statistics presented earlier, this section examines how Turkish business media constructs meaning around AI's workforce implications through specific framing strategies, linguistic choices, and narrative structures.

Each theme is analyzed through direct textual evidence drawn from the corpus, revealing the underlying assumptions, values, and perspectives that shape media discourse. The analysis explores how different publications frame similar issues, identifies dominant narratives and counter-narratives, and examines the rhetorical strategies employed to construct particular understandings of AI's transformative potential. By contextualizing these findings within Turkey's specific economic, cultural, and technological landscape, this section illuminates how global AI discourse is adapted, interpreted, and localized within Turkish business media.

The analysis pays particular attention to the temporal evolution of framing patterns, the role of different stakeholder voices, and the ways in which media discourse both reflects and potentially shapes public understanding of AI's workforce implications. Through systematic examination of representative quotes and textual examples, this section demonstrates how media framing operates as a powerful mechanism for constructing social reality around technological transformation.

4.2.3.1 Theme 1: AI's Impact on Workforce and Employment

The analysis of Theme 1 reveals how Turkish business media constructs a predominantly optimistic narrative around artificial intelligence's impact on the workforce, emphasizing transformation and opportunity over displacement and threat. Despite being central to the research focus, this theme represents only 3.7% of total codes, suggesting that workforce-specific discussions are often embedded within broader technological and sectoral narratives.

Turkish business media frames AI's workforce impact through three dominant lenses: skills transformation as adaptation opportunity, human-technology collaboration as enhancement rather than replacement, and job creation potential

outweighing displacement threats. The media consistently positions AI as a catalyst for workforce evolution rather than elimination, employing specific linguistic strategies that emphasize agency, adaptation, and growth.

The media frames skills transformation not as a burden but as a strategic necessity for competitive advantage. This perspective emphasizes balanced skill development that combines traditional human competencies with emerging technological capabilities, as cited at Capital journal:

"While social competencies such as flexibility, agility, adaptation, and communication maintain their importance as always, we will need to focus on cognitive competencies like creativity, design-oriented thinking, problem solving, along with technology skills like artificial intelligence and cybersecurity" (Capital 2021)

The emergence of entirely new professional categories is presented as evidence of AI's job-creating potential rather than its displacement threat as defined below by Capital

"AI Model and Prompt Engineers (Prompt Engineering), Interface and Interaction Designers, AI Content Creators" (Capital 2025)

Turkish business media consistently frames AI as augmentative technology that enhances rather than replaces human capabilities. This collaborative model is supported by concrete performance metrics that demonstrate productivity gains as defined at Business News journal:

"According to a study by Microsoft and GitHub, AI-supported programmers could complete tasks 56% faster than unsupported programmers" (Business News 2024)

AI's design philosophy as fundamentally collaborative rather than autonomous is emphasized as: *"Generative AI applications are designed not to work unsupervised but to assist humans" (Business News 2024)*

quantitative projections to counter displacement anxieties, consistently highlighting net job creation potential is also emphasized by statement in Ekonomist journal:

"By 2022, machines will take over 75 million jobs currently done by humans, but at the same time 133 million job opportunities will be created" (Ekonomist 2020)

Recent corporate sentiment is presented as predominantly optimistic about AI's employment impact as cited at Ekonomist:

"50% of companies think it will create jobs, while 25% think it will lead to job losses" (Ekonomist 2025)

The growing demand-supply gap in AI expertise is framed at Ekonomist journal as evidence of expanding opportunities:

"From 2020 to 2023, we see that employers' demand for AI-related positions increased by 81%, while supply for these roles increased by 11%" (Ekonomist 2025)

When addressing potential negative impacts, the media immediately pivots to adaptive solutions and strategic responses as cited at Business News journal:

"With the savings gained through artificial intelligence, retraining the workforce, strengthening social security programs and supporting innovative business models is important" (Business News 2024)

The transformation discourse emphasizes organizational responsibility for workforce development as:

"More than 15,000 of our colleagues participated in development programs in RPA, artificial intelligence and automation areas" (Ekonomist 2024)

This framing strategy demonstrates how Turkish business media constructs AI's workforce impact as a manageable transformation opportunity rather than an existential employment threat, positioning adaptation and collaboration as the primary pathways to leveraging AI's potential while mitigating its risks.

4.2.3.2 Theme 2: Human Resources and Employee Management with AI

The analysis of Theme 2 reveals how Turkish business media constructs AI's integration into human resource management as a comprehensive transformation encompassing recruitment, training, performance management, and organizational culture. With 108 references representing 6.7% of total codes, this theme demonstrates significant media attention to AI's operational applications within HR functions, positioning technology as both an enabler of efficiency and a catalyst for strategic evolution in workforce management.

Turkish business media frames AI's role in HR through four dominant narratives: technological enhancement of recruitment processes, transformation of learning and development paradigms, evolution of workplace experience and employee engagement, and emergence of data-driven performance management systems. The discourse consistently emphasizes AI's potential to eliminate bias, increase efficiency, and enable more strategic HR decision-making while acknowledging the need for human-centered approaches.

The media's coverage of recruitment and talent management reveals a strong emphasis on AI's capacity to revolutionize traditional hiring processes through speed,

objectivity, and precision. Modern recruitment discourse highlights dramatic efficiency gains achieved through AI implementation as:

"AI-supported candidate evaluation systems accelerated recruitment processes, achieving up to 90% improvement in candidate screening operations and making recruitment processes 5 times faster" (Ekonomist 2025).

The transformation extends beyond speed to encompass comprehensive process redesign, with MediaMarkt Turkey demonstrating substantial impact:

"AI-based AI'DA accelerated average recruitment time by 78% while shortening the preliminary interview process by 66%" (Capital 2025).

The media consistently frames AI as a solution to bias and subjectivity challenges inherent in traditional recruitment practices. Business News emphasizes this potential:

"Evaluation made by artificial intelligence can eliminate prejudices in recruitment. AI gives results when we provide the data correctly and train the algorithm according to the correct data. Above all, eliminating human prejudices in recruitment will be the most important starting point for all of us" (Business News 2024).

This framing positions AI not merely as an efficiency tool but as a mechanism for achieving greater fairness and transparency in hiring decisions.

Skills development and training narratives demonstrate how Turkish business media constructs AI as both a subject of learning and a facilitator of learning processes. The discourse emphasizes the emergence of entirely new competency requirements, with Capital identifying critical future skills:

"Among the personal skills recommended to be developed for future success are innovation, creativity, problem solving" while emphasizing that "one of the most important conditions among the personal skills that need to be developed to be successful in the age of artificial intelligence is critical thinking" (Capital 2024). The media presents AI-enabled personalized learning as a transformative approach: "In the field of education and development, we support our employees to develop their skills with AI-based personalized learning platforms" (Ekonomist 2025).

Organizational learning initiatives receive substantial coverage, with Ekonomist highlighting comprehensive workforce development: *"More than 15,000 of our colleagues participated in development programs in RPA, artificial intelligence and automation areas" (Ekonomist 2024).* The media frames these initiatives as strategic investments rather than operational necessities, emphasizing proactive adaptation to technological change.

Employee experience and workplace transformation narratives reveal how AI applications extend beyond operational efficiency to encompass cultural and experiential dimensions. Capital demonstrates concrete impact measurement:

"It effectively uses AI applications not only in customer experience but also in employee experience, reducing the monthly turnover rate of its employees by 2.5% through actions taken using artificial intelligence" (Capital 2024).

This framing emphasizes AI's potential to address fundamental HR challenges through predictive analytics and targeted interventions.

The emergence of specialized roles reflects broader organizational adaptation to AI integration. Business News identifies expanding professional categories: *"Computer systems analyst, data analyst, artificial intelligence specialist, digital marketing specialist and health technology specialist roles are coming" (Business News 2025).*

The media presents these developments as evidence of AI's job-creating rather than job-displacing potential within HR contexts.

Performance management and analytics discourse demonstrates how Turkish business media frames AI as enabling evidence-based HR decision-making. The transformation encompasses both assessment processes and strategic planning:

"AI and technology will revolutionize the HR field by enabling HR professionals to focus on strategic initiatives, provide personalized experiences, and make data-driven decisions to better support and develop the workforce" (Fortune Turkey 2024).

This comprehensive framing positions AI as fundamental to HR's strategic evolution rather than merely operational enhancement.

Technology integration narratives reveal how organizations approach systematic AI adoption across HR functions. Ekonomist highlights comprehensive implementation of a firm:

"We made our recruitment processes more transparent and data-driven with our AI-supported candidate evaluation systems. AI-supported talent management, employee development programs and flexible working models will be the main headings of our 2025 HR and employer brand strategy" (Ekonomist 2025).

The media presents such integrated approaches as evidence of AI's maturation from experimental tool to strategic foundation.

Overall, Theme 2 demonstrates how Turkish business media constructs AI's HR applications as comprehensive organizational transformation that enhances rather than replaces human capabilities, emphasizing efficiency gains, bias reduction, and

strategic enablement while maintaining focus on employee experience and development outcomes.

4.2.3.3 Theme 3: Sectoral AI Transformation and Applications

The analysis of Theme 3 reveals how Turkish business media constructs artificial intelligence as a comprehensive transformative force across diverse economic sectors, representing the most dominant narrative with 682 references (42.4% of total codes). This theme demonstrates that AI discourse is predominantly framed through practical implementation and sectoral application rather than abstract technological discussion, indicating media emphasis on tangible business value and real-world deployment scenarios.

Turkish business media presents sectoral AI transformation through narratives of operational efficiency, competitive differentiation, and industry-specific problem-solving capabilities. The discourse consistently emphasizes AI's role as an enabler of precision, automation, and enhanced decision-making across multiple economic domains, from traditional manufacturing to emerging digital services. The media constructs AI transformation as both inevitable and advantageous, positioning early adoption as essential for competitive survival.

The manufacturing and industry transformation narrative demonstrates how AI is framed as fundamental to operational excellence and predictive capabilities. *Ekonomist* highlights comprehensive AI integration of a firm:

"Using artificial intelligence algorithms to automate error detection, classification and deficiency detection processes in production lines using computer vision" (Ekonomist 2025).

The media emphasizes AI's predictive maintenance capabilities, with *Capital* showcasing concrete results:

"With machine learning capabilities brought by artificial intelligence, it intelligently and quickly solves the connections between past sales and many external factors" (Capital 2025).

Industry 4.0 discourse positions AI as central to smart manufacturing:

"By 2025, all Bosch products will either contain artificial intelligence or be developed or manufactured with the help of artificial intelligence" (Capital 2020).

Finance and banking sector coverage reveals how AI transformation is framed through efficiency gains and risk management capabilities. Business News emphasizes dramatic process improvements:

"Credit allocation processes that take 2 hours for document control and analysis are reduced to 15 minutes thanks to applications developed on natural language models" (Business News 2024).

The media presents AI as transformative for investment decision-making of a firm:

"Colendi Securities' artificial intelligence integration has taken investment decision-making processes to a new level" (Capital 2025).

Banking transformation is positioned as comprehensive:

"Artificial intelligence enables the real-time evaluation of the risk of 125 billion transactions annually and is at the center of our innovation in payment security" (Ekonomist 2024).

Healthcare and medical applications receive substantial coverage emphasizing diagnostic capabilities and precision medicine. The media highlights AI's diagnostic accuracy:

"AI-based applications can detect early blight disease in potato plants with 90% accuracy" (Ekonomist 2025).

Capital showcases advanced medical AI applications:

"AI-based imaging systems developed by Google's Deepmind team are used in radiology to diagnose early diseases such as cancer" (Capital 2025).

Research and development transformation is emphasized:

"Using artificial intelligence and data science to accelerate drug discovery and improve our clinical studies" (Capital 2024).

Agriculture and food production narratives demonstrate how AI is framed as essential for sustainable and efficient farming practices. Ekonomist presents comprehensive agricultural AI implementation:

"An agricultural meteorology station that collects data from the field and interprets this data with artificial intelligence, telling the farmer when and which medicine to use against agricultural diseases and harmful agents" (Ekonomist 2023).

The media emphasizes precision agriculture capabilities:

"There is a concept called precision farming. This tracks the development of plants in a field and determines which area you need to fertilize" (Fortune Turkey 2022).

Retail and e-commerce transformation is positioned as customer experience enhancement and operational optimization. Ekonomist highlights innovative retail AI applications of a firm:

"For the first time in the world, we implemented the detection of 'fruit and vegetable freshness status' for the retail sector" (Ekonomist 2022).

Capital demonstrates AI-driven personalization of a firm:

"We frequently use artificial intelligence to provide personalized marketing and shopping experiences at scale" (Capital 2023).

The media emphasizes inventory management improvements of a firm:

"We monitor the occupancy rate of fruit and vegetable sections with artificial intelligence image processing and track stock status instantly" (Capital 2025).

Education sector coverage reveals how AI is framed as enabling personalized learning and administrative efficiency. Capital presents comprehensive educational AI integration:

"The biggest benefit of artificial intelligence in education is personalized learning. AI algorithms support personalized learning experiences by analyzing students' learning patterns and preferences to adapt educational content and pace" (Capital 2024).

The media emphasizes accessibility improvements:

"AI-supported education provides students with personalized learning experiences, increasing efficiency" (Capital 2024).

Energy and sustainability applications demonstrate how AI transformation is connected to environmental goals and operational efficiency. Ekonomist showcases comprehensive energy AI implementation of a firm:

"We provide support with end-to-end artificial intelligence-based forecasting and digital process management in the production, distribution and consumption of energy" (Ekonomist 2024).

The media emphasizes predictive capabilities:

"AI-supported wind turbine image processing project ensures maintenance continuity in wind turbines and minimizes unnecessary downtime by detecting damage in advance" (Ekonomist 2024).

Communication and media sector transformation is framed through content creation, audience analysis, and distribution optimization. Capital demonstrates creative AI applications of a firm:

"Turkey's first artificial intelligence real estate assistant Atlas. We are excited to achieve a first in Turkey" (Capital 2025).

The media emphasizes content personalization:

"AI-based tools enable detailed segmentation by analyzing target audience behavior" (Capital 2025).

Overall, Theme 3 demonstrates how Turkish business media constructs sectoral AI transformation as comprehensive, beneficial, and competitively essential across all major economic domains, emphasizing practical implementation over theoretical consideration and positioning AI adoption as fundamental to organizational success and market competitiveness.

4.2.3.4 Theme 4: AI Investments and Entrepreneurship Ecosystem

The analysis of Theme 4 reveals how Turkish business media constructs artificial intelligence within investment and entrepreneurship frameworks, representing 135 references (8.4% of total codes). This theme demonstrates that AI discourse is predominantly framed through economic growth narratives, venture capital dynamics, and ecosystem development strategies, positioning AI as both an investment opportunity and a competitive necessity for market survival.

Turkish business media frames AI investments through narratives of exponential market growth, strategic differentiation, and ecosystem development. The discourse consistently emphasizes AI's role as a catalyst for economic transformation while highlighting the urgency of investment decisions and the competitive advantages gained through early adoption. The media constructs AI entrepreneurship as essential for national competitiveness and positions Turkey within global technology competition frameworks.

Economic impact narratives demonstrate how AI is framed as a transformative economic force with quantifiable benefits. As reported by McKinsey research covered in *Ekonomist*, *"Generative artificial intelligence is expected to contribute between 2.6 trillion and 4.4 trillion dollars to the global economy through its productivity-oriented impact" (Ekonomist 2023)*. The media emphasizes AI's potential to drive unprecedented growth rates, with Capital reporting projections that *"AI and similar advanced technologies will increase the US potential growth rate from 2% to 4% by 2030" (Capital 2025)*. The discourse positions AI investment as economically imperative, with Capital highlighting stark warnings that companies *"investing in artificial intelligence will not sink" while suggesting that "40-50% of 500 large companies will disappear within 10 years" (Capital 2020)*.

Global market positioning reveals how Turkish business media frames AI investments within international competitive contexts. Fortune Turkey reports that *"AI companies' average Series B valuation is 59% higher than non-AI deals"* (Fortune Turkey 2024), while Start Up emphasizes the scale of global AI investment: *"In 2024, artificial intelligence investments broke records. Approximately one-third of all global venture funding went to startups operating in AI-related fields"* (Start Up 2025). The media consistently positions Turkey within this global ecosystem, with Ekonomist highlighting domestic growth: *"While 16 AI startups received investment in 2019, this number increased to 53 by 2024"* (Ekonomist 2024).

Startup and entrepreneurship ecosystem coverage demonstrates how AI is framed as central to Turkey's technological competitiveness. Ekonomist reports comprehensive ecosystem development: *"In the third quarter of 2024, with the addition of 12 new AI startups to TRAI, the number of AI startups in Turkey increased 15-fold in the last seven years, reaching 362"* (Ekonomist 2024). The media emphasizes specialized focus areas, with Ekonomist noting that *"when looking at the areas most preferred by AI startups in Turkey, computer vision (82 startups), prediction and data analytics (66 startups) and machine learning (55 startups) are in the top three"* (Ekonomist 2024).

Investment trends and funding patterns reveal how Turkish business media constructs AI as the dominant investment category. Start Up emphasizes sector leadership: *"AI and machine learning sector became the most active sector with 31 investments in the first half of 2024, becoming the sector that received the most investment of all time"* (Start Up 2024). The media highlights investment concentration, with Start Up reporting that *"last year, more than one-third of unicorns came from AI startups"* while noting that *"AI startups attracted 12% of total investments in 2022, but this rate became 20% last year"* (Start Up 2024).

Specialized technology areas demonstrate how AI investments are framed through specific application domains and technical capabilities. Capital reports targeted investment strategies of a firm: *"We primarily examine B2B software companies, B2B2C and high value-added B2C applications with AI-based business models built on big data"* (Capital 2022). The media emphasizes infrastructure investment priorities, with Capital noting that *"investments are currently concentrated more on data structure creation, automation and forecasting"* while highlighting that *"AI's share in technology investments approached 25%"* (Capital 2022).

SME and digital transformation narratives reveal how AI investments are positioned as essential for smaller enterprises. Capital reports strategic initiatives to

democratize AI access: *"Since we want AI to meet SMEs and businesses, we are opening İş Bank's 17 million customer portfolio to these ventures"* (Capital 2025). The media emphasizes operational efficiency focus, with Capital noting that *"Turkish companies are largely aware of the transformative potential of generative AI, but their main focus for now is operational efficiency"* (Capital 2025).

Venture capital and funding strategies demonstrate how Turkish business media frames AI investment as requiring specialized approaches. As reported in Ekonomist, investors acknowledge that *"an AI startup cannot progress with small investments. At least when we invest, this company should not be looking for another investment for at least two years"* (Ekonomist 2024). The media highlights dedicated AI funding initiatives, with the same source noting plans for *"a completely AI-focused new fund. The average of this fund's first investment will be 1.5 million, and its size will be 50 million dollars"* (Ekonomist 2024).

Regional and sectoral applications reveal how AI investments are framed through industry-specific opportunities. Ekonomist emphasizes diverse application areas: *"Fintech, SaaS, cybersecurity, artificial intelligence, big data, retail technologies, legal regulation technologies, insurance technologies, agricultural technologies and real estate technologies"* represent key investment verticals (Ekonomist 2021). The media positions AI as fundamental across sectors, with Fortune Turkey noting strategic focus areas: *"Financial technologies, biotechnology and artificial intelligence have strategic importance for our country's sustainable growth"* (Fortune Turkey 2024).

Overall, Theme 4 demonstrates how Turkish business media constructs AI investments and entrepreneurship as essential components of economic competitiveness, emphasizing quantifiable growth potential, ecosystem development imperatives, and strategic positioning within global technology markets while highlighting both opportunities and competitive pressures facing Turkish enterprises and investors.

4.2.3.5 Theme 5: Tech Infrastructure and AI Implementation

The tech infrastructure theme emerges as one of the most comprehensive categories in the dataset, encompassing 377 coded texts that reveal the multifaceted nature of AI implementation across Turkish business media. This theme demonstrates how AI technology is not merely a standalone innovation but rather requires sophisticated technological ecosystems to function effectively. The discourse consistently positions infrastructure development as both an enabler of competitive

advantage and a fundamental necessity for organizational survival in the digital economy.

The analysis reveals that AI-enabled security systems constitute a critical component of technological infrastructure, with organizations recognizing both the opportunities and threats that AI presents. The discourse demonstrates a sophisticated understanding of AI's dual nature in cybersecurity contexts. Organizations are simultaneously embracing AI for protection while acknowledging its potential for misuse, as evidenced by concerns that *"Generative artificial intelligence revolutionizes the way hackers create phishing campaigns, enabling them to create more convincing texts that don't raise alarms and are therefore difficult to detect"* (Business News 2024). This paradox is further emphasized by the observation that *"84% of CEOs are concerned about cybersecurity attacks that could be triggered by the widespread adoption of generative artificial intelligence"* (Business News 2024).

The media coverage positions security infrastructure as an evolutionary necessity rather than a luxury. Organizations are portrayed as requiring *"AI-powered security systems that are automated and easy to manage and can run their own processes to a certain level"* (Economist 2022). This technological imperative is clear, with sources noting that *"Against attacks that have become much more sophisticated with developing technologies, we need AI-powered security systems"* (Economist 2022).

Platform and infrastructure technologies represent another critical dimension of AI implementation, with organizations recognizing the foundational nature of computational resources. The discourse emphasizes the strategic importance of infrastructure investment, as reflected in statements such as *"Our strategic initiatives are 60-70% digitally based. The businesses we will develop in the areas determined by the group for growth will also be predominantly digital-based models"* (Capital 2022). This positioning indicates a fundamental organizational restructuring around digital capabilities rather than superficial technology adoption.

The media coverage reveals significant investment in computational infrastructure, with organizations acknowledging that *"AI-focused applications over the next 5 years will increase interest in data centers due to the computing demand they will need"* (Fortune Turkey 2023). Turkish organizations are portrayed as taking leadership positions in infrastructure development, with examples such as the company that became *"the first cloud provider to establish a GPU machine park in Turkey"* and allocated *"40% of the 2025 investment budget to artificial intelligence hardware"* (Start Up 2024).

The integration of AI with enterprise systems emerges as a critical theme, with organizations recognizing that successful implementation requires comprehensive system integration rather than isolated point solutions. Cloud computing infrastructure is consistently positioned as foundational to AI implementation, with sources noting that *"60% of Turkey's largest 100 industrial establishments do business in the cloud"* and identifying *"cloud, smart ERP, artificial intelligence, innovation, integrated applications, advanced analytics and sustainability-focused solutions among the main driving forces of this transformation"* (Ekonomist 2025).

Process optimization and automation represent critical applications of AI infrastructure, with organizations implementing solutions that *"automate specific business processes, eliminating the need for manual intervention"* (Capital 2025). The discourse consistently frames automation not as job displacement but as capability enhancement, with sources noting that *"RPA and artificial intelligence integration supports not only process automation but also data-driven decision-making culture"* (Ekonomist 2025).

The theme concludes with evidence of mature AI infrastructure deployment across various organizational functions. Organizations are portrayed as moving beyond experimental phases toward systematic integration, as evidenced by implementations where *"AI integration has been applied to every business area we have digitized"* (Ekonomist 2023). This comprehensive approach suggests that AI infrastructure is becoming embedded in organizational DNA rather than remaining a peripheral technology addition.

4.2.3.6 Theme 6: Policy and Ethics in AI Implementation

The policy and ethics theme represents a critical dimension of AI discourse in Turkish business media, encompassing 90 coded texts that reveal the complex interplay between technological advancement and societal responsibility. This theme demonstrates how organizations and policymakers are grappling with the fundamental questions of AI governance, ethical implementation, and regulatory frameworks necessary for responsible AI adoption.

The analysis reveals that AI security and risk management constitute foundational concerns in the policy discourse. Organizations are confronted with fundamental questions about AI's societal implications, as evidenced by the inquiry whether *"truly neutral artificial intelligence that can appeal to everyone is possible, given*

that social value judgments vary according to geography and culture" (Fortune Turkey 2022). The discourse demonstrates acute awareness of AI's transformative power, emphasizing that "Technology gives people unprecedented power. A very small group of people can help or harm a large number of people" (Start Up 2020).

Environmental sustainability emerges as a critical policy consideration, with organizations recognizing AI's dual environmental impact. While concerns exist that *"artificial intelligence could constitute approximately 20% of global electricity consumption by 2030" (Capital 2023)*, organizations are simultaneously implementing AI-powered environmental solutions. Examples include platforms that enable companies to *"calculate corporate carbon footprint for free with our AI-powered GreenTIM platform" (Economist 2024)* and *"AI-powered energy optimization solutions that have the potential to automatically optimize software energy consumption" (Economist 2025).*

Ethical AI development emerges as a central concern, with organizations implementing governance frameworks to ensure responsible deployment. The discourse reveals establishment of dedicated oversight mechanisms where AI applications are *"monitored by SAP's Artificial Intelligence Ethics Department" (Fortune Turkey 2024)*. Organizations are implementing systematic standards such as *"ISO/IEC 42001:2023, which specifies requirements and provides guidance for establishing, implementing, maintaining and continuously improving an AI management system in an organizational context" (Capital 2025).*

Public policy and regulatory frameworks are portrayed as evolving rapidly to address AI's societal implications. The discourse emphasizes the need for *"Turkey to move agilely in the field of artificial intelligence, rapid completion of regulations, and the necessity of making more investments in digital infrastructure" (Business News 2025)*. The national AI strategy reveals ambitious goals, with Turkey positioning itself to create *"a globally competitive artificial intelligence community" (Economist 2025)* through ecosystems that *"bring together academia, private sector, public sector and entrepreneurs under the same roof" (Capital 2025).*

Data privacy and security considerations are consistently emphasized as fundamental requirements for ethical AI implementation. Organizations are developing sophisticated solutions that enable *"institutions to create privacy-preserving and regulation-compliant 'generative artificial intelligence' models using federated learning and differential privacy techniques" (Fortune Turkey 2023)*. This technical sophistication indicates mature understanding of regulatory and ethical requirements for responsible AI deployment.

The theme concludes with evidence of comprehensive policy frameworks that integrate technological advancement with societal responsibility. Organizations recognize that *"responsible artificial intelligence use guarantees that technology is developed and implemented within an ethical framework"* (Business News 2025), suggesting that AI policy is evolving toward proactive governance frameworks that anticipate and address potential societal impacts.

4.2.3.7 Theme 7: Future Trends and Strategic Implications

The future trend's theme represents the final and perhaps most forward-looking dimension of AI discourse in Turkish business media, encompassing 158 coded texts that reveal strategic thinking about AI's long-term implications for business and society. This theme demonstrates how organizations are moving beyond immediate implementation challenges toward comprehensive strategic planning for an AI-integrated future. The discourse reveals sophisticated anticipation of technological trajectories and their potential business implications.

Research and development predictions constitute a critical component of future-oriented AI discourse. Turkish organizations are positioning themselves for advanced AI research, with initiatives such as *"TRAI Academy will provide comprehensive training in the field of artificial intelligence with the mission of training future leaders"* (Ekonomist 2025). The establishment of research infrastructure demonstrates commitment to building domestic AI capabilities rather than relying solely on foreign technology adoption.

Economic forecasting reveals ambitious projections for AI's economic impact on Turkish markets. The discourse projects substantial growth potential, with *"generative artificial intelligence can increase Turkey's economic size by an additional 5% within 10 years" according to Google's analysis of AI's contribution to the Turkish economy* (Ekonomist 2024). The Turkish AI ecosystem is experiencing rapid expansion, with *"the number of companies developing AI products in Turkey reached 1,195 as of 2024" and "the AI ecosystem, which reached \$600 million as of 2024, is approximately 80% located in Istanbul"* (Ekonomist 2024).

Industrial transformation emerges as a central theme in future projections, with Turkish organizations anticipating fundamental changes in production and operational models. Companies are implementing comprehensive AI strategies, as evidenced by statements such as *"we are developing new generation assistant solutions customized for*

each sector using generative artificial intelligence models" (Capital 2024). Organizations are also recognizing the need for specialized approaches, with predictions that "we will see a more niche form of artificial intelligence. We will see more clearly what tools will assist. Specialized artificial intelligences will come to the fore" (Start Up 2025).

Employment and workforce dynamics represent critical areas of future concern for Turkish organizations. The discourse reveals significant investment in AI capabilities, with companies stating *"we have an artificial intelligence team of about 20 people. We are developing very advanced technologies in this field" (Start Up 2024).* However, organizations also acknowledge preparation challenges, with leadership recognizing resource constraints in AI transformation initiatives.

Business transformation patterns indicate comprehensive organizational restructuring around AI capabilities. Turkish companies are making substantial commitments, with statements such as *"all of our investment plans are on artificial intelligence and digitalization" (Economist 2021)* and *"we will invest \$1 billion in artificial intelligence next year" (Capital 2024).* These investments suggest expectation of fundamental business model evolution rather than incremental technology adoption.

The discourse reveals sophisticated strategic thinking about AI's role in competitive positioning. Organizations recognize that *"companies now accept artificial intelligence not only as an innovation but also as a strategic necessity" (Capital 2023).* This positioning indicates shift from optional technology adoption toward mandatory strategic implementation for competitive survival.

Future sectoral applications demonstrate broad-based AI integration across Turkish industries. Organizations are developing sector-specific solutions, with examples such as *"We developed a call center based on learning artificial intelligence, we will launch it soon" (Capital 2024)* and implementing comprehensive digitalization strategies where *"We are integrating AI services into the system in every business area we digitalize" (Economist 2023).*

The theme concludes with evidence of Turkish organizations positioning for long-term technological leadership. Companies are establishing research capabilities with ambitious goals, such as *"conducting new generation R&D studies focused on artificial intelligence" and questioning "where will Turkey be 10-15 years from now" in terms of technological advancement (Economist 2024).* This forward-looking perspective suggests recognition that current AI investments will determine future competitive positioning in both domestic and global markets.

4.2.4 Summary of Thematic Analysis Findings

The thematic analysis of 978 texts from Turkish business media reveals a predominantly optimistic and opportunity-focused discourse around artificial intelligence's impact on the workforce and broader economic landscape. The analysis identified seven distinct themes that collectively demonstrate how Turkish business media constructs AI as a transformative but manageable force that enhances rather than threatens human capabilities and organizational success.

The findings reveal that Turkish business media frames AI adoption through strategic necessity rather than optional innovation. Across all themes, the discourse consistently positions AI as fundamental to competitive survival, with organizations recognizing that delayed adoption poses greater risks than implementation challenges. This framing strategy reflects a mature understanding of technological transformation that moves beyond experimental curiosity toward systematic integration.

Workforce implications, despite being the research focus, represent a relatively small portion of overall coverage, suggesting that employment concerns are embedded within broader technological and sectoral narratives rather than treated as isolated issues. When workforce impacts are discussed, the media consistently emphasizes skills transformation opportunities, human-technology collaboration models, and job creation potential. The discourse demonstrates sophisticated understanding that successful AI implementation requires comprehensive workforce development rather than simple technology deployment.

Human resources applications receive substantial attention, with media coverage revealing how AI transforms recruitment, training, performance management, and employee experience. The discourse emphasizes AI's potential to eliminate bias, increase efficiency, and enable data-driven decision-making while maintaining focus on human-centered approaches. This framing suggests recognition that HR function evolution is critical to successful organizational AI adoption.

Sectoral transformation emerges as the dominant narrative theme, encompassing nearly half of all coded references. The media presents AI as transformative across all major economic sectors, from traditional manufacturing to emerging digital services. This comprehensive coverage indicates that AI discourse is predominantly practical and implementation-focused rather than theoretical, emphasizing tangible business value and real-world deployment scenarios.

Investment and entrepreneurship ecosystem coverage reveals how Turkish business media positions AI within competitive global contexts while highlighting domestic capabilities and growth potential. The discourse consistently emphasizes quantifiable economic benefits and positions Turkey as actively participating in rather than merely observing global AI development. This framing reflects confidence in domestic technological capabilities and strategic positioning.

Infrastructure and implementation themes demonstrate sophisticated understanding that AI requires comprehensive technological ecosystems rather than isolated applications. The media consistently positions infrastructure development as foundational to competitive advantage, with organizations making substantial investments in computational resources, security systems, and integrated platforms. This comprehensive approach suggests maturation from experimental AI adoption toward systematic technological integration.

Policy and ethics considerations receive proportionally smaller coverage but reveal important tensions between technological advancement and societal responsibility. The media acknowledges regulatory challenges, environmental concerns, and ethical implementation requirements while maintaining overall optimistic framing. This balance suggests recognition that responsible development is essential for sustainable AI adoption.

Future trends and strategic implications reveal forward-looking discourse that positions current decisions within long-term competitive frameworks. Turkish organizations are portrayed as making substantial commitments to AI research, development, and implementation based on expectations of fundamental business model evolution. The discourse suggests confidence that systematic AI investment will determine future market positioning.

Overall, the findings demonstrate that Turkish business media constructs AI discourse through frameworks of opportunity, strategic necessity, and manageable transformation. The emphasis on practical implementation, sectoral applications, and competitive positioning suggests that AI adoption is viewed as essential for organizational survival and national competitiveness. The relatively optimistic framing may reflect cultural tendencies toward technological enthusiasm or strategic communication aimed at encouraging adoption rather than raising concerns.

The analysis reveals sophisticated understanding of AI implementation challenges while maintaining confidence in adaptive solutions and human-technology

collaboration models. This balanced approach suggests that Turkish business media serves as both information source and strategic communication platform for encouraging responsible AI adoption while acknowledging transformation complexities.



CHAPTER IV

DISCUSSION AND CONCLUSION

This study set out to examine how Turkish business media frames artificial intelligence's impact on the workforce between 2020 and 2025, a period marked by unprecedented technological advancement and growing awareness of AI's transformative potential. Through systematic thematic analysis of 978 texts from six prominent Turkish business publications, the research reveals a complex but predominantly optimistic discourse that positions AI as a catalyst for transformation rather than a source of existential threat to employment. The findings illuminate not only what Turkish business media says about AI and workforce dynamics, but more importantly, how these narratives are constructed to shape public understanding and corporate decision-making in Turkey's evolving digital economy.

This study's most significant theoretical contribution is the identification and conceptualization of "embedded optimism" as a systematic pattern in Turkish business media's coverage of AI-workforce dynamics. This pattern emerges clearly from the quantitative findings presented in the study. Embedded optimism refers to the media's tendency to consistently frame AI's impact on the workforce within positive narratives, even when reporting appears neutral or critical on the surface. Unlike overt promotional content, this phenomenon manifests through subtle but persistent emphasis on adaptation opportunities, transformation potential, and future benefits, effectively creating an optimistic undertone that permeates AI-workforce discourse across different sectors.

The embedded optimism identified in this research operates as a sophisticated framing mechanism that serves multiple strategic functions within Turkey's digital transformation context. It not only encourages corporate confidence in AI adoption and investment but also promotes a forward-looking mindset among the workforce, positioning technological change as an inevitable but manageable challenge rather than an existential threat. This finding extends current understanding of media technology discourse by revealing how business publications can maintain perceived

journalistic objectivity while simultaneously constructing optimistic technological futures. The sectoral variations in embedded optimism patterns demonstrate that Turkish business media strategically tailors its positive messaging to align with different industry contexts and stakeholder expectations, ultimately contributing to a broader narrative that supports national economic development and technological advancement goals.

The most striking finding of this research is the dominance of sectoral transformation narratives, which account for 42.4% of all coded references. This pattern aligns closely with Cao et al.'s (2024) observation that AI research in business publications has shifted from theoretical exploration to practical implementation analysis, but extends their findings by demonstrating how this transition manifests specifically in emerging market contexts. The sectoral focus observed in Turkish media mirrors the productivity divergence identified by Schomberg (2024), where knowledge-intensive industries show 4.3% productivity growth compared to 0.9% in traditional sectors. However, Turkish media's comprehensive coverage across all sectors, including traditional industries like agriculture and manufacturing, contrasts with global patterns that often concentrate on high-tech applications. This broader sectoral coverage suggests that Turkish business media constructs AI as democratically applicable across economic domains rather than limited to technology-intensive industries, potentially reflecting national economic priorities and the need to modernize traditional sectors for competitive positioning.

Paradoxically, while this research focused explicitly on AI's workforce implications, direct discussions of employment impact represent only 3.7% of the total discourse. This finding initially appears counterintuitive but reveals something profound about how workforce transformation is conceptualized within Turkish business media. Rather than treating employment effects as a discrete concern requiring separate analysis, the media embeds workforce implications within broader narratives of technological advancement, sectoral transformation, and organizational evolution. This embedded approach suggests that Turkish business media views workforce adaptation not as a problem to be solved but as an integral component of comprehensive business transformation. The relatively small proportion of explicit workforce discussion paradoxically strengthens rather than weakens the employment focus, indicating that workforce considerations permeate all aspects of AI discourse rather than being compartmentalized as a standalone issue.

When workforce implications do receive direct attention, the framing is overwhelmingly optimistic and opportunity-focused. Job creation and new opportunities emerge as the most frequent sub-theme within workforce discussions, representing 16.9% of employment-related references. This positive framing contradicts the traditional displacement narrative documented by Frey and Osborne (2013), who projected that 47% of US employment faces automation risk. Similarly, it diverges from the polarization effects described by Autor and Dorn (2013), where technological advancement creates employment divides between high-skilled and low-skilled workers. Instead, Turkish media's emphasis on skills transformation and human-technology collaboration (30.6% of workforce-focused discourse) aligns more closely with recent findings by PwC (2025), which reported that AI-skilled workers commanded 56% wage premiums while job availability grew 38% in AI-exposed roles. However, the Turkish media's minimal attention to job displacement concerns (only 10.2% of workforce discussions) appears to underrepresent the complexity found in academic literature, where researchers like Chui et al. (2023) note that while AI creates opportunities, it also poses significant adaptation challenges that require systematic attention.

The temporal evolution of coverage reveals accelerating media attention to AI-workforce relationships, with particularly dramatic increases in 2024 and 2025, which corresponds closely with global patterns documented by Cao et al. (2024) showing exponential growth in AI-related business publications. However, the Turkish trajectory shows more dramatic acceleration compared to the gradual increases reported in international literature, suggesting that Turkish media interest in AI may be experiencing compressed development cycles. This temporal pattern aligns with Zhai et al.'s (2020) observation that media interest in AI quadrupled between 2010-2015 globally, but Turkish coverage appears to be following a steeper curve, possibly reflecting late-adopter acceleration effects or concentrated efforts to catch up with international AI discourse. The timing coincides with Turkey's National AI Strategy (2021-2025) implementation, suggesting that policy initiatives may be driving media attention in ways that differ from market-driven coverage patterns observed in more established AI economies.

The research identifies seven distinct themes that collectively encompass Turkish business media's AI discourse: workforce impact, human resources transformation, sectoral applications, investment ecosystems, technological

infrastructure, policy considerations, and future predictions. The distribution of these themes reveals that Turkish business media constructs AI as a comprehensive business transformation tool rather than a narrow technological innovation. The prominence of infrastructure and implementation themes (23.4% of total codes) indicates sophisticated understanding that successful AI adoption requires comprehensive technological ecosystems rather than isolated applications. Similarly, the substantial attention to investment and entrepreneurship (8.4% of codes) suggests that Turkish business media views AI through strategic and competitive lenses that extend far beyond operational efficiency.

Human resources applications receive considerable attention within the discourse, representing 6.7% of total coverage and revealing how AI transforms recruitment, training, performance management, and employee experience. This finding supports Akça's (2023) three-level AI classification in HR management, from assisted intelligence through augmented intelligence to autonomous intelligence, but Turkish media coverage shows stronger emphasis on augmented intelligence applications that maintain human oversight. The consistent emphasis on bias elimination and data-driven decision-making aligns with Doruköz and Uslu's (2023) analysis of AI applications across HR functions, but Turkish coverage appears more optimistic about bias reduction potential compared to international research highlighting algorithmic bias concerns. Notably, the Turkish media's focus on recruitment transformation (21.3% of HR codes) correlates with global trends documented by Gieselmann et al. (2025), who found varying AI acceptance across business functions, though Turkish coverage shows less attention to the privacy and ethical concerns that dominate international HR-AI discourse.

The research reveals that Turkish business media employs specific rhetorical strategies to construct AI adoption as both inevitable and advantageous, which both confirms and challenges existing media framing research. The quantitative emphasis on economic benefits aligns with Nguyen and Hekman's (2024) findings that business media frequently emphasizes efficiency, progress, and support when covering AI developments. However, the near-absence of risk communication in Turkish coverage contrasts sharply with their observation that 54.9% of international AI articles include data risk references. This divergence suggests that Turkish business media may be employing more promotional framing strategies compared to international publications, potentially reflecting emerging market pressures to encourage

technology adoption for competitive positioning. The Turkish media's emphasis on competitive necessity rather than optional innovation parallels Costa Climent et al.'s (2024) argument that AI implementation has become strategically essential rather than experimentally interesting, but the relative absence of implementation failure discussions contradicts Rana et al.'s (2022) emphasis on AI-BA opacity challenges that international literature frequently addresses.

Policy and ethics considerations receive proportionally smaller coverage (5.6% of total codes), which presents a significant contrast with international literature emphasizing AI governance challenges. While Thiebes et al. (2021) identify over 60 high-level guidelines for ethical AI development globally, Turkish media coverage shows relatively limited attention to ethical frameworks and regulatory requirements. This divergence may reflect several factors: emerging market prioritization of adoption over regulation, cultural differences in technology governance approaches, or temporal delays in regulatory discourse development. However, the Turkish media's substantial attention to environmental sustainability within AI policy discussions (25.6% of policy codes) aligns with growing international awareness of AI's environmental impact, though it exceeds the attention typically given to this issue in international business media. The emphasis on national AI strategy and ecosystem development (14.4% of policy codes) reflects Turkey's specific position as an emerging economy seeking to establish competitive AI capabilities, which differs from established economies' focus on maintaining technological leadership.

Future trends and strategic implications receive substantial coverage (9.8% of codes), revealing forward-looking discourse that positions current decisions within long-term competitive frameworks. Turkish organizations are portrayed as making substantial commitments to AI research, development, and implementation based on expectations of fundamental business model evolution. This future-oriented framing indicates that Turkish business media serves not only as an information source about current AI applications but also as a strategic communication platform that helps organizations anticipate and prepare for technological change. The emphasis on future predictions suggests that Turkish business media plays an active role in shaping expectations and strategic planning around AI adoption.

The findings contribute to media framing theory by demonstrating how business publications construct narratives about emerging technologies and their organizational implications. The research extends existing framing theory by

examining temporal evolution of technology discourse and by focusing specifically on business media's role in corporate decision-making. The study reveals that media framing operates not just through content selection but also through structural choices about how technological discussions are organized and presented. The embedding of workforce concerns within broader technological narratives represents a sophisticated framing strategy that normalizes technological change while minimizing potential resistance to adoption.

From a practical perspective, the research provides valuable insights for business leaders, communication professionals, and policymakers involved in AI adoption and implementation. The findings suggest that successful AI communication strategies should emphasize practical applications and competitive benefits while acknowledging transformation challenges and providing concrete adaptation pathways. The research indicates that Turkish organizations are approaching AI adoption with sophisticated understanding of implementation requirements and strategic implications, but it also suggests that communication strategies should continue emphasizing human-technology collaboration rather than automation-focused messaging.

The study's limitations include its focus on Turkish media sources, which limits generalizability to other cultural and economic contexts. The convenience sampling approach, while providing adequate data for thematic analysis, does not ensure statistical representativeness of Turkish business media coverage. The research focuses on textual content without examining visual elements, multimedia presentations, or reader engagement patterns that might provide additional insights into media influence on public understanding. Future research might employ comparative analysis across different national contexts, quantitative content analysis methods, or longitudinal impact studies that examine relationships between media coverage patterns and actual organizational AI adoption behaviors.

The research reveals that Turkish business media plays a crucial role in constructing public understanding of AI's workforce implications through strategic framing that emphasizes opportunity over threat, transformation over displacement, and collaboration over competition. This optimistic framing may reflect cultural tendencies toward technological enthusiasm, strategic communication aimed at encouraging adoption, or genuine confidence in Turkey's ability to successfully navigate AI-driven economic transformation. Regardless of underlying motivations,

the consistently positive framing has important implications for public discourse, corporate decision-making, and policy development related to AI adoption in Turkey.

Looking toward the future, the research suggests that Turkish business media will continue playing an influential role in shaping AI discourse as technologies mature and organizational adoption expands. The established pattern of practical, implementation-focused coverage indicates that media attention will likely shift toward more sophisticated analysis of AI's strategic implications, comparative evaluation of different adoption approaches, and detailed examination of sectoral transformation outcomes. The growing emphasis on future predictions and strategic planning suggests that Turkish business media is positioning itself as an essential resource for organizations navigating long-term AI integration challenges.

In conclusion, this research demonstrates that Turkish business media constructs AI discourse through frameworks of strategic opportunity, manageable transformation, and competitive necessity. The emphasis on practical implementation, sectoral applications, and human-technology collaboration suggests that AI adoption is viewed as essential for organizational survival and national competitiveness. The relatively optimistic framing, combined with sophisticated understanding of implementation challenges, indicates that Turkish business media serves as both information source and strategic communication platform for encouraging responsible AI adoption while acknowledging transformation complexities. As AI technologies continue evolving and organizational adoption expands, Turkish business media's role in shaping public understanding and corporate decision-making will likely become even more influential, making continued research into media framing patterns essential for understanding Turkey's digital economic transformation.

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