Jurnal INTEK (Informatika dan Teknologi Informasi)
Volume 9 Nomor 1, Mei 2026
eISSN: 2620 – 4924 | pISSN: 2620 – 4843 | Halaman: 52 – 67

AI Adoption in Indonesian Workplaces: User Experience, Trust, and Ethical Governance Across Enterprise and General AI Tools

Audrey Valerie[1], Rafie Djajasoepena[2]

Information System, Sampoerna University, South Jakarta, 12780, Indonesia
[1]audrey.valerie@my.sampoernauniversity.ac.id, [2]rafie.djajasoepena@sampoernauniveristy.ac.id

ABSTRAK
Penelitian ini mengkaji adopsi Artificial Intelligence (AI) dalam lingkungan kerja dan aktivitas produktivitas di Indonesia dengan fokus pada pengalaman pengguna, kepercayaan, dan tata kelola etis pada sistem AI enterprise maupun alat AI umum. Penelitian menggunakan metode survei kuantitatif terhadap 74 responden yang terdiri dari mahasiswa, pekerja, freelancer, dan kelompok usia produktif lainnya. Hasil penelitian menunjukkan bahwa 56,8% responden mengalami lag setidaknya "Kadang-kadang" saat menggunakan fitur berbasis AI. Dari sisi kepercayaan, 81,1% responden memprioritaskan akurasi dan 74,3% memprioritaskan transparansi dalam sistem AI. Selain itu, 91,9% menyatakan bahwa fitur explainability berpotensi meningkatkan kepercayaan terhadap AI. Penelitian ini juga menemukan adanya ekosistem AI campuran, di mana 43,2% responden menggunakan kombinasi alat AI dan alat produktivitas dalam aktivitas sehari-hari. Berdasarkan temuan tersebut, penelitian ini mengusulkan pendekatan tata kelola AI berpusat pada manusia dengan mengacu pada NIST AI Risk Management Framework dan ISO/IEC 42001 untuk mendukung penerapan AI yang lebih bertanggung jawab dan terpercaya di Indonesia.
Kata kunci: *Kecerdasan Buatan, Sistem Enterprise, Tata Kelola Etis, Human-Centered AI, Adopsi AI di Tempat Kerja.*

ABSTRACT
This study explored the adoption of Artificial Intelligence (AI) in Indonesian workplaces and productivity-related environments by examining user experience, trust, and ethical governance across enterprise-integrated systems and general AI tools. The study used a quantitative survey involving 74 respondents consisting of students, workers, freelancers, and other productive-age groups. The results showed that 56.8% of respondents experienced lag at least "Sometimes" when using AI-based features. In terms of trust, 81.1% of respondents prioritized accuracy and 74.3% prioritized transparency in AI systems. Additionally, 91.9% stated that explainability features could improve trust toward AI systems. The findings also revealed the emergence of a mixed AI ecosystem, where 43.2% of respondents used a combination of AI and productivity tools in daily activities. Based on these findings, this study proposed a human-centered AI governance approach supported by the NIST AI Risk Management Framework and ISO/IEC 42001 to encourage more responsible and trustworthy AI adoption in Indonesian organizations.
Keywords: *Artificial Intelligence, Enterprise Systems, Ethical Governance, Human-Centered AI, Workplace AI Adoption.*

.

Jurnal INTEK (Informatika dan Teknologi Informasi)
Volume 9 Nomor 1, Mei 2026
eISSN: 2620 – 4924 | pISSN: 2620 – 4843 | Halaman: 52 – 67

1. INTRODUCTION

AI (Artificial Intelligence) is one of the most fast-tracked technologies in the workplace and productivity environment. AI is now playing a significant role in Enterprise Resource Planning (ERP) systems like SAP, Odoo, and Microsoft Dynamics, which handle processes such as automation, workflow efficiency, predictive analytics, and operational decision-making [1], [2]. Meanwhile, there are also general-purpose AI applications like ChatGPT, Grammarly, and cloud-based AI assistants that are being utilized by employees and students to aid with writing, communication, research, and administrative tasks [3], [4].

Generative AI (GenAI) and Machine Learning (ML) have opened a new set of possibilities for AI beyond traditional automation. With these advancements in AI technologies, organizations can now leverage the tool to create reports, predict trends, structure information, automate repetitive tasks, and provide strategic planning support [5], [6]. AI usage was seen to boost productivity and decrease manual effort in enterprise and non-enterprise settings [7], [8]. These advancements have led to a growing adoption of AI in various sectors such as the tech industry, financial services, education, public sector, manufacturing, healthcare, and hospitality.

While these benefits exist, there were significant technical and ethical concerns with adopting AI [9]. Issues such as transparency, accountability, algorithmic bias, explainability, cybersecurity and data privacy remain challenges in the implementation of AI in organizations [10], [11]. Some AI systems make complex calculations which users cannot grasp, leading to decreased trust in automating recommendations and decisions [12]. A previous study also highlighted that having clear explanations within the organization about how outputs and recommendations are created will increase employee's trust of the AI system [13].

Many organizations continue to use legacy systems and monolithic architectures not intended to handle real-time AI processing [14], [15]. Due to this matter, integration of AI in enterprises faced several challenges such as system lag, slow performance, compatibility, and usability issues. Some previous studies have stated that companies and organizations is recommended to always further develop and improve on their infrastructure and governance practices to effectively support AI-driven environments [16], [17].
The Human-Centered AI (HCAI) theory explained that AI should act as a support towards humans in their decision-making instead of entirely replacing them [18]. This theory addresses the significance of explainability, human oversight, fairness, and accountability in the implementation of AI systems. Furthermore, governance frameworks like the NIST AI Risk Management Framework (AI RMF) and ISO/IEC 42001 offered organizations valuable guidance in managing AI risks, enhancing transparency, and bolstering accountability [19], [20].

Although many studies have discussed AI adoption, enterprise systems, and predictive analytics, only a limited number of studies examined mixed AI ecosystems in the Indonesian context [1], [9]. Prior studies were mainly centered on the technical aspects of

implementation or on the general adoption patterns of AI on a global level, with little consideration given to how users are using enterprise-integrated systems alongside the tools they have chosen to use independently in their daily working practices.

The gap in research grew more significant as the use of AI in the workplace shifted from a purely managed enterprise software to applications being used by individuals. Many employees and students use AI alongside formal organizational systems to accomplish tasks more efficiently. This means that organizations now must deal with governance issues that go beyond enterprise systems.

After identifying the research gap, this study aimed to answer the following research question on how enterprise-integrated AI systems and general AI tools affected user's experience, trust, and ethical governance in the context of Indonesian workplace. To answer this research question, study also explored the differences between enterprise AI users and general AI tool users, the technical and ethical challenges commonly faced by the users and how much transparency and explainability had on users' trust and decision-making when using AI systems.

This study had three main aims. This study examined user experiences with enterprise-integrated AI systems and general-purpose AI tools in Indonesian contexts, first. Second, the study highlighted some governance issues related to trust, such as transparency, explainability, bias, reliability, and accountability. Third, this study analyzed the potential of the NIST AI Risk Management Framework and ISO/IEC 42001 in promoting the responsible use of AI in Indonesian organizations.

2. METHODOLOGY

The research design used in this study was a quantitative survey research type to analyze user perceptions of experience, trust, ethical governance related to the use of AI in the workplace and productivity in Indonesia. The quantitative approach was chosen as it enabled the researcher to gather measurable data from respondents from various backgrounds and industries, on how AI is being used, its technical performance, perceptions of trust and governance concerns.

The research process involved five successive steps including literature review, identification of target population, data collection, statistical data analysis, and proposal of governance framework. The overall workflow of the research process is shown in the Figure 1.

As presented in Figure 1, the study began with a literature review to identify existing theories and previous findings related to AI adoption, enterprise systems, trust, and ethical governance. Accessible and relevant to the research objectives, the target population was then selected. Data was gathered using an online survey via Google Forms. Qualitative data was analyzed statistically and used to discover any patterns, trends and differences between groups of respondents. Lastly, the results led to a human-centered AI governance perspective and existing governance frameworks.

Jurnal INTEK (Informatika dan Teknologi Informasi)
Volume 9 Nomor 1, Mei 2026
eISSN: 2620 – 4924 | pISSN: 2620 – 4843 | Halaman: 52 – 67

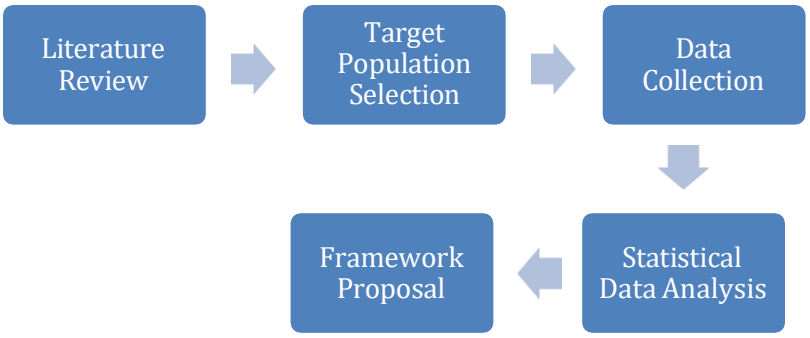

Figure 1. Research Phases

The present studies have demonstrated that the implementation of Artificial Intelligence (AI) has revolutionized the working of enterprise systems, business processes, and workplace operations [1], [5]. With the advancement of technology, the introduction of Generative AI (GenAI), Machine Learning (ML), and predictive analytics into Enterprise Resource Planning (ERP) systems like SAP, Odoo, and Microsoft Dynamics has revolutionized repetitive tasks, enhanced operational efficiency, and facilitated real-time decision-making processes [3], [5].

Today's enterprise architectures have also been moving towards cloud-based solutions that can support AI-powered analytics and automation [19], [20]. AI can now be applied to automate administrative tasks, create reports, and enhance communication efficiency, with the help of technologies like Natural Language Processing (NLP) and intelligent workflow systems [4], [21]. The key to digital transformation initiatives within enterprises lies heavily on the advancements of AI.

However, past studies have also identified several technical and ethical issues related with the use of AI, as highlighted in references [7] and [8]. Algorithmic bias, transparency, explainability, data privacy, and accountability are common problems faced by organizations [9], [11]. When the recommendations come from an AI system that uses a “black box” algorithm, it lacks transparency or verification, which may cause employees to distrust such systems [10].

The Human-Centered AI (HCAI) theory highlighted the need to consider AI as a tool to assist rather than replace human decision-making [18]. Earlier research showed that when users can understand the logic behind the recommendations made by AI systems and can have some human oversight in the decision-making process, trust in such systems grew [10], [12], [13].

There are several governance models that have been suggested for responsible adoption of AI. To identify and manage AI-related risks, the NIST AI Risk Management Framework (AI RMF), which was introduced, has four main functions: Govern, Map, Measure, and Manage [19]. In the meantime, ISO/IEC 42001 has introduced structured requirements to create Artificial Intelligence Management Systems (AIMS) in organizations [20]. These frameworks collectively offered insights into enhancing transparency, accountability, fairness, explainability, and organizational governance in the use of AI.

.

Jurnal INTEK (Informatika dan Teknologi Informasi)
Volume 9 Nomor 1, Mei 2026
eISSN: 2620 – 4924 | pISSN: 2620 – 4843 | Halaman: 52 – 67

Even though the integration of AI and digital transformation is widely discussed in previous studies, there is still limited research that specifically explores the link between user experience, trust, and ethical governance in the workplace in Indonesia. Previous research also did not often mention the presence of enterprise AI systems and independently used general AI tools in the daily workflow. The purpose of this research was to fill that gap by exploring Indonesian AI users' mixed AI ecosystem.

The target population for the study was Indonesian AI users across different groups such as students, office workers, freelance, interns, self-employed, and other productive age users. The respondents came from various sectors including Technology, Finance, Education, Manufacturing, Government, Healthcare, Hospitality and Retail.

The nonprobability convenience sampling method was chosen because of the difficulty in obtaining a random sample of AI users in various industries and regions [1]. The online survey was sent via professional networks, University communities and social media. A total of 74 respondents participated in the survey. The categories of workers and other productive age categories represented the remaining respondents, 41.9% of whom were students based on occupation categories. Students were intentionally included because they were one of the largest age groups of AI users and were training for future workplaces that would integrate with AI. The inclusion was deemed relevant as early exposure to AI might shape a student's adaptation in the workplace, their digital literacy, and their trust in AI-supported systems.

A few respondents chose the “Other” option, such as housewives who mentioned using AI for everyday tasks but not for productivity at work. These respondents were part of the demographic analysis but were not singled out in the workplace-specific analysis. The occupation categories distribution of the respondents is shown in Figure 2.

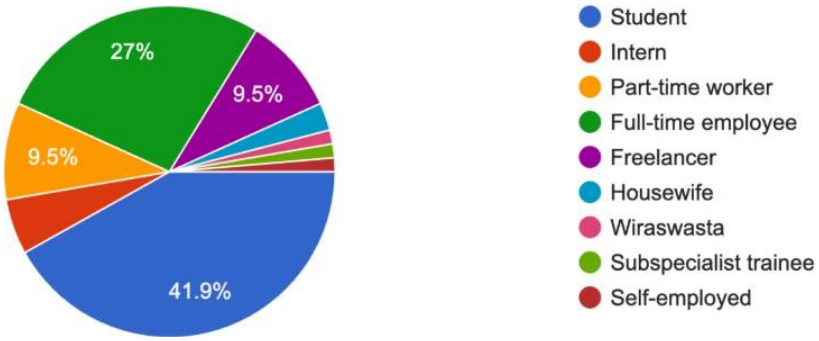

Figure 2. Matching occupations to respondents

The largest group of respondents were students (41.9%) followed by full-time employees (27%), freelancers (9.5%), part-time workers (9.5%). Some respondents include interns, housewife, and other occupations. The respondents were balanced between current workers and future participants in the workplace. The distribution of the respondents by age group is shown in Figure 3.

Jurnal INTEK (Informatika dan Teknologi Informasi)
Volume 9 Nomor 1, Mei 2026
eISSN: 2620 – 4924 | pISSN: 2620 – 4843 | Halaman: 52 – 67

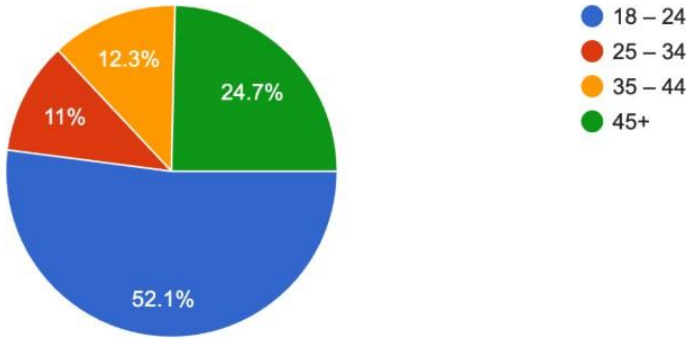

Figure 3. Shows the distribution of respondents by age group

As illustrated in Figure 3, most respondents belonged to the 18–24 age group (52.1%), followed by respondents aged 45+ (24.7%), 35–44 (12.3%), and 25–34 (11%). This distribution showed that the younger productive age users were especially dominant when it came to adopting AI. The respondent distribution is shown by geographic location in Figure 4.

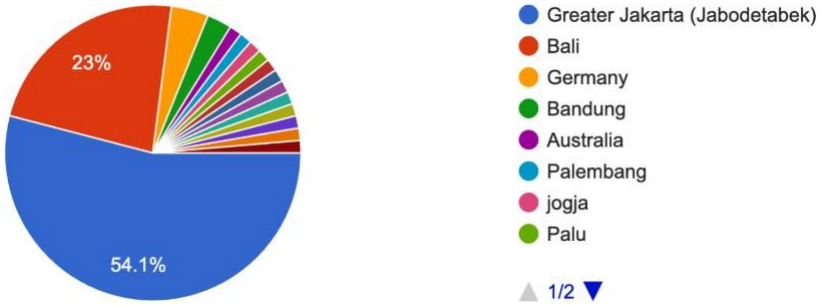

Figure 4. Distribution report showing respondents geographical area

Most respondents lived in Greater Jakarta/Jabodetabek (54.1%) and Bali (23%) as illustrated in Figure 4. Others were from other cities in Indonesia and the Indonesian nationals residing outside of Indonesia. Some respondents working abroad were also participating in professional activities in Indonesia, such as in the context of embassy and remote work.

The survey tool was developed to collect experiences with enterprise-integrated AI systems as well as with general purpose AI tools. Many Indonesian workers are now working closely with AI-integrated environments in their daily activities, making them a relevant population for this study. Users often combine company software, commonly known as enterprise systems, with third-party AI tools such as ChatGPT and Grammarly.

The questionnaire consisted of both close-ended and open-ended questions. The close-ended questions collected quantitative data related to usability, technical performance, transparency, trust, and productivity. Meanwhile, the open-ended questions allowed respondents to explain their experiences, frustrations, expectations, and ethical concerns regarding AI usage in more detail. The survey also included comparative questions to identify differences in technical experience, usability, trust perception, and governance concerns between users of enterprise AI systems and general AI tools.

The respondents were grouped based on how they mainly used AI tools in their daily activities. The first group was Enterprise AI Users, which consisted of respondents who mainly used company-provided systems such as SAP, Odoo, or Microsoft Dynamics. The second group was General AI Tool Users. As the name suggests, this group mainly used general AI tools such as ChatGPT, Grammarly, and other cloud-based AI applications for daily activities. By dividing users into two different categories or segments, a comparison between enterprise systems integrated with AI and a separate AI tools usage patterns.

This study measured several variables that were grouped into three main categories. The first one is Technical Infrastructure which includes system speed, lag frequency, interface usability, perceived modernity, and security perception. The second variable is Operational Process including automation effectiveness, workflow support, task efficiency, and AI-assisted productivity. Lastly, the Human Factors variable consisting of trust, transparency, explainability, understanding of AI logic, concerns about fairness, and perceptions of job displacement.

The data collection process was conducted from April 29 to May 6, 2026 using Google Forms as the media. The survey link was then distributed through social media (WhatsApp, Instagram, X), professional networks, and university groups and communities in order to reach a diverse background and population for the demographic.

This study used both quantitative and qualitative approaches to contribute to its findings. Quantitative responses were analyzed using descriptive statistical methods such as number of frequencies and percentages to identify patterns in user experience, trust, and ethical governance. Meanwhile, qualitative responses were taken from open-ended questions and analyzed using thematic analysis to identify common issues or trend patterns experienced by respondents.

A comparative analysis was also conducted to identify the differences between enterprise AI users and general AI tool users, especially in terms of their technical performance, usability, transparency expectations, and how much trust they put on AI systems. From the qualitative responses, respondents mentioned repeatedly several common concerns. Some respondents experienced inaccurate outputs, difficulties in prompting, lack of contextual understanding, system lag, AI bias, and concerns regarding job being replaced by AI automation.

The findings from both quantitative and qualitative analysis were then connected with previous studies that had been researched and existing governance frameworks to help provide a broader understanding regarding the challenges of AI implementation in Indonesian workplace environments.

3. RESULT AND DISCUSSIONS

3.1 User Experience

The results of the survey showed some important trends or patterns related to the user experience of AI tools in Indonesian workplace and productivity environments. The distribution of main tools used by respondents is shown in Figure 5.

.

Jurnal INTEK (Informatika dan Teknologi Informasi)
Volume 9 Nomor 1, Mei 2026
eISSN: 2620 – 4924 | pISSN: 2620 – 4843 | Halaman: 52 – 67

Figure 5. The primary tools that respondents use

37.8% of respondents used a combination of tools, including general AI applications and traditional productivity tools, as demonstrated in Figure 5. At the same time, 27% used AI tools like ChatGPT and Grammarly the most, 29.7% used basic productivity tools like Google Docs, Excel and email programs the most, and 4.1% used enterprise systems like SAP and Odoo the most.

These results showed a mixed artificial intelligence (AI) environment with enterprise systems and independent use of AI tools within the workflow. The findings also indicated that respondents had shifted their sentiment to enterprise-integrated AI systems becoming less prominent than general-purpose AI tools. Based on the survey respondents, majority of people claimed that ChatGPT or general AI tools are easier to use rather than company or work software. A small amount of responses also mentioned that both are similar in terms of usability and practicality. This indicated that usability and convenience is one of the key points of general-purpose AI tools.

The high ratings for the preference towards general AI tools indicated that usability, accessibility, and conversational interfaces were important factors in user adoption. In line with the earlier research, the results indicated that contemporary AI interfaces decreased the complexity of operations and increased the efficiency of work procedures [3], [4], [5]. Figure 6 shows how many times respondents encountered lag when using AI-related smart features.

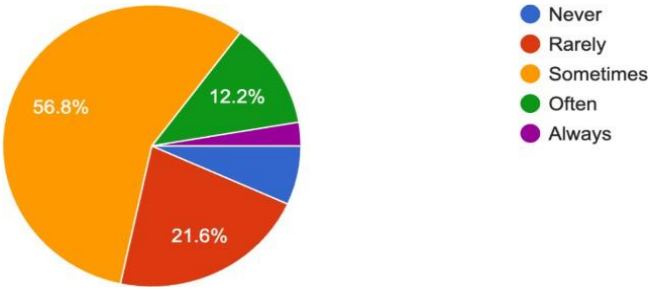

Figure 6. Frequency of Lag When Using Smart Features

As shown in Figure 6, 56.8% of the respondents said that they experienced lag “Sometimes,” and 21.6% rarely had any lag experiences. While 12.2% experienced lag “Often” and 4.1% a small amount experienced lag “Always.” A few said they had never encountered any lag problems.

Jurnal INTEK (Informatika dan Teknologi Informasi)
Volume 9 Nomor 1, Mei 2026
eISSN: 2620 – 4924 | pISSN: 2620 – 4843 | Halaman: 52 – 67

It was found that technical performance still posed a challenge in implementing AI, especially in enterprise systems embedded in legacy systems. Users of the general AI tools reported fewer lag and freezing issues than those using company software. This result was in line with other research that stated that most enterprise systems were built with monolithic designs that could not handle real-time AI processing [17], [28].

Some of the same frustrations with the use of AI emerged in the open-ended responses. In the qualitative section, there were several themes that appeared among the 36 respondents. The first theme was about outputs that were incorrect and misunderstanding in context. Some respondents reported that AI tools sometimes provided inaccurate information, fabricated references, misinterpreted prompts, or missed the nuances of the context. When generating incorrect answers, several respondents characterized AI systems as "overconfident." The second theme was the one of prompting difficulties. Participants described instances of needing very specific prompts to produce the desired output, leading to frustration and "prompt fatigue" with repeated interactions. The third theme was on technical and subscription restrictions. Lagging systems, slow response times, limited access to advanced features and high subscription fees for premium AI services are some of the complaints received from some of the respondents.

Lastly, some of the respondents raised issues about automation being used to replace entry-level roles traditionally performed by interns or junior staff members. These concerns were more commonly found among younger respondents who were preparing a future in workplaces, that are also increasingly dependent on AI technologies.

Overall, the results showed that Indonesian users generally considered AI tools helpful for improving productivity and supporting daily tasks. However, respondents still experienced several issues related to technical reliability, contextual accuracy, and usability, which affected their overall satisfaction when using AI-powered systems and workflows.

The findings were also consistent with previous studies discussing the shift from traditional reactive enterprise systems toward more intelligent and proactive AI-supported systems [5], [6]. However, the results also showed that several implementation challenges still existed, especially related to infrastructure readiness, interface design, and user interaction experience with AI systems. Figure 7 shows the self-reported knowledge of the respondents about how the AI systems obtained the answers.

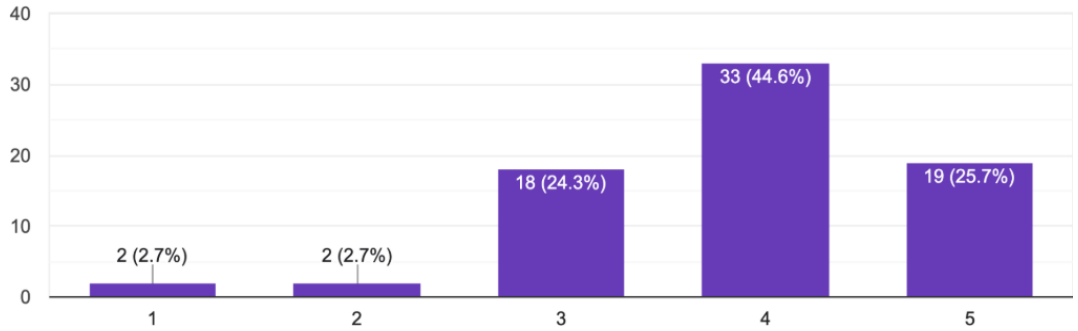

Figure 7. The responder's comprehension of the logic behind AI

.

As indicated in Figure 7, 44.6% of respondents rated their understanding of AI systems at level 4 on a 5-point scale, 25.7% at level 5, and another 24.3% at level 3. A small proportion (5.4%) indicated low understandings of 1–2. While the majority of the respondents felt they had some level of understanding of the AI systems, their trust in AI-generated decisions was still conditional. Figure 8 shows respondents' preferences in terms of decision-making trust.

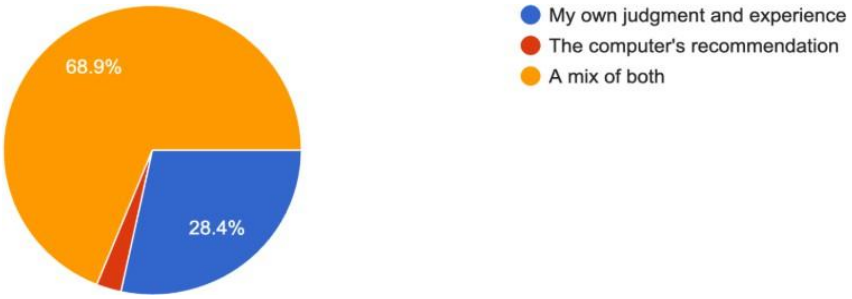

Figure 8. Trust preferences in making important decisions

Around 68.9% of the respondents said that they like to take decisions when they receive a mix of human judgment and AI recommendations, as shown in Figure 8. About 28.4% used their own judgment as their main source of information and only a very small number relied solely on computer generated recommendations.

The results were consistent with the principles of Human-Centered AI (HCAI), where AI functions as a support tool rather than fully replacing human decision-making [27]. Respondents generally appreciated the benefits of AI, but they still preferred having a human overseeing, especially for important or critical decisions. The survey were also done to measure how explainability influenced users' trust toward AI systems. Figure 9 represents this measurement.

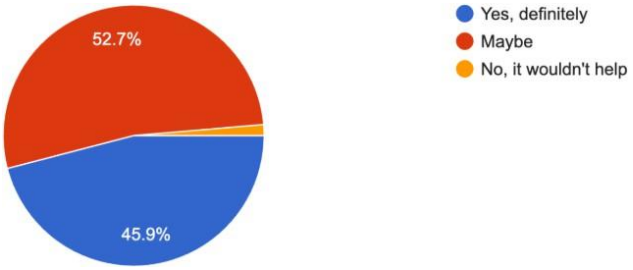

Figure 9. Explainability importance on trust towards AI decisions

When asked if they would have more confidence in AI systems if the reasoning behind the decision was explained, 45.9 % responded "Yes, definitely" and 52.7% responded "Maybe." Just several percentage of respondents said that explanations would not help to build trust.

The results indicated that transparency and explainability were key factors in the acceptance of AI. When participants could see and understand the AI system's reasoning process, they were more willing to trust such systems. The ranking of the trust factors mentioned by the respondents is shown in Figure 10.

.

Jurnal INTEK (Informatika dan Teknologi Informasi)
Volume 9 Nomor 1, Mei 2026
eISSN: 2620 – 4924 | pISSN: 2620 – 4843 | Halaman: 52 – 67

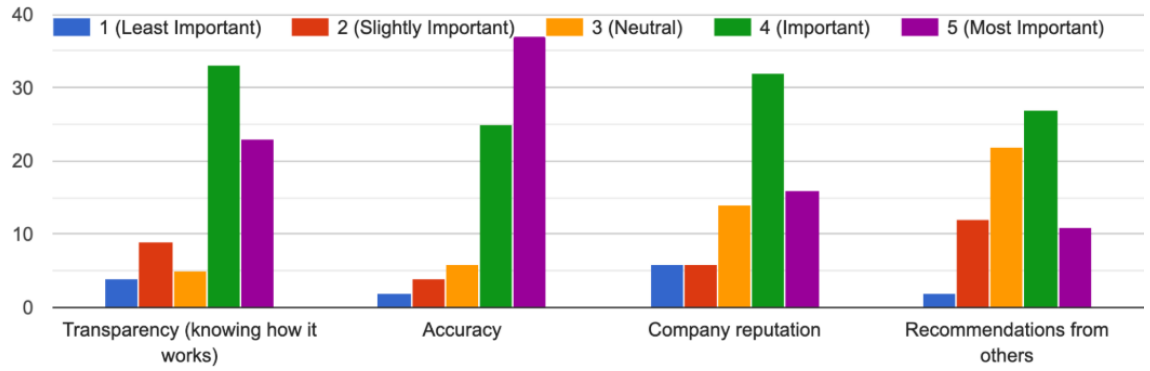

Figure 10. The Trust Factors of AI Systems

The most important trust factor, with 81.1% of respondents indicating that it was important or very important, was accuracy. As shown in Figure 10, 81.1% of respondents rated accuracy as important or very important. The second most popular option was transparency with 74.3%. In the meantime, ratings of company reputation and because of other users were given less importance.

The results were in line with other research by Xu and Gao [10] that showed users were more reluctant to trust AI systems when they were not transparent or controllable by humans. Likewise, Hansen [27] highlighted the importance of explainability and accountability for trustworthy Human-Centered AI systems.

The trust findings also indicated that the rejection of AI was not the entire AI but rather the specific product that the users interact with. Rather, respondents felt that AI systems should continue to be transparent, understandable, and augment human judgment, but not act as decision makers.

3.2 Ethical Governance

The survey responses identified several ethical governance issues associated with transparency, fairness, accountability and workforce. Figure 11 shows the proportion of respondents who are concerned about unfair or incorrect decisions made by AI because of its lack of contextual understanding.

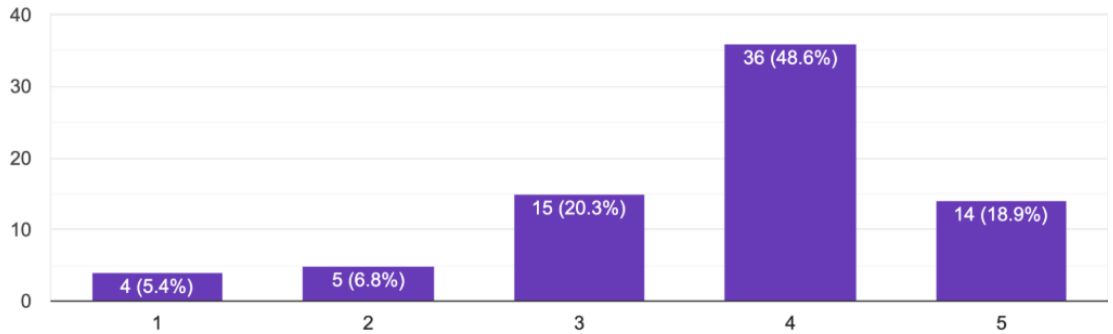

Figure 11. The concerns regarding the unfair or incorrect decisions made by AI

As illustrated in Figure 11, the majority of participants indicated moderate to high concern about AI systems using a lack of context to take unfair or inaccurate decisions. There were concerns among general AI tool users and enterprise AI users.

The results indicated a heightened understanding of ethical concerns with AI systems among the Indonesian users. Participants often questioned whether AI-generated outputs could fully understand real human situations, emotions, and complex workplace conditions.

The survey also showed mixed perceptions regarding productivity and job displacement. Around 43.2% of respondents stated that AI helped them become more productive and strategic in their activities. Meanwhile, 50% mentioned that although AI improved productivity, they still had concerns about the larger impact of AI on future work environments. Another 6.8% directly expressed concerns about the possibility of being replaced by AI systems.

Several qualitative responses also highlighted concerns that AI automation could reduce opportunities for interns, junior employees, and entry-level workers, especially for repetitive tasks that are easier to automate. These concerns were more commonly expressed by younger respondents who were preparing to enter AI-driven workplaces in the future.

The findings were consistent with previous studies discussing ethical concerns related to AI adoption in workplace environments. Zhang [1] explained that responsible AI adoption requires strong governance frameworks that support accountability, transparency, and organizational control. Similarly, Gumede [13] identified algorithmic bias, workplace surveillance, job displacement anxiety, and reduced human autonomy as major ethical concerns in AI-supported workplaces.

The survey results also revealed concerns related to algorithmic bias and contextual misunderstanding. Respondents frequently mentioned inaccurate recommendations, misleading outputs, and AI systems that appeared overly confident despite providing incorrect information. These findings were aligned with Mariani and Dwivedi [11], who argued that AI governance issues are not only technical problems, but also involve data quality, fairness, transparency, and accountability.

The use of independently adopted general AI tools alongside enterprise-integrated AI systems also created additional governance complexity. Many employees used external AI tools outside formal organizational policies, while enterprise systems usually operated under stricter governance structures. This situation created a fragmented governance environment that made organizational monitoring and control more difficult.

Because of this, the findings supported the relevance of governance frameworks such as the NIST AI Risk Management Framework (AI RMF) and ISO/IEC 42001 [19], [20]. ISO/IEC 42001 provided structured guidelines for AI management systems within organizations, while the NIST framework focused on governance, risk identification, risk measurement, and risk management processes.

.

These frameworks addressed several concerns identified in this study. Transparency principles supported explainability expectations, accountability structures helped reduce risks related to "black box" decision-making, and governance policies encouraged organizations to manage the use of external AI tools more responsibly.

Overall, the findings showed that ethical governance had become increasingly important alongside technical performance in workplace AI implementation. Besides improving productivity and efficiency, Indonesian AI users also expected organizations to maintain fairness, transparency, explainability, and responsible AI practices.

4. CONCLUSIONS

This study explored AI adoption in Indonesian workplace and productivity environments by analyzing user experience, trust, and ethical governance related to enterprise-integrated AI systems and general AI tools. The findings showed the development of a mixed AI ecosystem in Indonesia, where enterprise systems and general AI tools are combined to maximize their work activities.

From the user experience perspective, most respondents preferred general AI tools such as ChatGPT over enterprise software because they were considered easier to use and more accessible. The findings also showed that technical issues were still commonly experienced, with 54.1% of respondents reporting that lag occurred "Sometimes" and 16.2% reporting that lag occurred "Often" when using AI-based features. Respondents also reported problems related to inaccurate outputs, contextual misunderstanding, repetitive prompting, and technical performance limitations.

When discussing about trust, the results indicated that transparency and accuracy played a significant role in the acceptance of AI. 81.1% of the respondents considered accuracy as an important trust factor, and 74.3% considered transparency as an important trust factor. While most respondents felt that they had a reasonable understanding of AI systems, their trust in AI-generated decisions was still dependent. The majority of respondents were more inclined towards a combination of human judgment and AI recommendations than towards fully automated decision-making. Additionally, the results highlighted that explainability had a significant impact on trust perception, with 91.9% believing that explanations might enhance their trust in AI systems.

Ethical governance concerns raised by respondents included issues of fairness, misunderstanding across contexts, algorithmic bias, and job displacement. While a majority of respondents valued the productivity gains of AI, they also voiced concerns about the impact of automation on the workforce. The simultaneous deployment of enterprise AI systems and the widespread adoption of general AI tools also meant there were governance issues as the use of external AI tools by employees was often not within the scope of the organization's governance.

Given these results, this study concluded that responsible use of AI could not be achieved by just implementing it. Governance approaches are still needed, especially more focused on transparency, explainability, accountability, and human oversight in AI implementation.

Frameworks such as the NIST AI Risk Management Framework and ISO/IEC 42001 that has been researched thoroughly beforehand, could help organizations develop a more responsible, trustworthy, and human-centered AI governance practices within Indonesian workplace environments.

This study still had several limitations. The research used convenience sampling and involved a relatively small number of respondents who mainly used enterprise systems. In addition, the respondent composition included a large proportion of students, which limited the findings from being fully generalized to workplace environments only. However, the inclusion of students also helped provide a broader picture of productive-age AI users who are preparing for future AI-integrated workplaces. Future studies could involve larger and more balanced respondent groups, longitudinal analysis related to the development of trust toward AI over time, and organization-specific case studies regarding the implementation of formal AI governance frameworks in Indonesia.

REFERENCES

[1] L. Zhang, "Ethical and governance challenges of AI in information systems: Toward responsible adoption in enterprise systems," ResearchGate Preprints, Oct. 2025.

[2] A. Unalp, "AI-driven predictive analytics: Shaping the future of strategic decision making," ResearchGate Preprints, Dec. 2024.

[3] V. K. C. Mandavilli, "How AI is transforming SAP/ERP systems," World Journal of Advanced Engineering Technology and Sciences, vol. 15, no. 2, pp. 1625–1630, 2025.

[4] S. V. Mhaskey, "Integration of Artificial Intelligence (AI) in Enterprise Resource Planning (ERP) Systems: Opportunities, Challenges, and Implications," International Journal of Computer Engineering Research Trends, vol. 11, no. 12, pp. 1–9, 2024.

[5] H. Pahuja, "AI: Proactive workforce and financial guardians - Transforming enterprise systems from reactive to predictive," Sarcouncil Journal of Engineering and Computer Science, vol. 4, no. 7, pp. 1435–1443, 2025.

[6] F. Ricci, "Proactive Information Systems: A Generative AI Approach," Computers in Industry, vol. 154, 2024.

[7] Y. K. Dwivedi et al., "Opinion Paper: 'So what if AI wrote this?' Expectations, Challenges, and Trajectories of Generative AI," International Journal of Information Management, vol. 71, 2024.

[8] V. Venkatraman, "Pioneering ethical AI integration in enterprise workflows," International Journal of Intelligent Systems and Applications in Engineering, vol. 12, no. 3, 2024.

[9] S. Galiana et al., "Ethical theories and governance models for responsible AI adoption," Frontiers in Artificial Intelligence, 2025.

[10] X. Xu and Y. Gao, "Trust and AI weight: human-AI collaboration in organizational management," Frontiers in Organizational Psychology, vol. 12, 2025.

[11] M. J. Mariani and Y. K. Dwivedi, "Algorithmic bias, data ethics, and governance: Ensuring fairness in AI-powered business analytics," World Journal of Advanced Research and Reviews, vol. 18, no. 1, pp. 112–125, 2025.

[12] J. B. Hansen, "Understanding Human-Centred AI: A review of its defining elements," Behaviour and Information Technology, vol. 44, no. 1, 2024.

[13] A. B. S. Gumede, "The Ethics of Artificial Intelligence in the Workplace: A Systematic Review," AI and Ethics, 2024.

[14] M. Janssen, "Responsible governance of generative AI: Conceptualizing GenAI as complex adaptive systems," Policy & Society, vol. 44, no. 1, pp. 38–51, 2025.

[15] National Institute of Standards and Technology, "AI Risk Management Framework (AI RMF 1.0)," NIST, Gaithersburg, MD, USA, Jan. 2023.

[16] International Organization for Standardization, "ISO/IEC 42001:2023 Information technology — Artificial intelligence — Management system," ISO, Geneva, Switzerland, 2023.

[17] K. H. W. Lau, "Generative AI in Corporate Governance: Opportunities and Risks," Journal of Risk and Financial Management, vol. 17, no. 2, 2024.

[18] A. Rahman and S. Islam, "AI Integration in ERP Evaluation Across Trends and Architectures," Journal of Information Systems Engineering and Management, vol. 10, no. 6, 2025.

[19] S. Aitazaz, "Leveraging generative AI for real-time financial forecasting accuracy in cloud ERP environments," International Journal of Intelligent Systems and Applications in Engineering, vol. 12, no. 2, pp. 245–258, 2024.

[20] P. Pokala, "Artificial Intelligence in Enterprise Resource Planning: A Systematic Review of Innovations, Applications, and Future Directions," International Journal of Computer Applications and Information Technology, vol. 7, no. 2, pp. 1276–1289, 2024.

[21] A. Pokala, "The future of AI in ERP: Emerging trends and innovations in the next decade," Journal of Information Systems Engineering and Management, vol. 10, no. 1, pp. 45–58, 2025.

[22] K. J. Miller, "Integrating Artificial Intelligence with Legacy Systems: A Systematic Analysis," European Journal of Computer Science and Information Technology, vol. 13, no. 32, 2025.

[23] S. S. Gill et al., "AI for Next Generation Computing: Emerging Trends and Future Directions," Internet of Things, vol. 25, 2024.

[24] J. Feng, S. Saenz, and V. Ivanov, "Generative AI: Capturing strategic value in businesses," REGE - Revista de Gestão, vol. 32, no. 3, pp. 208–224, 2025.

[25] M. T. Ahsan, "Impact and Implications of Generative AI for Enterprise Architects," arXiv, 2025.

[26] J. Kaur, "The influence of AI governance frameworks on ethical enterprise automation," International Journal of Science Engineering and Technology, vol. 14, no. 11, 2025.

[27] M. C. Libório, "Artificial Intelligence in Business Processes: A Systematic Literature Review," Sustainability, vol. 16, no. 3, 2024.

[28] Gallup, "State of the Global Workplace: 2026 Report," Gallup, Inc., 2026.

[29] Stanford University, "The 2025 AI Index Report," Stanford Institute for Human-Centered Artificial Intelligence (HAI), 2025.