


**MODERATING ROLE OF ARTIFICIAL INTELLIGENCE BETWEEN LEADERSHIP SKILLS
AND BUSINESS CONTINUITY**

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 07 April 2023</p> <p>Accepted 04 July 2023</p>	<p>Purpose: The objective of the study is to identify the moderating role of artificial intelligence between leadership skills and business continuity.</p> <p>Theoretical framework: For the said purpose the underpinning support of the concept combination theory has been used to develop the framework of the study and artificial intelligence as a moderator is the main theoretical contribution of the study. The reliability and validity of the instrument was analyzed followed by Partial Least Square Structural Equation Modelling to test the framework of the study.</p> <p>Design/methodology/approach: For the said purpose the data from 384 respondents was collected through simple random sampling. The questionnaires were adopted based on prior studies and was analyzed using 7-point Likert Scale representing 1 as strongly disagree and 7 as strongly Agree. The data was collected during 2021.</p> <p>Findings: The findings revealed that Artificial Intelligence and Leadership Skills both have a significant impact over Business Continuity. Moreover, the findings confirmed the moderating role of artificial intelligence over the relationship between leadership skills and business continuity.</p> <p>Research, Practical & Social implications: The study enriched the concept combination theory by confirming the moderating role of artificial intelligence. The findings are significant for the leaders and the organizations that in the current era artificial intelligence is the need of the time and organizations can maintain their sustainability with the help of artificial intelligence.</p> <p>Originality/value: The study opened the horizons for new research by confirming the need for other factors that may compliment the leadership skills for the growth and continuity of the businesses.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i6.3225</p>
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**PAPEL MODERADOR DA INTELIGÊNCIA ARTIFICIAL ENTRE HABILIDADES DE LIDERANÇA
E CONTINUIDADE DE NEGÓCIOS**

RESUMO

Objetivo: O objetivo do estudo é identificar o papel moderador da inteligência artificial entre as habilidades de liderança e a continuidade do negócio.

Estrutura teórica: Para o referido propósito, o suporte subjacente da teoria da combinação de conceitos foi usado para desenvolver a estrutura do estudo e a inteligência artificial como moderadora é a principal contribuição teórica

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do estudo. A confiabilidade e validade do instrumento foram analisadas seguidas por Modelagem de Equações Estruturais de Mínimos Quadrados Parciais para testar a estrutura do estudo.

Desenho/metodologia/abordagem: Para o efeito referido, foram recolhidos dados de 384 inquiridos através de amostragem aleatória simples. Os questionários foram adotados com base em estudos anteriores e analisados por meio da Escala Likert de 7 pontos representando 1 discordo totalmente e 7 concordo totalmente. Os dados foram coletados durante o ano de 2021.

Resultados: Os resultados revelaram que a Inteligência Artificial e as Habilidades de Liderança têm um impacto significativo sobre a Continuidade dos Negócios. Além disso, os resultados confirmaram o papel moderador da inteligência artificial sobre a relação entre habilidades de liderança e continuidade do negócio.

Implicações de pesquisa, práticas e sociais: o estudo enriqueceu a teoria da combinação de conceitos, confirmando o papel moderador da inteligência artificial. As descobertas são significativas para os líderes e as organizações que na era atual a inteligência artificial é a necessidade do tempo e as organizações podem manter sua sustentabilidade com a ajuda da inteligência artificial.

Originalidade/valor: O estudo abriu horizontes para novas pesquisas ao confirmar a necessidade de outros fatores que complementem as competências de liderança para o crescimento e continuidade dos negócios.

Palavras-chave: Inteligência Artificial, Habilidades de Liderança, Sustentabilidade, Continuidade de Negócios.

PAPEL MODERADOR DE LA INTELIGENCIA ARTIFICIAL ENTRE LAS HABILIDADES DE LIDERAZGO Y LA CONTINUIDAD DEL NEGOCIO

RESUMEN

Objetivo: El objetivo del estudio es identificar el papel moderador de la inteligencia artificial entre las habilidades de liderazgo y la continuidad del negocio.

Estructura teórica: Para tal fin, se utilizó el soporte subyacente de la teoría de combinación de conceptos para desarrollar la estructura del estudio y la inteligencia artificial como moderador es el principal aporte teórico del estudio. Se analizó la confiabilidad y validez del instrumento, seguido de un modelo de ecuaciones estructurales de mínimos cuadrados parciales para probar la estructura del estudio.

Diseño/metodología/enfoque: Para este propósito, se recolectaron datos de 384 encuestados a través de un muestreo aleatorio simple. Los cuestionarios se adoptaron con base en estudios previos y se analizaron utilizando una Escala Likert de 7 puntos que representan 1 totalmente en desacuerdo y 7 totalmente de acuerdo. Los datos fueron recolectados durante el año 2021.

Resultados: Los resultados revelaron que la Inteligencia Artificial y las Habilidades de Liderazgo tienen un impacto significativo en la Continuidad del Negocio. Además, los resultados confirmaron el papel moderador de la inteligencia artificial en la relación entre las habilidades de liderazgo y la continuidad del negocio.

Investigación, implicaciones prácticas y sociales: El estudio enriqueció la teoría de combinación de conceptos, confirmando el papel moderador de la inteligencia artificial. Los hallazgos son significativos para los líderes y las organizaciones que en la era actual la inteligencia artificial es la necesidad del momento y las organizaciones pueden mantener su sostenibilidad con la ayuda de la inteligencia artificial.

Originalidad/valor: El estudio abrió horizontes para nuevas investigaciones al confirmar la necesidad de otros factores que complementen las habilidades de liderazgo para el crecimiento y la continuidad del negocio.

Palabras clave: Inteligencia Artificial, Habilidades de Liderazgo, Sustentabilidad, Continuidad del Negocio.

INTRODUCTION

Business continuity in an organizational setting has developed into a method that determines how vulnerable an organization is to threats effecting on the interior or exterior and merges tangible and intangible assets to enable efficient precautions and improvement (Adegboye, Ojeka, Alabi, Alo, & Aina, 2020). A complete awareness of the various threats and the understanding that employee behavior during the company recovery process (Asad, Muhammad, Rasheed, Chethiyar, & Ali, 2020; Allam Z. , Asad, Ali, & Ali, 2021) and

leadership behavior will decide an appropriate reaction are both crucial to get a favorable outcome out of business continuity (Asif, Asad, Bhutta, & Khan, 2021). Ideal participants, leaders, and managers of business continuity initiatives should be business-process experts, having string leadership skills working under the coordination of a central business continuity team (Asad, Asif, Allam, & Sheikh, 2021). In case the organization is capable of redeeming its precrisis position, there is an exceptionally low chance that its competitive position will be harmed (Darcy, Hill, McCabe, & McGovern, 2014; Albatayneh, 2014). The reverberation on the organization's prestige may eradicate the sudden influence of the crisis if it takes extended periods to regain its position or if leaders believe that the recovery process was insufficiently managed (Sulaiman, et al., 2022).

Whilst still leaders have been concentrating on the opportunity through which businesses should be able to enhance performance of organization by having an in-depth knowledge of their political, competitive, and organizational environments, planned feedback to affairs that could disturb routine operations and jeopardize the existence of their company have been more scattered (Almansour, Asad, & Shahzad, 2016; Sulaiman & Ahmed, 2017). Business continuity holds the capability to take on a more integrated leadership role and we investigate if it is possible then what should be the parameters for its accomplishment (Khalil, Asad, & Khan, 2018). Even though all public institutions have not successfully attained this ideal state, our analysis of these institutions shows that they are all making obvious progress towards more discovery of finance and potential advancement though the business continuity, and when combined, these changes show some of the key steps required for the organization - wide voyage (Darcy, Hill, McCabe, & McGovern, 2014).

The most stunning IT application today is still Artificial Intelligence (AI), a technology that has advanced inimitably over the past few decades (Asif, Asad, Kashif, & Haq, 2021). It is described as a collection of "theories and methodologies used to build artificial intelligence-capable robots" (Ghandour, 2021). AI, as a generic phrase, explains it as the utilizing of computers to imitate responses of high intelligence, while involving minimum aid from humans (Alahakoon, et al., 2020). AI is changing how businesses operate and how they deliver their products and services. The need for automation in company operations during a crisis like COVID-19 (Asad & Kashif, 2021) has been further illustrated by the pressure to use artificial intelligence (AI) to compete in a highly competitive market (Fadhel, Aljalahma, Almuhanadi, Asad, & Sheikh, 2022). In many industries, AI—the intelligence displayed by computers employing algorithms or statistical models in an embodied or non-embodied form—is

gradually taking the place of human workers. AI has lately begun to perform work that needs emotional intelligence, proportionally a concept that encompasses features associated with emotion like empathy, valuing others' perspective and kindness (Razzaque & Hamdan, 2020). This is due to the rapid growth over the last several decades.

Not long from now, it is projected that AI shall be capable of understanding emotions at the same level as people (Alharthi & Khalifa, 2019). However, from the standpoint of the user, AI might not now be suitable for all kinds of duties, particularly those that call for warmth because it is thought that AI does not genuinely grasp feelings, which public sector organizations are unable to sense. In light of this, an empirical analysis of users' adoption of AI for tasks requiring human compassion is required (Nidumolu, Prahalad, & Rangaswami, 2009). Collaboration between AI and human workers may improve customer approval of AI for emotive tasks (Amir & Asad, 2018).

Researchers have noted that using AI for a particular task rather than replacing an entire employment seems appropriate and does not necessarily involve AI taking all of the tasks associated with that job (Almansour, Asad, & Shahzad, 2016). As a result, there is a chance for humans and AI to work together on various jobs to fulfill the user expectations (Allam Z. , Asad, Ali, & Malik, 2022). However, the partnership need not just involve AI; it might merely mean that both members are engaged in the same project (Khan, Asad, Khan, Asif, & Aftab, 2021). Previous research has begun to study how task characteristics related to warmth and emotions can affect how well AI is perceived (Ghandour, 2021). Two significant research gaps do exist, though. First, no one has theorized or empirically investigated which sort of AI is most favored from the perspective of leaders. Second, there is still no data on how leaders perceive AI in comparison to tasks that demand continuity (Dauda, 2013). On the one hand, several researchers have investigated this issue from the viewpoint of the coworker while leaders have varying levels of acceptance of AI (Chethiyar, Asad, Kamaluddin, Ali, & Sulaiman, 2019), since they approach the topic from different perspectives. From one perspective, current task characteristics are similar to business continuity, which is necessary from a leader's point of view, yet distinct from it. A precise assessment of the expected impact from the viewpoint of leadership is indeed lacking because no research has specifically looked at how AI affects business continuity, and how leadership influence business continuity in the presence of AI. From another perspective, current task characteristics are similar to business continuity yet distinct from it. A precise assessment of the expected impact is indeed lacking because no research has specifically looked at how AI affects business continuity. Thus, the purpose of this

study is to close the gaps in the literature regarding business continuity and AI. As a result, the study expects to determine how AI influences the connection between leadership and business continuity.(Aoun et al., 2022; Elareshi et al., 2021; Habes, Ali, Elareshi, et al., 2021).

LITERATURE REVIEW

The idea of a continuous competitive advantage for enterprises is evoked by the word "strategic" (Alemu, 2016). Business continuity is not only entirely consistent with this approach but also a strategic predecessor because a threat to the advantage (induced by a lack of crisis resilience) has a long-term impact on the operation's continuity (Asad, Asif, Bakar, & Sheikh, 2021). As planning is considered strategic when it aids in the long-term building of competitive advantages, it might be argued that BC that helps an organization sustain value acquired from competitive advantage is also strategic (Asad, Asif, Khan, Allam, & Satar, 2022). According to our concept, a strategic orientation is a business-driven approach that combines planning and management and has the ability to create long-term value and organizational benefit (Epstein & Roy, 2001). As a result, we can observe that an organization with a technical operational focus is limited to crisis response rather than loss prevention and loss mitigation.

At the same time, every single personal-best leadership scenario that our experts selected included a challenge of some kind (Adnan & Valliappan, 2019). Nobody claimed they always kept things the same and got the best results for themselves. In fact, innovators are leaders who wish to venture into the vast unknown (Alrowwad, Abualoush, & Masa'deh, 2020). All innovators strive to change the status quo because it is what they do best (Asad, Shabbir, Salman, Haider, & Ahmad, 2018). They look for chances to begin, grow, and strengthen (Asad, et al., 2022). However, leaders do not always have to be creators or producers (Asad, Asif, Allam, & Sheikh, 2021). Sometimes a significant external event propels a company into a whole new condition. As a result, forerunners must always be open to receiving inspiration from anybody and anywhere. The focus of the leader is still appreciating and supporting excellent suggestions and willing to push the organization to adopt new processes and tools (Naciti, 2019).

In a similar vein, Haider, Asad, and Fatima (2017) advised that reviewing recent information is crucial to helping us understand why our team values particular characteristics and why improving things in the future is critical. Haider, Fatima, Asad, and Ahmad (2016) believed that organizations are far better able to imagine a desire for the coming time eventually and inspire people to realise their roles in creating this future by evaluating and

understanding the past. They have had to pretend to be emissaries from the future, giving the news of improvement and progress in their marketplaces and organizations, with leadership advancement specialists guiding them along (Alkhuzaie & Asad, 2018). The only perspectives that remain consistent are shared outlooks, and you'll only establish them when you pay incredibly, incredibly close attention to people, esteem their hopes, and cooperate with their requests.(Al-Shibly et al., 2019; Alghizzawi et al., 2018; Habes et al., 2018; Salloum et al., 2019).

The leaders' motivation is to get everyone involved in a production chain of teamwork to accomplish set objectives, where everyone is self-motivated to participate fully (Alemu, 2016). Leaders enable everyone to perform exceptionally well. The exact centre is what depends on teamwork (Abasilim, Gberevbie, & Osibanjo, 2019). A climate of trust is helped to be created by leaders. People take risks, make changes, and maintain organizations, programmes, and movements when leadership is understood as a partnership built on assurance and trust (Adnan & Valliappan, 2019).

Enhancing others begins with establishing an environment where people feel valued and included (Asad, Haider, & Fatima, 2018). A good leader is motivated about learning new ways to get people involved in solving problems that affect their organizations and their own self as a leading figure. Leaders are aware that people perform at their best when they experience a sense of personal energy and ownership (Alharthi & Khalifa, 2019). The goal of innovators is to attract people who are confident, capable, qualified, and dedicated.

The likelihood of users to reject Artificial Intelligence in the medical sector for healthcare services is higher where the AI entirely substitutes a human doctor than when the AI merely provides the latter with helpful information (Afum, Sun, Agyabeng-Mensah, & Baah, 2021). This earlier research has not yet studied the interaction between work engagement and AI, nor have they examined scenarios where an AI does a task while being supervised by a human coworker (Matinaro & Liu, 2017). Concept combination theory, which has its roots in cognitive psychology, may provide a logical framework to explain the way consumers view AI (Dhamija & Bag, 2020).

Concept combination theory specifically explains how individuals comprehend composite concepts and objects in terms of their component parts (Wilkins, 2020). Concepts are supposed to have slots and fillers. Slots contain concept attributes while fillers refer to the qualities that fill the spaces in concept combination theory (Wilkins, 2020). A server, for instance, has a "warmth" slot that can be either "low" or "high" filled (Asad, Asif, Bakar, &

Altaf, 2021). To investigate how consumers conceptualize brand alliances—the merger of two parent brands—previous business studies have primarily used concept combination theory (Wilkens, 2020).

According to this research, the characteristics of one or both concepts (i.e., parent brands) can be applied to the combination (i.e., brand alliance). Two other items are involved with AI: an AI workforce and a leader (Lee, Singh, & Azamfar, 2019). Concept combination theory should therefore be able to forecast how consumers would respond to the composite entity in terms of its component parts. Utilizing AI-enabled services does not automatically imply either; the only indication that either is true is that AI can collaborate with humans in two primary methods (Asad, Altaf, Israr, & Khan, 2020). The first is when AI complements or supports human attempts; particularly, when AI acts as a tool or assistant to assist a human coworker in conducting the activity. We extend idea combination theory to describe how people interpret various AI types for jobs with differing degrees of warmth (Eikelenboom & Jong, 2019; Sulaiman, Rana, & Shabbir, 2020). The notion combination theory is a good hypothesis to explain how humans perceive AI because AI requires the combining of two objects. In addition, despite research into AI for activities requiring warmth, the prevailing consensus today is that humans are yet a cut above at handling emotions in comparison to Artificial Intelligence (Wilkens, 2020). Therefore, it is thought that when it comes to emotional connection, humans outperform AI.

A maximum rule would operate as if a characteristic were important to any of the individual concepts, it will be considered important to the union of these two concepts as well (Muñoz-Pascual, Curado, & Galende, 2019). The combination of the constituent concepts is likewise thought to perform well on the salient quality if each of the individual ideas does well on it (Giudici & Shapley-Lorenz, 2021). The performance level of this prominent attribute is also subject to this maximum constraint (Montiel & Delgado-Ceballos, 2014). In short, the maximum rule dictates that an attribute's sensitivity and performance quality match those of the constituent idea with the highest sensitivity and performance level (Halaweh, 2018).

AI and humans in merged form should therefore be seen as warmer than AI because people outperform AI in terms of the prominent quality (emotion). The task-technology fit for AI helping a human, as a type of AI, would be higher than AI operating independently for activities demanding high warmth (Asad, Tabash, Sheikh, Al-Muhanadi, & Ahmad, 2021), leading to an improved favorable situation for the leaders attitude toward technology (Kumar & Prabhu, 2021), which leads to business continuity (Hansen & Bøgh, 2021). The perceived

disparities in emotional intelligence between AI supporting a person and AI functioning independently should not matter for tasks requiring little warmth (Asad, Ahmad, Haider, & Salman, 2018). As a result, the benefit of AI assisting a human with emotion and warmth should diminish, resulting in a task-technology fit that is similar to AI operating independently.

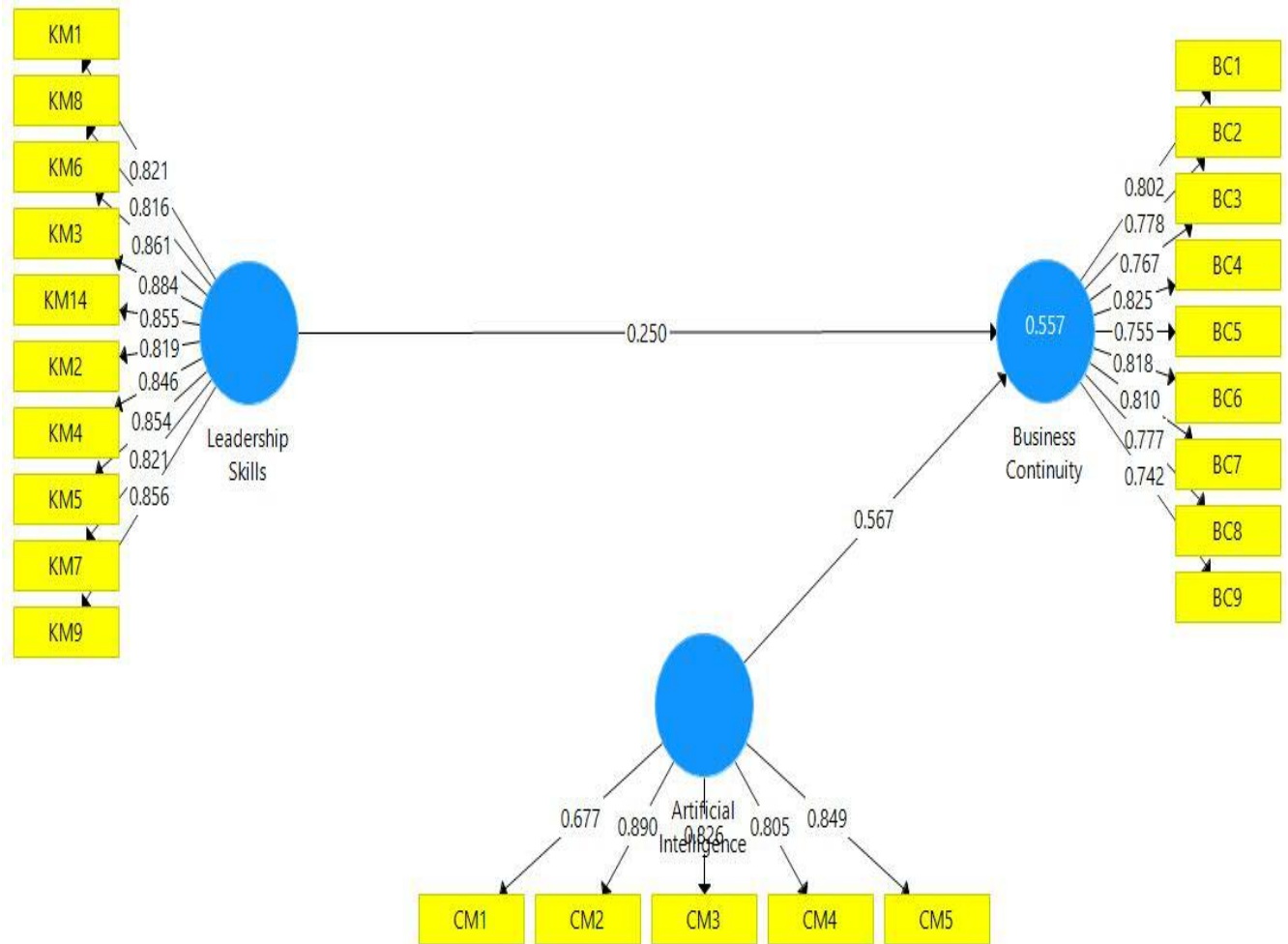
Methodology

In order to evaluate the hypothesis, quantitative research has been conducted. Survey methodology was adopted to collect the data using structured questionnaires. For collecting the data a sample of 384 sample was collected using simple random sampling. The questionnaires were adopted based on prior studies, therefore, for measuring leadership skills the items were adopted from (Asad, Asif, Allam, & Sheikh, 2021; Asif, Asad, Bhutta, & Khan, 2021). Similarly the items for business continuity were adopted from (Alharthi & Khalifa, 2019), whereas the items for artificial intelligence were adopted from (Jabeen, Zaidi, & Dhaheri, 2022). The items have been gauged on a 7-point Likert Scale representing 1 as strongly disagree and 7 as strongly Agree. The data was collected during 2021. Despite the fact that the data was collected using adopted instruments, however, reliability and validity have been checked before evaluating the hypothesis.(Ali et al., 2021; Elareshi et al., 2022; Habes et al., 2023; Habes, Ali, & Pasha, 2021) The reliability of the items were checked and discussed in detail in the next step. Furthermore, the framework testing has been made based on Partial Least Square Structural Equation Modelling.

RESULTS AND DISCUSSION

his study has been examining the gathered data on the basis of SMART PLS-3.(Alhumaid, *et al.*, 2021; Said A Salloum *et al.*, 2021; Said A. Salloum *et al.*, 2021) Initially analyzing the outer loadings has been detrimental than Cronbach's Alpha, Composite Reliability and Average Variance Extracted (AVE) and discriminant validity. Afterwards, the path coefficient direct effects and path coefficient moderating effects were examined.

Figure 1 The measurement Model



Source: Prepared by the authors

Outer Loadings

This research has analyzed individual loadings of items initially to identify the item loading issues. Table 1 shows the item loading indications on their subsequent values ranges from lesser bound 0.739 to a higher bound 0.885.

Table 1 Outer Loadings

	Artificial Intelligence	Business Continuity	Leadership Skills
BC1		0.802	
BC2		0.778	
BC3		0.767	
BC4		0.826	
BC5		0.755	
BC6		0.817	
BC7		0.811	
BC8		0.779	
BC9		0.739	
CM1	0.856		
CM2	0.885		
CM3	0.844		

CM4	0.842		
KM1			0.821
KM14			0.855
KM2			0.819
KM3			0.884
KM4			0.846
KM5			0.854
KM6			0.861
KM7			0.821
KM8			0.816
KM9			0.856

Source: Prepared by the authors

As the analysis of items having outer loadings assures that all items are included in the model as well as all item loading values are higher than 0.7. Likewise, those item loading values having less than 0.7 in which less than 10 % items has been eliminated to maintain the instrument from the model.

Construct Reliability and Validity

After assessing the analysis of outer loadings, the next step is to examine Cronbach's Alpha, Composite Reliability and Average Variance Extracted (AVE) for all variables artificial intelligence, business continuity, and leadership skills. According to the Henseler, Ringle, and Sarstedt (2015) all variable values in Cronbach's Alpha must be above 0.7 threshold level. Likewise, Henseler and Fassott, (2009) referred that all variable values in composite reliability must be less than 0.60 whereas, those variables values which are 0.7 and above 0.7 they are more significant (Hair, Ringle, & Sarstedt, 2013). Moreover, AVE is also ensured that convergent validity have been examined, similarly, AVE revealed that all variable values are calculated according to threshold value of 0.50 and above 0.50 (Henseler & Fassott, 2009; Hair, Ringle, & Sarstedt, 2013). Therefore, all variable values are measured as per the threshold level in table 2.

Table 2 Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Artificial Intelligence	0.880	0.917	0.735
Business Continuity	0.923	0.936	0.619
Leadership Skills	0.955	0.961	0.712

Source: Prepared by the authors

As the analysis of Cronbach's Alpha, Composite Reliability and Average Variance Extracted for all variables artificial intelligence, business continuity, and leadership skills has

been examined in which the Cronbach’s Alpha values are 0.880, 0.923, and 0.955 which shows that values are greater than threshold level of 0.7 referred by (Henseler, Ringle, & Sarstedt, 2015). Likewise, the Composite Reliability values are 0.917, 0.936, and 0.961 shows that all variable values are above 0.70. Furthermore, in Average Variance Extracted (AVE) all variable values are 0.735, 0.619, and 0.712 shows that all values are above threshold level of 0.50.

Discriminant Validity

This study examined the analysis of discriminant validity for all variables artificial intelligence, business continuity, and leadership skills which shows how one variable differentiates from other variable. Similarly, the most standard approach in assessing the discriminant validity that is Fornell-Larcker criterion (Hair, Ringle, & Sarstedt, 2013). Therefore, this is confirmed by looking at the same variable value which is above than another variable (Henseler, Ringle, & Sarstedt, 2015). As a result, the calculated values are mentioned in table 3.

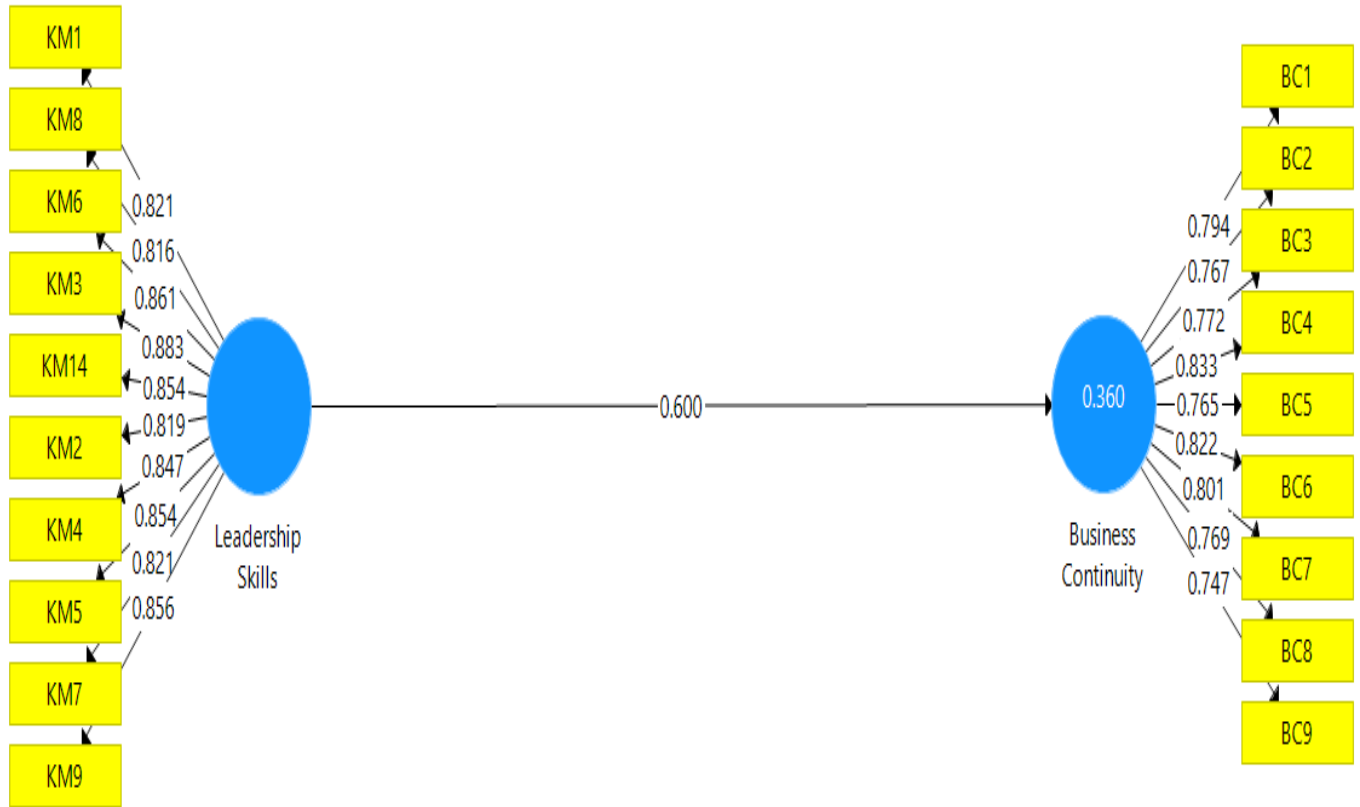
Table 3 Discriminant Validity

	Artificial Intelligence	Business Continuity	Leadership Skills
Artificial Intelligence	0.857		
Business Continuity	0.706	0.787	
Leadership Skills	0.617	0.595	0.844

Source: Prepared by the authors

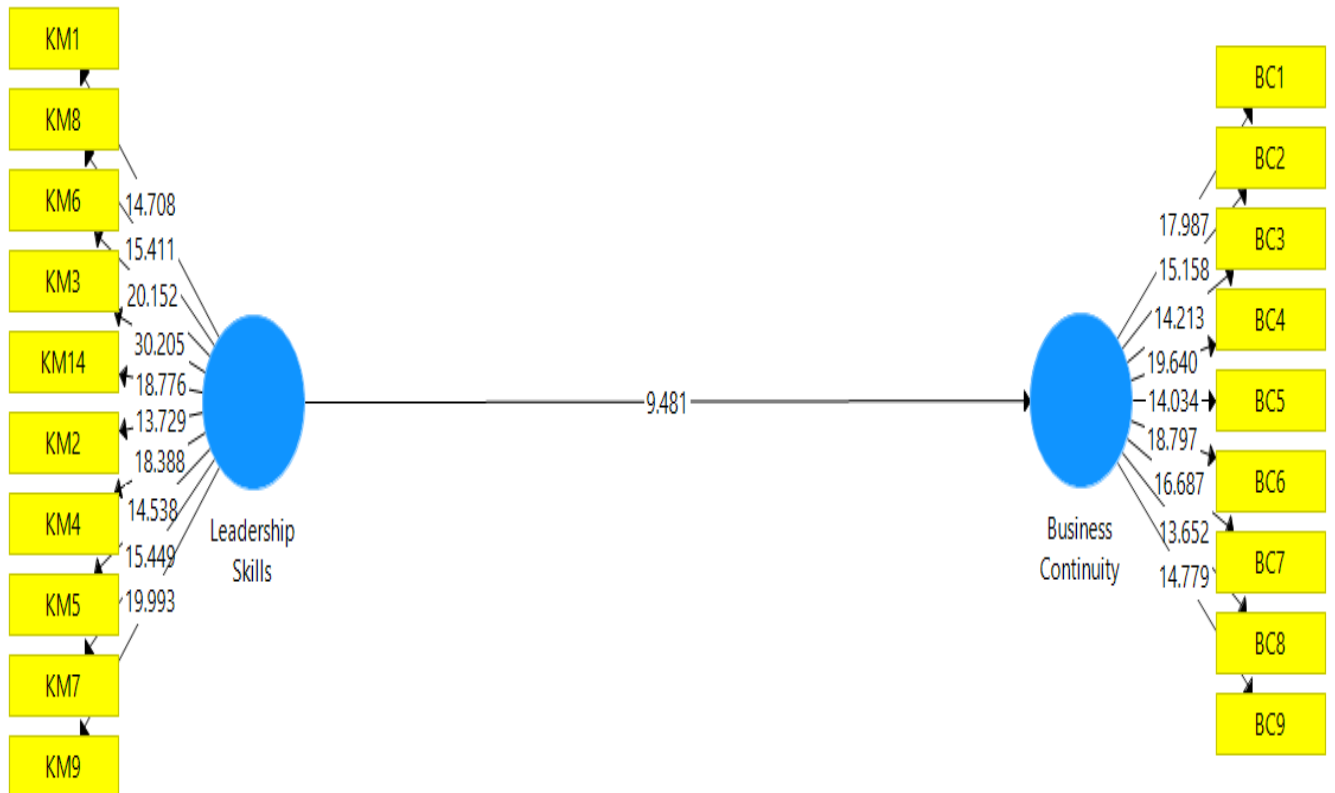
The above analysis shows that all variables used in the structural model are reliable and valid.

Figure 2 Path Coefficients Direct Algorithm Effects



Source: Prepared by the authors

Figure 3 Path Coefficients Direct Bootstrapping Effects



Source: Prepared by the authors

Path Coefficients

This study has determined the systematic model analysis of the structural model to give a detailed picture of the path coefficient findings. Table 4 shows the calculated values of path coefficient of direct paths showing significant relationship.

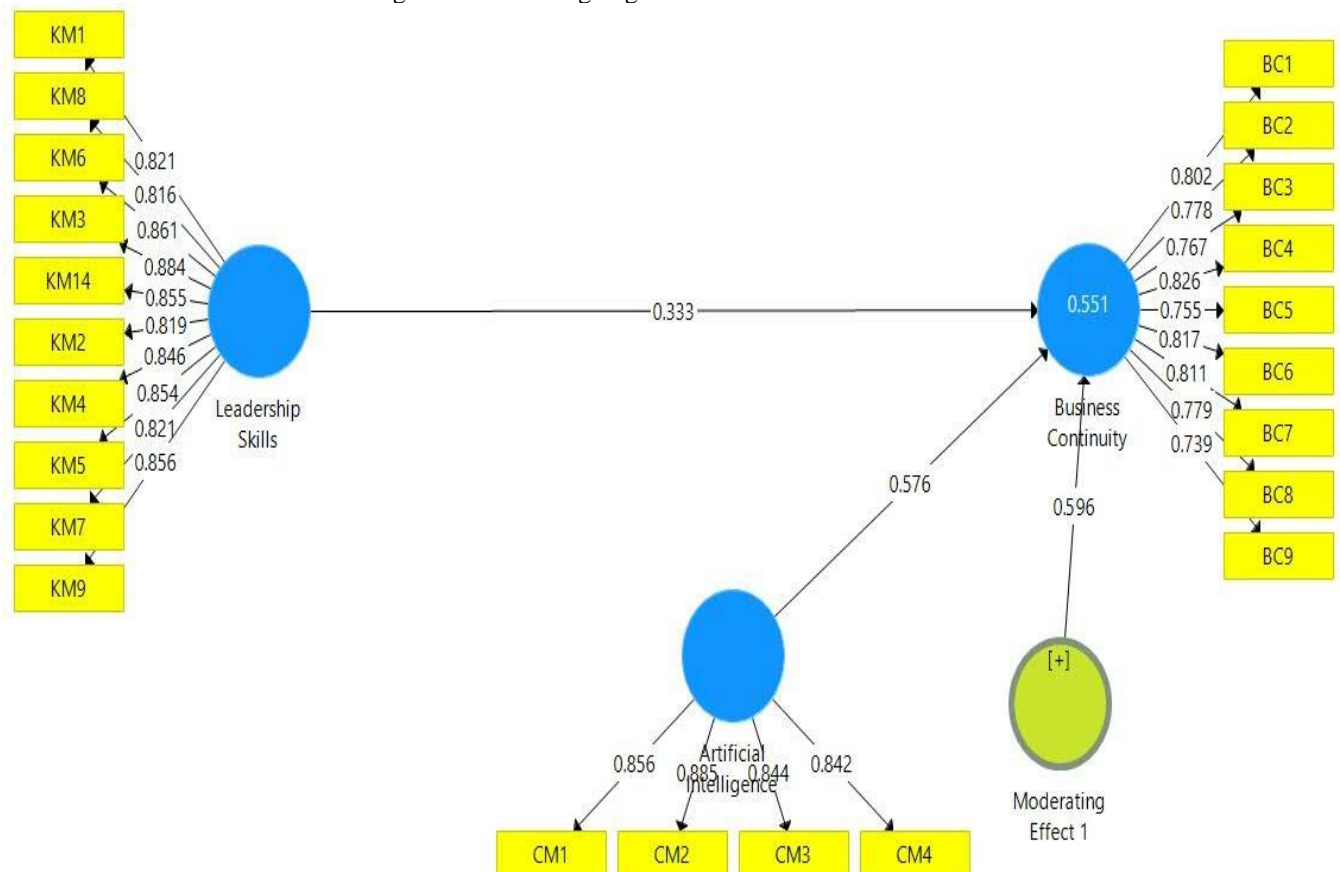
Table 4 Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Skills-> Business Continuity	0.600	0.609	0.063	9.481	0.000

Source: Prepared by the authors

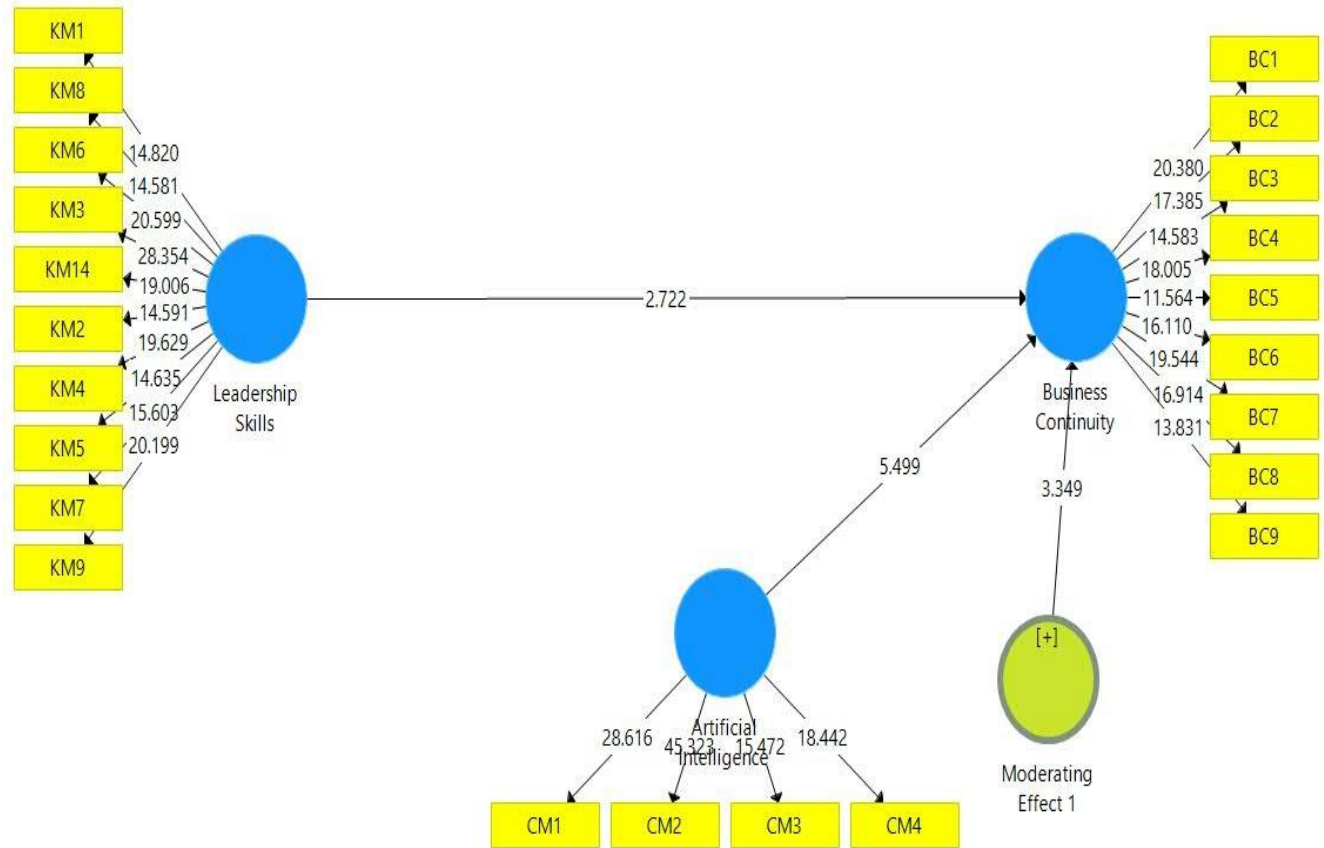
As the above analysis of direct effect shows that there is a significant relationship between leadership skills and business continuity ($\beta=0.600$, $t=9.481$, $p=0.000$). After the path coefficient direct effects moderating variable are introduced.

Figure 4 Moderating Algorithm Interactions



Source: Prepared by the authors

Figure 5 Moderating Bootstrapping Interactions



Source: Prepared by the authors

Moderating Effect

This study has analyzed the path coefficient after the direct effects moderating variable is introduced artificial intelligence are examined in table 5.

Table 5 Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Artificial Intelligence-> Business Continuity	0.576	0.572	0.105	5.499	0.000
Leadership Skills -> Business Continuity	0.333	0.338	0.122	2.722	0.001
Moderating Effect1-> Business Continuity	0.596	0.088	0.071	3.349	0.000

Source: Prepared by the authors

As the above analysis shows that there is a significant relationship between the artificial intelligence and business continuity ($\beta=0.576$, $t=5.499$, $p=0.000$), whereas there is a significant relationship between leadership skills and business continuity ($\beta=0.333$, $t=2.722$, $p=0.001$). Furthermore, there is also a significant relationship between moderating effect 1 and business continuity ($\beta=0.596$, $t=3.349$, $p=0.000$).

CONCLUSIONS

The study's findings have provided more conclusive evidence of the growing significance of AI's moderating function in the relationship between leadership abilities and business continuity. According to recent research the theoretical gap by AI is characterized as a significant moderating variable for business continuity, even though numerous studies have been undertaken on the factors that affect business continuity. The study's findings demonstrated that, according to leaders in UAE firms, leadership duties are moderately applied. Given the effectiveness and expertise in this leadership position in UAE firms, this study can be better understood.

Similar to this, AI can be improved through increasing appropriate ongoing performance, practice, feedback, mentors, and training for leaders. By examining the effect of leadership on business continuity while considering the moderating influence of artificial intelligence, the theoretical framework has contributed to the fields of resource-based view theory and dynamic capability theory.

The present study has some drawbacks although making several advances to the corpus of knowledge. The first restriction is that, despite the fact that many factors affect company continuity, this study is restricted to leadership abilities and only considers the moderating function of artificial intelligence. Researchers are advised to consider other mediating or moderating variables in the future.

Data collection in the UAE may not have been streamlined and simplified, which is another weakness of this study. The nature of this research has also been cross-sectional. Due to limited resources and time, it entails data collecting in 2021, which can be evaluated during a brief period of time. Since the data was gathered during a pandemic, it may not be wise to generalize the results without taking the pandemic's impact into account.

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