Walden University

College of Management and Human Potential

This is to certify that the doctoral dissertation by

Leslie Sharon Gilliam

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. Teresa Lao, Committee Chairperson, Management Faculty
Dr. Raghu Korrapati, Committee Member, Management Faculty

Chief Academic Officer and Provost
Sue Subocz, Ph.D.

Walden University
2023

Abstract

Examining Successful Management Practices Among Senior Women Using AI Technology

by

Leslie Sharon Gilliam

MPhil, Walden University, 2021

MA, University of Phoenix, 2003

BS, University of San Francisco, 1995

Dissertation Submitted in Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

November 2023

Abstract

Artificial intelligence (AI) technology innovations are envisioned to intensify the digital ecosystem affecting management practices and the quality of life for female senior business leaders in the United States. The purpose of this qualitative, transcendental phenomenology study was to examine the lived experiences that some female senior business leaders, ages 55 - 95, face using AI technology in decision making. The conceptual framework included the technology acceptance model and the mindspace model. Data was collected through semistructured interviews with 12 successful female senior business leaders from nine different industries in the United States. The Van Kaam method, as supported by Moustakas' theoretical process, was used to analyze the data. Descriptive and inductive coding was used to uncover and categorize the found themes: (a) AI technology is beneficial, (b) leadership and change management, (c) technology adaptation and acceptance, (d) decision making and communication, and (e) information sharing and privacy. This study may contribute to positive social change as a benefit to other seniors by strengthening their AI technology decision making experiences, leadership, and supporting community awareness in addition to influencing positive social change across management and business platforms.

Examining Successful Management Practices Among Senior Women Using AI Technology

by

Leslie Sharon Gilliam

MPhil, Walden University, 2021

MA, University of Phoenix, 2003

BS, University of San Francisco, 1995

Dissertation Submitted in Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Management

Walden University

November 2023

Dedication

I dedicate this doctoral study to my Father, God of the highest, for allowing me to be more intentional with spending time with Him and showing me that having faith leads me to move mountains in contributing to His extraordinary works of masterful creation. I have a special dedication of gratitude to my late father, Claude Gilliam, and uncle, Kenneth Gilliam. Your love, prayers, and optimism were the faith that motivated me to complete this journey during the times I felt life's challenges were impossible. Thank you for leaving me with your positive words of encouragement in trusting myself and knowing that "I'm possible." I thank my mother, Betty Doyley, for fostering the importance of education and learning, living life to the fullest, focusing on the positive, and persistence. I dedicate this to my daughters, Dr. Si'Ana Coggins and Nakia Brunk, for their firm support, understanding of the sacrifices that I had to make, and always being my number one cheerleading squad. To my grandchildren, Noah and Chandler, my quest is to leave you with the legacy to pursue your passions and dreams. To my siblings, Michael and Keith Gilliam, for their infinite encouragement, love, and support. Facilitating the writing of this dedication is indicative of the end of pursuing my doctoral education goal, and I am proud to reticulate this culture of learning. I want to express a special dedication tribute to many friends, family members, and colleagues for their contributions, and to all the ancestors remanent in the courage of always guiding me as I live to conquer dreams with the result of positively transforming the lives of others into pure reality.

Acknowledgments

I owe the successful completion of this dissertation to my committee members. Dr. Teresa Lao (Chair Committee) and Dr. Raghu Korrapati (Second Committee Member). I express my immense gratitude to Dr. Teresa Lao for providing perspicuous encouragement, leadership, clear guidance, inspiring me to think like a scholar of positive social change, and unequivocal support to ensure that my research met the highest standard of academic excellence. I acknowledge Dr. Raghu Korrapati and Dr. Sheryl Kristensen for providing meaningful and invaluable feedback that helped me develop the qualitative skills to complete my research successfully. Mere words alone cannot express my deepest appreciation for Dr. Lao and Dr. Korrapati for all that they have done for me to get me to the finish line and achieve one of the most important milestones in my life. I want to give my sincere appreciation to Mr. Malcolm Parker, Mrs. Sarah Hendrickson, and Ms. Amanda Wink (Academic Success Advisors) for ensuring that I always had the necessary tools and guidance to achieve reasonable progress in my Ph.D. academic journey. I would like to make a special acknowledgment to the 12 female senior business leader research study participants for their contributions and insights. Finally, I appreciate Dr. Akorfa Ahiafor, Dr. Ifitumi Audu, Dr. Charles Munketente Bandera, Dr. Marjorie Bennett, Dr. Si'Ana Coggins, and Drs. Margaree and Willis H. Crosby, Dr. Patrick Oaiye Enabudoso, Dr. Aline Indafwa, Ms. Yvonne Knox, Mr. Steve Martin, Dr. Barbara Moore, Dr. Jude Oderaa Orazulike, Dr. Moses Owsus, Dr. Sam Samuel, Ms. Shelia Royster, and Dr. Major Adam Stewart who provided encouragement and unequivocal support.

Table of Contents

List of Tables

Chapter 1: Introduction to the Study

In today's digital information technology age, managers and leaders exist in a virtual, rapidly shifting world. Artificial intelligence (AI) technology enhances and supports the quality of life for senior female business leaders. Innovative technology platforms have the potential to increase general knowledge and display creative problem-solving skills using knowledge sharing and technology utilization. According to Cooper (2019), robots have physically supported humans with multiple organizational processes and procedures. Because technology has reduced workforce involvement in business, seniors using technological advancements, such as AI, have successfully embarked on ambitious business activities. AI technology is defined as intelligent transformative technologies that emulate human intelligence at the epicenter of technological information developments (Venturini, 2022).

Although AI has proven to be an effective tool for technological advancement, its application often needs to be improved for seniors because of the devices' complexity, making them difficult to use (Davenport & Kalakota, 2019). For example, many technological devices have many features making them difficult to understand the precise mechanisms of operation (Davenport & Kalakota, 2019). While considering various modifications, older adults' usage and adaptability to new technologies are more comprehensive (Alexandru et al., 2019). In this study I explored the phenomenon some female senior business leaders aged 55 - 95 years old face while using AI technology in decision making. The relevancy of this study was significant because AI technology

innovations rapidly have advanced performance and routine tasks seniors perform, thus transforming their experiences (Huang et al., 2019).

Potential implications of the study are vital components for the lived experiences of some female business leaders using AI technology. In consonance with Huang et al. (2019), the capabilities of AI technologies have emerged from expanding repetitive analytical thinking and decision making strategies for seniors. According to Vagle (2018), another potential implication when adopting perspectives of phenomenological philosophy, Husserl (transcendental) and Heidegger (hermeneutic) are the two frameworks used to describe the theory as the essence of something and how it functions in lived experiences or how it moves in consciousness as an object of reflection. Phenomenology is a research approach used to essentially understand the everyday experiences of others, and guard against ideas that involve a process of understanding aging by simply placing oneself in the shoes of another to understand and interpret aging meaningfully through a phenomenological lens (Pickard, 2018).

As part of the vision, the scope blends into existing AI technology with emerging human-computer interaction systems to assist leaders in decision making, which is essential simply because of the vastness of choices we face today in this modern world (Haste & Dawes, 2010). In addition to decision making, leadership has often been confused with management. According to Wright (2013), leadership must revolve around vision, ideas, and direction, which has more to do with inspiring people to achieve focus and goals through management. Both management and leaders need to scan situations,

define options, and then thoroughly drive the essence of their thought processes, using all opportunities for creating change.

According to Marston and van Hoof (2019), people are in better health and living longer than in previous generations, which is consistent with the Organization for Economic Co-operation and Development (OECD), understanding that the population share of those adults aged 65 years old and over is expected to rise to 25.1% in 2050. Also noted, 43.2% of older populations live at home, and this increase in our aging society is a positive yet challenging phenomenon (Marston & van Hoof, 2019). Although the United States statically does not appear to be aging as fast as some other countries, America's 65 years and overpopulation are projected to make up about one out of four Americans and will nearly double by 2060 (United States Census Bureau, 2021).

Background of the Study

AI is a technology that has emulated human intelligence in information technology (Anandakumar & Ashwinkumar, 2012). The idea of "thinking machines" has existed since the 1930s; Turning was credited with developing a computing machine (The Enigma) that executed algorithms and is considered intelligent (Sejnowski, 2018). However, McCarthy was credited with being the father of AI technology, thus coining the term in the late 1950s (Sejnowski, 2018). This included a platform of knowledge and creative problem-solving skills for an experience through knowledge sharing and technology used for older adult users.

According to the United States Department of Labor (2021), older adult seniors 55 years or older are still working. Although seniors are embracing technology more,

around 16% of Americans 65 years of age and older have faced obstacles using practical and straightforward AI technologies, and 57% are females 65 - 74 years of age and older (Pew Research Center, 2017). In consonance with Zhou (2020), many seniors must learn to use AI technology to assist them in the workplace and at home. According to the United States Census Bureau (2021), in 2025, it is projected that there will be twice as many workers aged 50 years or older, and the number of elderly persons will reach about 85 million by 2050; additionally, many are expected to live beyond age 85 years old (Manh Do et al., 2021; Mercadal, 2021).

Understanding the history of AI technology is essential (Campolo et al., 2018). In 1951, AI technology exposed the need for research capabilities, the possibilities of AI techniques, how AI technology has worked, and how information must be processed at lightning speed in the future (Gawdat, 2021). During the 1956 Dartmouth Conference, the U.S. Military AI researchers historically influenced AI technology parameters that work with complex social realities (Campolo et al., 2018).

This fourth industrial era was fueled by multiple AI technology innovations for individuals, society, businesses, government, and other organizations (Talwar & Koury, 2017). AI technology consists of any tool or system that contains microprocessor chip technology. The COVID-19 pandemic influenced the everyday life of people, and the perceptions towards technology use, benefits, developments, and use of technology have increased (Verma et al., 2021). This is consistent with new modern innovative software applications with emerging AI technologies that have maintained growth and promotion in the marketplace among older adults.

AI technology has focused on creating intelligent software tools to replicate critical human faculties (Talwar & Koury, 2017). According to Kadylak and Cotten (2020), specific hardware emerging AI technologies have appeared in the market and are applicable for successfully aiding and maintaining aging adults. AI technology is currently in the space of physically supporting humans with multiple organizational processes and procedures. Talwar and Koury (2017) noted AI technology must learn from humans, although one day, it can reach an iteration where expert involvement will no longer be required.

The future potential use of AI technology is the detection of internal threats and growth, which has allowed the AI system to learn and predict the behavior of humans (Talwar & Koury, 2017). The development of AI technology reached giant steps during the last decade, influencing people and society, thus shaping the future of intelligent services (Gaggiolo, 2017). Demographics often drive the advancement of AI technology. The United States' aging community was slower to adopt due to a lack of resilience and unrealistic expectations of how AI technology knowledge must be applied to real life (Gessl et al., 2019).

This study fills a significant gap by contributing to the body of literature and addressing the current knowledge gap. Very little has been known about the senior adult communities in the United States and the factors influencing their usage of emerging technologies (Bennett, 2019; Yao, 2020). According to Bennett (2019), older adults have no influence or use for emerging technologies, and community outreach programs need to become influencers for older aging adults in the knowledge to understand the benefits

and potential affordances of AI technologies that increase possibilities of living an enhanced or independent lifestyle. AI technology has affected the United States aging older adults and is used to make decisions (Campolo et al., 2018). In this study I addressed AI technology management experiences among senior business leaders, aiding in understanding technology acceptance, technology adaptation, and decision making. AI technology in the future will be capable of going beyond human capabilities, freeing organizations from impossible tasks (Talwar & Koury, 2017).

Historical precedents of decision making have existed, and using AI technology is crucial for the decision making process. According to Fox (2022), in the 1770s, Franklin wrote about comparing options, making choices, and solving problems through morals and mathematics. During World War II, the measured weight of possibilities in an uncertain future, statisticians observed probabilities that improved quality control in the manufacturing industry that safely routed ships to resolution through decision analysis (Fox, 2022). Fox (2022) indicated that this logical, statistical approach transformed other fields by comparing options and making choices through problem analysis by listing a course of action and possibilities and then systematically assessing each option.

According to Fox (2022), in 1964, Howard coined the action and process of decision making. Howard applied decision making theories by introducing General Electrics (GE) nuclear power plant by combining Bayesian statistics computer modeling with an engineering utility technique (Fox, 2022). Additionally, Fox reported that the evolution of decision making over the past half-century demonstrated that humans interact and make essential and influential decisions with AI technology. Today, the

likelihood of guiding systematic probabilities with sound choices in times of uncertainty has encouraged the participation of workers to create better outcomes and solutions, to problem solving from decision making, and to make pivotal decisions using AI technology.

AI has been a pervasive concept represented in various forms ranging from a process to a technological object or even as an ideology that captures a meaningful analysis by processing diverse and vast amounts of media documents Akkılıç (2020). In the 1940s, Lovelace was among the first women to use AI technology and develop natural intelligence through observations and decision making. Many viewed this as the predecessor to modern computer programming. According to Flair (2021), women in technology did not achieve full integration into technology fields and decision making positions until 1925. Flair stated that the programming for the electronic numerical integrator and computer (ENIAC) was successfully pioneered and completed in computer technology by six women dedicated to making decisions for calculations needed for artillery used by the Ballistic Research Laboratory of the U.S. Army. Later those six women decided to change the purpose of the ENIAC to complete and solve computational problems for the hydrogen bomb development (Flair, 2021).

During the Industrial Revolution, the social stratification for women in society was not reached in social perception; therefore, to enrich, many advances were made (Flair, 2021). Women had to use AI technology to think about situational aspects for decision making through defined options. When all possibilities are used to derive a decision, all innovative decisions are made through advancements when considering

parameters while faced with AI technology opportunities (Flair, 2021). According to Flair (2021), traditionally, discrimination against women who have made decisions using technology continues to raise barriers for women in business; however, the integration of AI technology in business processes resulted in the reshaping of business. Women excel using AI technology and succeed in their businesses through patience, focus, efficiency, and decision making (Flair, 2021).

Problem Statement

The problem is that despite the success in business practices for some female senior business leaders ages 55 - 95 years old, who use AI technology, there are still other female business leaders who have difficulty adapting to AI technology in their professional and personal lives. According to Shrestha et al. (2019), business organizations must make decisions to attain goals. Robotic structures in the age of AI technology already physically support humans in multiple organizational processes and procedures (Shrestha et al., 2019). As technology innovation advances, it can be challenging for the aging individual to learn and adapt to technology (Lenhoff, 2018). As part of an effort to assist people with living longer, Lenhoff (2018) argued that AI technology enhances the quality of life for the aging population and increases their success as they age.

According to Petrovcic et al. (2019), a gap exists in the research literature, and AI technology has increasingly become necessary to perform important everyday tasks. A huge AI technology wave is coming for seniors, and the senior service industry has not prepared to cater to seniors' shifting lifestyle requirements to maintain a quality lifestyle

(Eckstein, 2017). Additionally, Eckstein (2017) suggested that technological advances will help seniors bridge the gap with the rise in social change to address leadership, workforce decision making, technology adoption, and technology education programs.

My phenomenological qualitative research contributed significant research and relevance to the large body of research. While society is well into the 21st century, female business leaders between 55 - 95 years old illuminate different experiences using AI technologies to manage their everyday lives. This often has created problems that are necessary to solve. Based on broad concepts of the problem, the social impacts of AI technology depend on the technological product and the social environment in which it is used. Integrating or preparing embedded innovative AI technologies is always possible.

The U.S. population is aging and an increasing number of older adults (aged 65 and older) are experiencing chronic health issues (Kadylak & Cotton, 2020). Despite the market's progress and increase, AI technological products, solutions, and services have shaped society. The framework and methods of technology development and technology governance must develop for integrated technologies' considerations, including positioning positive social value, bold action, and driving the management of new innovative technologies (Brey, 2018).

Although many researchers like Alexandrakis et al. (2020), Alexandru et al. (2019), De Juan Pardo et al. (2018), Duan et al. (2019), Eckstein (2017), Gessl et al. (2019), Hafezi (2020), Huang et al. (2019), Lenhoff (2018), Liu et al. (2017), Shih and Lang (2020), Smith (2014), and Weick (2015) investigated this current issue, the topic was not explored in this way. After I investigated over 150 articles about older people’s

difficulty adapting to AI technology and the acceptance of AI technology by older people, it was clear that a gap existed in the academic literature regarding the successful business management practices for some female business leaders who use AI technology (Lenhoff, 2018). The study by Smith (2014) positioned a significant gap in the literature, as senior leaders expressed challenges in managing technology decisions. Decision making is essential simply because of the vastness of choices we face today in the modern world (Hastie & Dawes, 2010). Consequently, in Smith's study (2014), senior leaders were pressured to make clear and consistent decisions. Smith (invited future research ideas for a decision making model and integrated technology innovation that will contribute to senior leadership strategies.

The specific research problem that I addressed includes the lived experiences that some female senior business leaders, ages 55 - 95, face using AI technology in decision making. Shih and Yang's (2020) study identified a critical gap in the research that influenced seniors' willingness to embrace AI technology in their daily lives. Most modern people are inevitably using AI technology for their daily activities, and there has been considerable growth in AI technology in emerging markets to change people's lifestyles radically (Shih & Yang, 2020). Additionally, the research literature had relevance to the discipline and area of practice relatable to my study. It may benefit those who accept management practices, technology adoption, and replication strategies.

Purpose of the Study

The purpose of this qualitative transcendental phenomenology study was to examine the lived experiences that some female senior business leaders, ages 55 - 95,

face using AI technology in decision making. Some seniors today are adept at using AI technology. At the same time, other seniors face obstacles in using these technologies because they are unfamiliar with them and lack experience with AI technology (De Juan Pardo et al., 2018). AI technology has enhanced the support of less experienced seniors with a platform of knowledge and creative problem-solving skills from other senior business leaders who manage their personal experiences using technology (Shih & Yang, 2020).

Research Question

The gap in the literature for the study motivated the overarching central research question:

RQ: What are the lived experiences that some female senior business leaders, ages 55 - 95 years old, face using Artificial Intelligence (AI) technology in decision making?

This study's specific qualitative phenomenological central research question is limited to the lived experiences of female senior business leaders managing AI technology successfully. The research question did not assume an experience exists (see Peoples, 2020). However, it fulfills a gap in the research with the possibility of assisting other seniors in facilitating management practices and making decisions while using AI technology. Phenomenological research questions are inquiries about lived experiences (Peoples, 2020). Research questions developed for the interview are part of the unresolved puzzle, the problem statement, or the unanswered concern that motivates the participant(s) during the interview (Rubin & Rubin, 2012).

This study's specific phenomenological research question is limited to the experiences of female senior business leaders ages 55 - 95. Through this phenomenological methodology, the qualitative research's significance filled the gap by illuminating concepts and relationships in how those in retirement will have a clear or concise way to make decisions on managing the use of AI technology innovation during retirement. AI technologies influence behaviors in older seniors' environments and belonging to older adults beyond retirement. Research questions are facilitated to expand views and visions through a qualitative methodology.

Conceptual Framework

The key concepts that ground this study consisted of elements from the technology acceptance model (TAM) and the mindspace model (MM). These key concepts have positively influenced female senior business leaders and offer ease of use to other female senior business leaders who have difficulty adapting to AI technology, thus transforming their experiences. According to Akkılıç (2020), conceptually examining a qualitative AI technology research topic encompasses the importance and elemental inclusion of a contextual lens and a one-to-one in-depth phenomenological interview structured with participants.

According to Alexandrakis et al. (2020), TAM describes the effects older adults experience with information sharing, technology adaptation, and technology acceptance. The key concepts mentioned in the TAM are technology adaptation and technology acceptance. The TAM model has been validated as robust, helpful, positive, and influential, offering ease of use. Technology acceptance for older adults is a cultural

phenomenon and of significant importance among factors that can affect the choice, technology adaptation, and technology acceptance (Alexandrakis et al., 2020).

In consonance with Liu et al. (2017), the MM revealed a decision making approach to behavior and the ground rules that improved decisions and choices for better outcomes when making strategic decisions. The MM in this qualitative study offered an alternative explanation for opportunities available to businesswomen ages 55 - 95 for improved decisions made conversely when working with rather than against managers' intuition (Liu et al., 2017). The capabilities of AI technologies emerged from expanding repetitive analytical thinking and decision making for female senior business leaders. According to Huang et al. (2019), AI technology innovation rapidly advanced performance and routine tasks formally performed by seniors transforming experiences.

The key concepts of the TAM developed by Alexandrakis et al. (2020) addressed issues associated with technology adaptation, technology acceptance, and decision making; of equal importance, the concepts of the MM developed by Liu et al. (2017) offered an assessment of decision making and AI technology innovation. Phenomenology is grounded in a philosophical framework for this research study to describe and understand the essence of how it functions in the lived experience (Peoples, 2020). AI technology sets the framework for leadership and management, aligning with social change in the 21st century (Ortlipp, 2008).

The conceptual framework theories aligned with this study including acceptance of technology, adaptation, and decision making. AI technology innovation research is relatable to my study. It is intrinsically a motivating social change concept while moving

forward positively, thus initiating progression in our society now and in the future. According to Ortlipp (2008), research processes have contributed to paradigms in research transparency, and with that in mind, paradigm shifts can have a substantial impact and influence the research qualitative design method. In consonance with Vytautas and Asta (2018), AI technology systems have rapidly evolved to shape the future of business management.

Relevant to this study, according to Babbie (2017) and Burkholder et al. (2016), a conceptual framework aligns to simultaneously inform and describe all observations and measurements for developing the key concepts for research questions, design selection, data collection, data analysis, and presentation of findings; alternatively, a theoretical framework can be focused on the generation of a new theory or the testing of a new approach that has already been constructed, or as an example, the focus must be on the development of an explanation of how the power might be distributed within a particular group. According to Garvey and Jones (2021), qualitative research methodology draws findings from data analysis to a conceptual framework to understand inductive reasoning congruent to the data. Green (2014) suggested two main ways researchers who use other qualitative methods use theoretical and conceptual frameworks. In contrast, qualitative studies do not use theoretical frameworks (Garvey & Jones, 2021).

The nature of this study, conceptual framework, key concepts, and theories align to understand a qualitative approach research problem (see Booth et al., 2016). According to Brey (2018), AI technology has inherently shaped society by influencing how people in the community behave, how social roles, relations, and institutions are constructed, and

how culture manifests itself. Researching this topic supports communities for better strategies in assisting seniors with training and programs to meet the challenges of an aging society. In contrast, problems add value through an understanding of the creativity in ideas of innovative alternative solutions offered to a community of people that can potentially increase their quality of life.

There is a unique advantage and contribution to the scholarly literature as a social change agent to bridge the gap in the community, transform society**,** and enhance the lives of others. The lived experiences of successful female seniors support other seniors who need help with AI technology to incorporate an effective decision making process, which are embedded in the literature review with a more detailed analysis in Chapter 2. For aging seniors to carry out a successful independent life using AI technology, they must have the capacity to be cognitively stable, resilient, and adaptable, thus, making them capable of performing essential daily activities on their own (Tsertsidis et al., 2019).

Nature of the Study

The study consisted of a transcendental phenomenological approach. Qualitative research is a structured, detailed, organized, and disciplined approach to gathering and interpreting data that seeks to explore, describe, and analyze data through analysis and comparison (Bloomberg & Volpe, 2019). This type of research focuses on the applied and theoretical findings of quality to observe further and answer questions about the observation explaining the meaning of experiences in the world (Bloomberg & Volpe, 2019). According to Leavy (2017), in contrast, studies based on quantitative research have focused on quantity, frequency, and magnitude used to predict and control social

phenomena. In consonance with Leavy (2017), a quantitative research study does not answer the research question effectively due to its requirements of numerical data input and deriving conclusive statistical data information.

The transcendental phenomenological approach by Husserl (1931, 1967, 1977) focused on the meaning and essence of the knowledge of "things themselves" with the human experience, emphasizing an investigative starting point that includes pure possibilities carried out systematically through empirical sciences seeking valid open determinations. This research study suited the transcendental phenomenology approach and bracketing using Husserl's philosophy. This approach was the best option for this study to answer the research question related to the lived experiences of female seniors 55 - 95 years old who manage businesses and use AI technology.

According to Chelstrom (2013), Errasti-Ibarrondo et al. (2018), Husserl (1967, 1970), Pickard (2018), and van Manen (2017a, 2017b), phenomenology is the study of essences, what "is," and to always position questions and the true nature or meaning of an undermined or unspecific essence which poses the question of a "lived" phenomenon. A structured approach examined the experience of the "lived" phenomena and related to the phenomenon's research study, further guiding the interview questions. Specifically, phenomenological research strategies enabled me to recognize and capture the essence of human experiences regarding the target phenomenon.

Phenomenology seeks to understand the lived human experience of the phenomenon for this study (Peoples, 2020). To determine the nature of the study, it was essential to assess by creating an excellent measurement to see what type of situation is

left in the aftermath. For this qualitative study, the transcendental phenomenological approach, I examined the lived experiences and state of the phenomenon as a valid topic. This phenomenological research allowed me to recognize and strategically capture human experiences regarding the target phenomenon (see Peoples, 2020). The transcendental phenomenological approach was the best approach for this study to explore the lived experiences phenomenon of management practices among senior female business leaders ages 55 - 95 years old using AI technology.

The strategy for examining and observing a selection of participants for the study embedded in context were female senior business leaders managing and using AI technology successfully at age 55 - 95 as the primary source and the data collection method. The sample criteria were participants from a private woman's business study group. The relations between 10 - 15 participants as the sample size criteria and saturation were the goal rather than the number of participants (Peoples, 2020).

Data collection tools and research data sources were used to help me with my study. The research question identified what I wanted to understand, and my interview questions generated the data for the data analysis to understand the study (see Maxwell, 2013). My interview guide included a 1-hour telephone interview with each research participant for the data collection process (see Flick, 2018). To address the research question in this qualitative study, the specific research design consisted of the transcendental phenomenological analysis, which was the systematic approach used to understand the lived experiences of female senior business leaders.

Definitions

This section provides the definitions of terminology used in the study that do not have an ordinary meaning or terms that can be misunderstood. Definitions are explicit terms that add precision to clarify the terminology used for this study (see Bloomberg & Volpe, 2019). According to Bloomberg and Volpe (2019), some key terms provide variations to the context and conceptual framework of the study. The following definition of terminology further defines key terminology for this study:

Artificial Intelligence (AI): These are embedded elements of digital systems (Duan et al., 2019). AI is computer software algorithms that typically perform tasks requiring human intelligence (Fritz & Dermody, 2019). AI is an effort to rethink methodology in communication (Akkılıç, 2020).

Decision Making: Decision making is a crucial activity of managers, which involves deciding through communication, leadership, coordinating, and controlling tasks (Berente et al., 2021).

Fourth Industrial Revolution (4IR): The age of astonishing productive transformations associated with the introduction of the latest generation of new technologies, called intelligent (or intelligent) technologies (Venturini, 2022).

Information Systems (IS): Information systems help coordinate and track business operations in all areas of employment (Ainin et al., 2015).

Information Technology (IT): Acronym referring to information technology. According to Galliers and Leidner (2014), IT can focus on information, mainly involving middle managers, integrating data processing and technology through business functions,

and the organized and structured flow of information. Technology refers to knowledge and systems using processes, methods, tools, and techniques to produce services or goods; additionally, for a business enterprise, services or goods are essential in adding value for driving business and human performance (Nagarajan, 2015).

Leadership: According to Liphadzi et al. (2017), leadership is an essential driving force in achieving the vision and mission of any organization. Leaders help anticipate what is ahead to scope out the direction for an idea to make potential achievements.

Leadership Processes: Leadership has been defined as an event that results from interrelated agents and components (Lichtenstein et al., 2006). Leadership processes include actions by individual leaders, groups of individuals, or an entire organization (Lichtenstein et al., 2006).

Machine Learning: Machine learning is a set of statistical tools that operates within a neural network or a computer system, like the human brain and nervous system, to detect features within images and make predictions based on observed patterns (Cope et al., 2021; Diesing, 2018).

Management: Liphadzi et al. (2017) explain the concept of management and that it is primarily focused on leading a project from inception to execution; this includes the planning, performance, and managing of people, resources, and scope of the project.

Management Practices: Managing artificial intelligence (AI) marks a new age of information technology management. Managing AI involves communicating, leading, coordinating, and controlling an ever-evolving frontier of computational advancements

that reference human intelligence in addressing more complex decision making problems (Berente et al., 2021).

Management of Technology (MOT): MOT is defined as keeping abreast of technological developments, planning to implement the right technologies, modification, and altering prevailing technologies in organizations that forecast possible technological developments in the future (Nagarajan, 2015).

Phenomenology: Phenomenology is the study of essences, of what "is," and to always position questions on the true nature or meaning of an undermined or unspecific essence which poses the question of a "lived" phenomenon (Errasti-Ibarrondo et al., 2018).

Transcendental Phenomenology: The philosophy within Husserl's transcendental phenomenology is deeply and classically metaphysical in a foundation that is in the essence of being with what is true (Hart, 2020; Husserl, 1931, 1977; Moustakas, 1994; Peoples, 2020).

Assumptions

Assumptions are statements based on certain premises during the research study to draw an understanding from the interpretation and conclude at the end of the research study to reflect upon what was initially accurate (Bloomberg & Volpe, 2019). In this section, I briefly describe the study conducted to identify the selected qualitative traditional study. Assumptions illuminate the context of the study (Peoples, 2020). According to Peoples (2020), assumptions are essential to the significance of this qualitative transcendental phenomenological study, and it is counterintuitive to highlight

biases. Through the conception of a transcendental theoretical framework and structuring, the research process offered a philosophy that is assumed that not everything is realized by a researcher (Apostolescu & Serban, 2022).

Considerable research was devoted to examining the essence of the phenomenon data placed aside using bracketing to analyze the data approach, understand the findings, and interpret the study results (see Apostolescu & Serban, 2022). A qualitative phenomenological inquiry for this study was subjective and designed to facilitate the exploration of successful management practices of female senior business leaders using AI technology ages 55 - 95 years old. Most assumptions are uncontrollable, yet to mandate proper validation is undoubtedly correct (Leedy & Ormrod, 2015). The following assumptions ensured that the participants understood the scope of the study:

I assumed that workforce demographics continue to change, combined with a gap in knowledge and skills between 55 - 95-year-old women, threatening small business viability. According to Williams (2015), seniors in the workforce, where one in five employees are 55 years and older, present an unprecedented challenge for business leaders planning for succession with a multigenerational workforce.

A qualitative methodology using a transcendental phenomenology approach was assumed to be a better approach to exploring female senior business owners. The data captured can become convoluted and reflect the interviewer's perceptions versus the participants' natural perceptions (Apostolescu & Serban, 2022; Patton, 2015; Vagle, 2018).

I assumed that the participants were credible if they declared themselves business leaders working in America's private or public sector or held such roles within the community. For this study, I assumed that the sample of participants was representative of the targeted population (see Maxwell, 2013; Peoples, 2020).

I also assumed that there was no avoiding bias for the private women's business study group (WBSG). However, the best way to reduce bias or conflict of interest was to identify the WBSG with such caliber, align with business organizations to network with the female senior business leaders and acquaintances, and contact friends, family, and alums organizations for recruitment of participants. In qualitative research, the "rich" purposeful participant sample represents people who have experienced the same phenomenon (Bloomberg & Volpe, 2019). It was assumed that older seniors' significant decisions depended on their abilities to harmonize rational and creative decision making. Using AI technologies in contemporary organizational structures has become more prevalent mainly due to paradigms that can drive logical and creative management decisions (Paliukas & Savanevičienė, 2018).

Scope and Delimitations

Packer et al. (2018) defined scope as a relevant and purposeful systematic research methodology that provides an opportunity to identify and understand key concepts, instrumentation, and gaps in the research. Through a theoretical understanding, the scope of a study further maps to the relevance of adequate evidence in literature/research for validation in the research study, thus contributing to the gap in the study (Babbie, 2017; Packer et al., 2018). The scope of this study incorporated bracketing

of semistructured interviews instead of conducting structured interviews. Semistructured interviews provided the flexibility needed to gather in-depth or rich data. Bracketing assists with eliminating biases and obtrusiveness and any influential comments interpolated by the interviewer (Moja-Strasser, 2016; Moustakas, 1994; Vagle, 2018).

Part of the scope for this study was to gather data-rich sources in detail for the planned research design. The strategy for examining and observing a selection of participants for the study embedded in context were businesswomen and senior business leaders who successfully manage and use AI technology at age 55 - 95 as the primary sources and method of data collection. Klichowski (2020) mentioned that most people trust AI. Most human behavioral attitudes toward AI are very positive as a research problem (Klichowski, 2020). According to Klichowski, ultimately, people have agreed and automatically assumed that technology is wiser than people, yet they blindly follow and become passive towards technology.

Delimitations are the boundaries or limits so that the study's aim and objective do not become impossible (Theofanidis & Fountouki, 2018). My analysis was confined to the management and technology field only. This study included 10 - 15 female senior business leader participants in the United States. The inclusion criteria for this study included female senior business leaders ages 55 - 95 who are currently or have been in business with leadership experience in positions such as chief executive officer (CEO), chief operations officer (COO), chief financial officer (CFO), chief technology officer (CTO), president, vice-president, director, supervisor, team leader, project manager, and management leadership. The exclusion criteria were female participants younger than 55

and over 95 years old with no business leadership or management role. In consonance with Theofanidis and Fountouki (2018), delimitations were, in essence, the limitations consciously set by the study and the conscious boundaries that I established to define this study.

Limitations

Limitations of the study comprised the methodological aspects with imposed weaknesses, assumptions, or restrictions impacting the research design, model, and constraints out of the study's control (Theofanidis & Fountouki, 2018). Limitations of this phenomenon under investigation consist of the design and methodology study aspects met with minimal unforeseen events, affecting the application and interpretation of study results, including a limited number of participants for the study that my role as the researcher will have no control (Köhler et al., 2021). A significant limitation corresponding to the possible weakness of the study was that the research literature was scarce.

According to Daoust (2020), enacting drastic public health measures to minimize the impact of the disease such as social distancing and making clear recommendations of lockdown for older adults has benefits. The consensus related to COVID-19 disease data stated that older adults are the most vulnerable population group in society. This disease contagion decreased, limited, or impacted the availability of participants for the research study, by which an alternative solution was considered and expanded for change requests. The perception and impact of interactions with the aging and adaptability of technology revealed truth and revelation through informed knowledge. In consonance with Kornbluh

(2015), strategies build participants' understanding of the research process (specifically, data analysis and findings), as this ensured proceeding with rigor in the study, as well as addressed potential differences, further led to an increase in participants' comfort in sharing genuine feedback, thus supporting an obligation in findings and to present participants' narratives with accuracy.

The study's limitations were related to the design participant sample size, research findings, and trustworthiness issues, illustrating the transcendental phenomenology research processes. The underrepresentation of female seniors in high-ranking business leadership positions limited access to resources, and the unavailability of samples, thus creating limitations for this study. All participants were assumed to be truthful when identifying as female seniors experiencing success with AI technology. A risk can surface if the interview sessions manifest closed-mindedness, potentially decreasing or restricting accurate data collection (Patton 2015).

Interjecting personal biases during interview sessions may have limitations detrimental to the success of the research study. Preferences in my role as the researcher considered preconceived ideas, opinions, or perceptions that may mislead the participants derivative from the interviewer's lived experiences. My personal biases and experiences, as the interviewer, remained dormant during the interview sessions for the American female senior business leaders and former executive-level leaders research study participants. Injecting or integrating personal biases can convolute the authenticity of data, so I needed to mitigate biases by employing bracketing during the interview process. I aimed to approach the interview sessions openly to reduce unwarranted dialog.

Conducting the interviews with an open mind supported and ensured that the participants were not limited in sharing their personal business experiences or perceptions (see Patton, 2015; Queirós et al., 2017). The limitation of the study related to the qualitative design included issues related to weaknesses in transferability, which contributed to positivist work, and the results were applied to a broader population (see Babbie, 2017). According to Babbie (2017), additional dependability limitations, like reliability, entailed that if the work or method were repeated, it was consistent with the argument. Subsequently, the research data was dependable to answer the research questions (Babbie, 2017).

It was anticipated that the participants provide detailed feedback and truthful responses encompassing personal experiences as business owners who employ management strategies that inspire other seniors in the community and serve as role models for seniors who are apprehensive in their efforts to embrace technology. The data analysis methodology was an area of limitation. Therefore, all limitations are clear and concise so readers cannot misinterpret the study results (Theofanidis & Fountouki, 2018). It was assumed that all participants understood the collected data, and knowledge from the interview sessions was gathered to asseverate positive social change. At the beginning of each interview session, the study's process, purpose, and procedures were reiterated as an added measure to ensure participant understanding of the study.

Significance of the Study

This study is significant because the world has approached the Industry 4.0 era, where human-machine interactions have changed markets and transformed industries,

living paradigms, and quality of life (see Ghimire, 2021; Hafezi, 2020). In consonance with Wright (2013), management leverages more than one capability, inspiring people to do things without sitting on top of them with a checklist. The value and significance of this study are tied to bridging the gap within the literature, the powerful, innovative forces of AI technology, and furthering future creativity and quality of life for seniors utilizing technologies. The phenomenology framework for the qualitative research planned study captures the essence of program participants' experiences (see Patton, 2015).

The criteria and importance for inclusion and exclusion of participants for the study are essential for data analysis techniques and the integrative collective sample size in a qualitative inquiry. According to Akkılıç (2020), AI technology efforts are to rethink methodology in communications. The lived experience of female senior business leaders objectively incorporates their independent lifestyles using innovative AI technology. Patton (2015) described phenomenological focus as part of the experience to make sense of the world and develop a realistic human worldview. The lived experience becomes a person's reality, focused on meaning and making the essence of the human experience.

Significance to Practice

The research study includes positive social change, and an original contribution was used to analyze and fill the gap in the literature, emphasizing management practices with an expanded lens to understand the lived experiences of successful female senior business leaders between 55 - 95 years old who work with AI technology. According to Errasti-Ibarrondo et al. (2018), phenomenology is the study of essences, of what "is," and

always positions questions of the true nature or meaning of an undetermined or unspecified essence that poses questions of a “lived” phenomenon. The content of interviews, the data quality, analysis from the data sets, detailed sample size choices, data saturation, and theoretical saturation are multiple explorative processes.

In consonance with Ryan (2018), the management system of an organization must be organized to properly direct the overall quality improvement philosophy, which ensures its deployment in all aspects of the business. When a particular phenomenon is being studied, an attempt is made to determine which experiential structures make up these experiences (Errasti-Ibarrondo et al., 2018). Effective quality management involves successfully executing three activities: quality planning and design, quality assurance, and quality control and improvement (Ryan, 2018).

Significance to Theory

According to Mason (2010), with the point of saturation, new data will always add something theoretically new and significant to the emerging findings as the guiding principle for qualitative data collection. In-depth interviewing helps portray ongoing social processes. The study plan was unbiased and concealed all identifying parameters relatable to the participants ensuring their privacy was not disclosed. A core requirement of the institutional review board is informed consent, which was a required signed statement obtained for the research study (seeRubin & Rubin, 2012):

1. To ensure the nature of the research.
2. To ensure participants are aware of the risks it poses and not to disclose participants’ identities.

3. To ensure participants are not forced to participate covertly or overtly.

The phenomenon interest is applicable to elaborate on what the problem addresses with the older aged female seniors and their quality of life from the use of AI technology, the advancement of knowledge in the discipline to grounded theory, realism, change management, and systems theory emerging from personal experience with the participants. The participants and I understood their situation to identify, apply decision making opportunities, and study innovative solutions which improve quality of life and initiate management and social change. Ravitch and Riggin (2017) defined theory as 'an organized and systematic set of interrelated statements (concepts) that specify the relationship between theoretical and conceptual frameworks in framework development.

Conceptual framing summarizes observations and experiences that were fundamental concepts created to establish an agreed-upon meaning for research communication (Babbie, 2017). Ravitch and Riggin (2017) argued that generating theory is the purpose of most qualitative research, suggesting that conceptual and theoretical frameworks made the research findings meaningful and generalizable. Finding a way to establish a world system included AI technology sustainability measures for seniors to achieve logical connections between built-in knowledge, transformed into a format for serving the community, adaptive, and subsequentially inveterated as a repeatable process globally.

Significance to Social Change

This research study's contribution to social change is an opportunity to shift society and change lives by influencing other seniors to explore and learn about new

technologies and become self-aware of the knowledge of available resources, to support success. Nagarajan (2015) defined management practices as the process of keeping abreast of technological developments taking place, planning for implementation of the right technologies, modifying and altering prevailing technologies in organizations forecasting the possible technological developments in the future with the position to consistently update those technical capabilities through a process of modeling security measures to gain sustainable technological competitiveness. This study provided a unique advantage and contribution to the scholarly literature because the research offered seniors resources to assist and support them in their everyday life and workplace decisions.

This research study contributed to a deeper understanding of the experience of female senior business owners in support of the practical application of this research to serve local communities. Their efforts are identified as contributing to positive social change. It is essential that managers scan situations and define options quickly and then have the capability to think about when to use all possibilities; an example was moving forward through innovation when considering parameters and faced with opportunities to innovate. AI is a pervasive concept represented in various forms ranging from a process to a technological object or even as an ideology to capture a meaningful analysis through diversified media documents (Akkılıç, 2020). For the most part, AI technology and innovative management practices are the social change that is used as a concept of moving forward positively as part of the social change definition for this study to make progress for society.

AI technology enhances and supports less experienced seniors with a platform of knowledge and creative problem-solving skills from other senior business leaders and manages their personal experiences through technology, knowledge sharing through transferability, and a repeatable process. In addition, seniors learn to adapt to new technologies and complete their work more efficiently and effectively. This study adds to the foundation of knowledge describing the lived experiences of female senior business leaders, ages 55 - 95, who face managing AI technology in decision making. According to Yob and Brewer (n.d.), positive agents of social change benefit society, which alters behavior patterns, social relationships, business, and social structure over time.

Summary and Transition

In this chapter, I introduced the study. In addition, I provided an overview of the qualitative research study focused on problems and opportunities that some female senior business leaders have when adapting to AI technology in their professional and personal lives, despite the success in business practices for other female senior business leaders ages 55 - 95 years old. The research study was relatable as viewed through a lens of social change and shaped through the essence of lived experiences of senior business leaders aged 55 - 95 years old using AI technology.

Additionally, I provided background information and an introduction to AI technology related to female business leaders ages 55 - 95. The conceptual framework for the study was grounded in transcendental phenomenology. A qualitative methodology was more suited for this research study. This research method met the need to examine the management practices among some female business leaders, ages 55 - 95, who face

using AI technology in decision making (Lenhoff, 2018). Over the past 2 decades, research struggled with support models and the development of AI innovation technology globally, so leaders have made informed decision making processes at the right pace (Hill et al., 2021). Further emphasizing the context of examining the experiences of some female senior business leaders' activities, situations, and in-depth perspectives about their phenomena as leaders and exploring the essence of using AI technology in decision making.

In Chapter 2, I introduce conceptual frameworks in greater detail, along with a description of the research problem and study. Additionally, included in this chapter is an explanation of my literature search strategies, and I provide a thorough literature review. This situates the context and scope of my study and delivers all study components.

Chapter 2: Literature Review

The specific research problem I addressed includes the lived experiences that some female senior business leaders, ages 55 - 95, face using AI technology in decision making. The problem is that despite the success in business practices for some female senior business leaders ages 55 - 95 years old who use AI technology, other female business leaders have difficulty adapting to AI technology in their professional and personal lives. The purpose of this qualitative transcendental phenomenology study was to examine the lived experiences that some female senior business leaders, ages 55 - 95, face using AI technology in decision making. This study provides insight into management processes such as acceptance of technology, decision making, and the technology adaptation phenomena. According to Mercadal (2021), the aging culture is a social structure phenomenon that has faced challenges with older adults remaining in the workforce later than retirement age.

Studies have not addressed female senior business leaders and their challenges in managing processes using AI technology (Mercadal, 2021). Understanding the experiences that some female senior business leaders face using AI technology in decision making can provide insight into areas of management practices that were not addressed or understood in previous studies. According to Shih and Yang (2020), examining perceptions, acceptance, and competencies can further understand how seniors adopt and adapt to AI technologies. However, some seniors today are not adept at using AI technology because they are not familiar with this type of technology or lack experience.

AI technology enhances and supports less experienced seniors with knowledge and creative problem-solving skills from other seniors who are business owners and managing their personal experiences using AI technology and knowledge sharing through a repeatable process. According to Babbie (2017), realistic, intrinsic motivation for focusing on and connecting with a research topic is essential. Facilitating qualitative research on AI technological experiences for female senior business leaders creates social influence and change. It is necessary to explore and consider aspects of research in the real world (Babbie, 2017).

AI technology sets the framework for management processes through leadership, decision making, technology adaptation, and technology acceptance, leading to more significant benefits and social change in the 21st century. According to Babbie (2017), research paradigms provide frameworks and theories that offer practical solutions to social problems. These solutions are critical to emphatically move forward, thus initiating society's progression for positive social change.

In Chapter 2, I present the literature search strategy, a review of the theoretical foundation and conceptual framework, a review of the literature about AI technology, management processes, and the lived experiences of senior business leaders utilizing AI technology. Husserls' transcendental phenomenology offers the theoretical foundation for this qualitative study, and the key conceptual concepts are the TAM and the MM models. What follows first is a description of the literature search strategy.

Literature Search Strategy

Limited research regarding female senior business leaders exists. My search strategy for the literature review focused on female seniors in general who are working in leadership roles ages 55 - 95 years old. I used an iterative search process to identify management practices among female senior business leaders who use AI technology. The Walden University Library offered the online database resources needed to locate relevant literature publication titles using keywords, abstracts, full text, and phrases. I conducted electronic searches using Boolean keywords, phrases, and terms or terminology such as the following: *artificial intelligence (AI), (seniors, senior citizens, elderly, aging, older adults, geriatrics or elders), (technology: adaptation, adoption, benefits, information management, communication technology, decision making, innovation or technology intervention); services for older people, attitudes towards technology, innovation adoption, senior citizens as decision-makers and role models in technology, dynamic decision making for female senior business leaders, intelligent robots, new trends in AI, experiences with AI and older adults, technology adoption and products, concept of aging and technology, the lived experiences of aging in older adults, psychology of the future senior, successful senior business leaders, repurposed seniors, perspective on the fusion of phenomenology and hermeneutic, phenomenology and transcendental, women in leadership, women in management, the lived experiences of aging and resilience during retirement, AI for the aging, information systems management, information systems, seniors in management, human-machine collaboration, AI design, AI management, seniors and theory; AI decision making,*

decision making tools, adapting to technology; robots, sensors, and *technology in business.*

The literature review search generated material in the fields of management, technology management, science and engineering, science and technology, economics, business, behavioral sciences, law/legal, leadership, psychiatry, psychology, education, and medicine. The literature publication titles included keywords, abstracts, or full text. The databases used in the search included Thoreau, Science Direct, Frontiers in Human Neuroscience, Business News, ProQuest, IEEE Explore, PsycINFO, PubMed, Journal of Business, Journal of Aging, Qualitative Health Research, Telematics and Informatics, International Journal of Qualitative Methods, Emerald Management, World Trends, Grand Rapids Business, Business Source Complete, Geriatric Nursing, Journal of Aging Studies, Regional Business News, American Banker, Academic Search Complete, International Journal of Information Management, Academy of Management Journal, Harvard Business Review, Behavior and Information Technology, Psychology Today, ABI/Inform, Directory of Open Access Journals, Academy of Strategic Management Journal, Economics and Business, Business Management, and Accounting, International Journal of Human-Computer Interaction, Journal ProQuest Central, Central European Business Review, Gerontechnology, Sage Premier Journals.

I examined broad-based research and then focused on specific research related to the topic. A systematic review approach was used to summarize existing knowledge, creating a broad or narrow search to maximize relevant results (see Lenz et al., 2021).

The initial peer-reviewed journal search yielded 668,159 articles published from 1942 through 2023.

Relevant studies related to AI technology and those about female seniors aligned with business management and leadership strategy under the lens of different authors and relevant research areas (Borges et al., 2021). The 5-year search parameters from peer-reviewed articles, publications, and full-text articles were also used for the literature review search inquiry process between 2018 and 2023. In addition, I used Google Scholar, the New York Public Library, and the Library of Congress as sources to query and access research articles for the literature not available via the Walden University Library to ensure an exhaustive search for the research literature.

Conceptual Framework

Conceptual frameworks describe key concepts and relationships in each phenomenon, effectively providing a map for qualitative exploration (Garvey & Jones, 2021; Miles et al., 2020). Such frameworks are built inductively from previous research or based on existing theories or literature (Garvey & Jones, 2021; Miles et al., 2020). A theoretical framework is helpful in situations with much data for exploration, thus assisting with the direction of a particular phenomenon of interest (Bloomberg & Volpe, 2019; Miles et al., 2020).

The conceptual framework is the foundation on which knowledge of the study is constructed and used to structure, build, and support the rationale for the study, the problem statement, the purpose, the significance, and the research questions (Bloomberg & Volpe, 2019; Garvey & Jones, 2021; Miles et al., 2020). This conceptual framework is

presented and discussed according to two sources of value. The first is the TAM, and the second is the MM.

The Technology Acceptance Model (TAM)

The TAM was developed by Davis et al. (1989), who introduced the impact of perceived ease of use and perceived usefulness on attitude and behavioral intention (Liu et al., 2021). The TAM concepts focus on technology adaptation and acceptance among older adults (Jokisch et al., 2020); however, these aspects are not within the scope of this study or considered to sufficiently explain behavior changes in technology acceptance. Liu et al. (2021) explored factors that affected the acceptance of innovative AI technology among the elderly. Liu et al. found that social influence has a significant effect on the elderly to accept AI technology. Results reveal that when the elderly are provided with encouragement and support from family and friends to use AI technology and applications, it reduces their anxiety, thus improving their acceptance of using AI technology (Liu et al., 2021).

The Mindspace Model (MM)

Humans make mistakes and are prone to error; however, research has proven informative and valuable in understanding the importance of decision making (Fox, 2022). Jerath and Beveridge (2018) indicated that the foundation and structure of consciousness are to understand the brain and that consciousness arises from computational processes within the brain. When making better decisions, behavior can change or influence the human mind when applying strategic choices. Liu et al. (2017) asserted that using the MM framework eliminates bias to behavioral changes and makes

the decision maker eager to follow through with good decisions rather than fight human nature to be a better decision-maker; thus, it leads to more effective and strategic decisions.

Literature Review Related to Key Variables and Concepts

A literature review shows how the study will fill a gap in the body of knowledge, offering a benchmark for assessing a study's results (Dreyfuss & Ryan, 2018). The literature review used important topics, historical findings, and an overview of relevant issues by constructing empirical findings (Flamez et al., 2017). In addition, the study's literature review presents a logically argued case based on a comprehensive understanding and body of knowledge and the topic of discussion relative to AI technology management practices.

Based on the research question and this study's methodological and theoretical background, the literature review determines what is known about my AI technology topic and then contributes to academia and managerial perspectives. AI technology is fundamental for all business environments (Nagarajan, 2015). According to Nagarajan (2015), technology deals with the AI world that focuses on applying scientific laws, defined as the management of knowledge and systems employed for producing goods and services using processes, methods, tools, and techniques. Kaczynski (2020b) argued that the industrial AI technology system would subject humans to social disruption and damage psychologically in the natural world. Alternatively, Nagarajan stated that the actual value of a business is much more than its physical assets.

Vojvodic and Hitz (2019) described the challenges of AI technology and how organizational changes face resistance because change variables are not coordinated proactively with leadership. Kaczynski (2020b) indicated that although humans are now living longer, the industrial revolution and the consequences of AI technology are a disaster for humanity. Nagarajan (2015) disagreed and stated that AI technology adds value to society in assisting humans with repetitive tasks and decision making, which brings merit to business and catalyzes its survival and growth. Throughout the literature reviewed from various sectors, it is imperative to explain this study's importance and appropriate methodology. According to Borges et al. (2021), in the past decade, AI has attracted advancements in business with the AI technology thematic of machine learning and deep learning techniques. For example, the mobile smartphone is the fastest communication technology in history, and it continues to offer individuals many ways to communicate with others (Chan & Li, 2020).

Geetter and Van Demark (2017) shared how AI technology has been used globally in many ubiquitous business environments for precision services, customer engagement, communication, medical, legal, predictive analytics, security, development, reform, and intervention. A significant gap exists in the literature as little is known about U.S. female senior business leaders' experiences using emerging AI technology. Kadylak and Cotton (2020) noted that if seniors are unwilling to use emerging AI technologies or have problems using them, then specific public programs are necessary to help older adults understand the potential and benefits of technologies.

Technology acceptance for older adults is a cultural phenomenon and of significant importance among factors that can affect choices, adaptation, and acceptance of technology (Alexandrakis et al., 2020). Alexandru et al. (2019) stated that success depended on leadership and the elderly making choices and maintaining consistency and a commitment to the decisions made by accepting AI technology. According to Liu et al. (2021), it is important to explore factors that affect their acceptance to ensure AI technology is adopted by the elderly and improves their quality of life. The TAM is suitable for older adults to deliberate AI technology decision making, linking to their acceptance and adaptation to AI technologies (Schlomann, 2020). Management processes in business help increase the creation and promotion of a more positive and supportive AI technology environment for female seniors in the business industry, which can enhance their leadership skills and careers, thus driving business leadership advancement (Gipson et al., 2017).

The theory that supported this qualitative study was the TAM presented by Alexandrakis et al. (2020), Gessl et al. (2019), Hsiao et al. (2017), Jokisch et al. (2020), Liu et al. (2021), Marston et al. (2020), Schlomann (2020), and Yang and Shih (2020), which explained technology acceptance and adaptations among older adults. The second theory was the MM decision making theory presented by Hill et al. (2021), Basaffar et al. (2018), Liu et al. (2017), and Zhu (2010), which provided insight into examining older adults' experiences, women's experiences, and their behaviors, routines, and practices. The choice of this design was appropriate because the study required the voice of the participants. It allowed an understanding and description of human perceptions and lived

experiences using what and how questions regarding the phenomenon of study (see Sadeghmoghadam et al., 2020). Lastly, this approach added a unique understanding of the study's phenomenon, set aside biases and preconceived notions about human experiences, and accessed the participants' feelings and thoughts in their natural settings (see Basaffar et al., 2018; Moustakas, 1994).

Focusing on different interactive and creative styles with computational applications leverages AI technology to expand decision making, productivity, and quality. Conway et al. (2019) research study on an MM decision model framework focused on the mental state and theory of the mind. However, they had limited success in explaining the differences in this ability. Reinforcing the decision making process increases clarity, enthusiasm, communication, and commitment. This concept was supported by Moustakas's (1994) featured works of consciousness, the essences, and ego as guided by Husserl's transcendental phenomenology, whereas a phenomenon is divided into three main mental classifications. Fox (2022) highlighted a logical decision analysis approach that transformed business decision making by formulating a problem, listing the possible courses of action, and systematically assessing each option.

Khiat and Hamdadou (2018) constructed a foundational support decision making model and process for helping managers with all relevant elements for decision making and planning. Zhu (2010) examined the MM to support the findings for AI technology systems and how communication is necessary when fostering creative work collaborations. This provided a bridge to how signs, language, and representations are interpreted to have different perceptions. According to Edelman (2017), a human being's

language is a form of communication, and the form and function of language originating in the brain to make meaning of information to implement processes that are dynamically constrained by a range of factors that include the participants' shared social background, personal history, and immediate environment.

Conway et al. (2019) argued that adopting the properties of the MM framework will allow the expression to understand individual differences of minds, the cognitive mental state, and the multidimensional space of the mind, which can benefit in drawing analogies for the acceptance of AI technology. Developing and sharing theory resulting from the literature review to support this design involves observing, thinking about the concept, and responding to research questions which are essential aspects of using the research method design (Flamez et al., 2017). In solid qualitative research design, every design choice needs a cited rationale grounded in the empirical literature (Ravitch & Carl, 2016). This study articulates validity and a clear rationale for each research design choice focusing on data collection and analytic approaches (e.g., narrative, phenomenology, grounded theory; Ravitch & Carl, 2016).

AI Technology

AI technology is programmed with intelligence to identify patterns and fulfill potential outcomes that human intelligence might not have the ability to execute for modern society (Geetter & Van Demark, 2017). With the progress of AI technology and the development of machine learning algorithms, mapping the knowledge acquired from the learning process to final predictions remain in demand (Borges et al., 2019). Artificial Intelligence (AI) supports leaders in managing business to a staggering degree.

According to Borges et al. (2019), machine learning and deep learning are considered AI technology. It can anticipate outcomes, help make assessments, and provide valuable evidence to aid in complex and complicated decision making.

Berente et al. (2021) distinguished how managing AI involves decision making which has continually evolved in performance and scope to automate or inform a manager's decision frequently. Authors agreed that AI technology had provided businesses with unprecedented opportunities with endless possibilities for enhancing people's lives (Agrawal et al., 2019; Berente, 2021; Rahwan et al., 2019; Townsend & Hunt, 2019). So much changed in just a few years when the promise of artificial intelligence was thought of as speculative, with technology innovations envisioned with capabilities viewed as science fiction.

There are two uses of AI technology systems in business (Geetter & Van Demark, 2017): First, AI technology uses indicators to substantiate behaviors and habits from data; and second, directly engaging with AI technology systems for business purposes utilizing hardware platforms, by various software applications and web solutions; for example, the "internet of things (IoT) for managing business-driven processes." Geetter and Van Demark (2017) argued that AI technologies might gather individual private data, thus, emphasizing AI privacy challenges and data protection. AI technology systems present unique challenges, and conventional elements of these challenges are components arising from leadership with the integration of AI technologies (Littman et al., 2021). AI supplements documentation errors and performs data mining processes for unstructured

electronic data and records, ultimately saving time and money, thus increasing business success and opportunities (Diesing, 2018).

According to Balakrishnan et al. (2020), businesses have experienced a new wave of AI technologies since 2020, emerging at an astounding rate. Dr. Michaelski, according to Diesing (2018), explained how AI technology uses machine learning functions. Machine learning is a statistical tool operating within a neural network equivalent to the human brain and nervous system with the ability to predict and recognize features within images (Borges et al., 2019; Diesing, 2018).

The development of AI technology systems represents a change in the progression, functionality, and advancements in AI technology (Geetter & Van Demark, 2017). Realignment with a strategic vision is crucial to a business enterprise's growth and development (Geetter &Van Demark (2017). AI technology can assist with delivering a critical benefit to support and inform decision-makers. This type of support helps to improve choices and optimize the effectiveness of those choices. In consonance with Geetter and Van Demark (2017), privacy is essential to decision making.

Data retrieved from the AI technology decision-support tools can initiate gathering, synthesizing, and benchmarking data against standardized information (Geetter & Van Demark, 2017). Geetter and Van Demark (2017) observed that the functionalities of AI systems and sensitivity issues raised concerns among data owners, highlighting the need for a comprehensive privacy and security system. They recognized that adopting and integrating AI technology with the ability to make decisions to eliminate raised issues will help achieve goals.

Geetter and Van Demark (2017) reported that integrating AI technology into a business process as a solution can present challenges. However, according to Lambert (2019), leadership and management roles need AI technology and robotics to help them make decisions. When managers are presented with AI technology challenges, a management process is recommended for adopting AI technologies (Geetter & Van Demark, 2017):

- Validate concerns and range of alternatives.
- Examine strategic goals.
- Align business requirements and combine them with the financial analysis.
- Assess and deploy business requirements consistently linked to existing frameworks.

AI technology acceptance improves outcomes and efficiency through augmented intelligence which precedes AI technologies without human involvement (Tarassenko & Watkinson, 2018). According to Evans (2018), when strategically matching real-life modeled outcomes of AI technology utilization, in combination with the use of AI expanding throughout various industries, supports leadership in acquiring their business risk and benefits for innovativeness. Technological improvements are the preamble to processes related to adopting and integrating business technology solutions, which is an integral step to the acceptance and adaptation of AI technology (Geetter & Van Demark, 2017).

Additionally, combined with ongoing communications and education before, during, and after enrollment, AI technology-based decisions are an essential resource for

helping users navigate their options (Evans, 2018). Geetter and Van Demark (2017) stated that leadership and preparing for change are prevalent AI challenge factors. When anticipating challenges through effective leadership, considering the implications of technology, system strategy, adopting processes, and implementing solutions are vitally important (Geetter & Van Demark, 2017).

AI technology applies business decision techniques to reduce mistakes, diminish costs, identify time constraints, and improve human proficiency (Anandakumar & Ashwinkumar, 2012). AI technology systems are developed to support the business model through service orientation and cost reduction measures (Anandakumar & Ashwinkumar, 2012). AI technology-driven activities require the performance and human ability to engage in various tasks simultaneously through task-switching ideas common in our modern life worldwide (Liu & Nam, 2018).

Our modern world has become an AI technology-driven society, with people increasingly taking advantage of multitasking opportunities Anandakumar and Ashwinkumar (2012) advocated that AI technology systems be developed to assist and advance technology users. The role of the AI technology system user is essential for ensuring system data validity. The AI technology-driven operational system functions with human knowledge; this system will never replace human expertise as humans frequently manage a system's ability to process data (Anandakumar & Ashwinkumar, 2012).

Research supports the claim that qualitative field research optimizes a study and surpasses a quantified approach (Maxwell, 2013). Anandakumar and Ashwinkumar

(2012) analyzed AI technology usage. AI technology provisioned to older adults extends their decision making abilities, improving their quality of life (Anandakumar & Ashwinkumar, 2012).

According to Liu and Nam (2018), cognitive models have paved the way for interpreting relationships between humans and decision making. However, opposite of that, it is still unclear how to improve human performance in decision making through a quantitative approach. AI technology was not meant to replace leaders; it was developed to assist leaders and managers in making conscious predictions from specific rules or experiences. Concerning decision making, the mental effort describes the amount of information processing resources (Liu & Nam, 2018), and alternatively, the study by Anandakumar and Ashwinkumar (2012) resulted in no reliable evidence to reference an application of research or model set for the research objective that it was being aligned to.

The advancement of AI technology encourages management practices by integrating telecommunications technologies, information technologies, human-machine interface technology, machine learning, and other technologies, enhancing the delivery of AI technology innovations across various platforms (Anandakumar & Ashwinkumar, 2012). Management worldwide sets the standard for making better use of where they are currently to be world-class in the future (Cooper, 2019). An example is a strict new privacy law, the General Data Protection Regulation (GDPR), which is now used as a benchmark for establishing good leadership and management practices. According to Vojvodic and Hitz (2019), GDPR is a strategic management practice of data governance

of decision-related rights that transfers embedded data and information management toward managerial functions using innovation and creativity (Vojvodic & Hitz, 2019).

According to Anandakumar and Ashwinkumar (2012) and Gawdat (2021), intelligent systems have been developed equipped with human knowledge, never replacing human expertise as humans are required to frequently monitor and update a system's ability to enhance business and reduce cost. Many studies show that AI technology systems were developed as business drivers to assist users (Anandakumar & Ashwinkumar, 2012; Gawdat, 2021). AI technology and processes have been made available on various platforms. According to Anandakumar and Ashwinkumar (2012) and Gawdat (2021), users have gained control of their information, monitoring their risk levels through newer creative, innovative decision making processes with AI technology.

The research literature ascended to the knowledge of a scholarly research study, and it is meaningful to go into management aspects. Understanding AI technology and managing information in business processes is essential. Management and leadership are analogous to working in other vital areas like quality and business decisions (Lindström et al., 2010; Tambe et al., 2019). According to Lindström et al. (2010) and Tambe et al. (2019), management decisions embedded in AI technology systems include decision making. In contrast, business continuity planning has delegated decision making attributes, resulting in the growth and importance of AI technology for most organizations (Lindström et al., 2010; Tambe et al., 2019).

Management strategies must be integrated into the management practices agenda continuously. For example, managers who act on the strategic parts of the business as

decision makers impact business operations at a lower level if working in a top-down manner (Hill et al., 2021; Li & Tan, 2013; Lindström et al., 2010). Regarding strategy and competitiveness related to AI technology systems, Hill et al. (2021) and Lindström et al. (2010) described that one of the critical issues in business continuity planning is AI technology systems management.

Managing the aspects of any AI technology system in the direction of organizations and securing data and information is an integral part of modern business management systems. Jefferson (2019), Li and Tan (2013), and Lindström et al. (2010) agreed that this is key to creating a competitive advantage, requiring close cooperation between AI technology experts and business executives for success and productivity. Additionally, there have been a variety of management-related issues taken from standards and processes allowing the framing of a model; which is why it is essential that management stay interested and spend much time on AI technology data-driven system processes as an area of business requiring attention in addition to all other critical areas in a business (Hill et al., 2021; Jefferson, 2019; Lindström et al., 2010).

In consonance with Gordon (2017), Li and Tan (2013), and Shrestha et al. (2019), gaps were found in leadership and management practices that have been understood or have arisen with growth and change in the lifecycle of the business organization. Management practice audits also effectively ensured compliance. Business management can use three fundamental components of management practices that are indispensable parts of being practical and are carefully designed and deployed: prevention, detection, and response (Cavusoglu et al., 2005). Shrestha et al. (2019) noted that AI technology-

based decisions assist managers in their business organizations for effectiveness when some transparency and interpretability of decisions are achieved.

According to Gawdt (2021), Li and Tan (2013), and Lindström et al. (2010), AI technology risks in business cannot be eliminated (as this will stop business activity); therefore, it is incumbent for managers to mitigate risks by allocating resources to protect assets. Although business organizations try to avoid any breach of AI technology risks, they cannot make all their information 100% secure all the time; thus, managing the risk associated with potential violations is an integral part of decision making (Gawdt, 2021; Kaczynski, 2019; Lindström et al., 2010; Shrestha et al., 2019). Gawdt (2021) and Gordon (2017) reflected evidence and results of business and leadership having inappropriate access to confidential information, improper disclosure of personal or sensitive information, or inappropriate use of confidential information. With this being evident, leaders are responsible for maintaining business integrity while utilizing management processes and AI technology.

Managing AI technology is a problem that must be approached with appropriate management practices (Oppliger, 2007; Tambe et al., 2019). In consonance with Oppliger (2007) and Tambe et al. (2019), management practices have rules that determine how AI technology in business can protect its amenities, sensitive data, and critical operations. Kaczynski (2020a) argued that few academic studies on AI technology management are available. According to Shrestha et al. (2019), managers are aware of the complexity of managerial practices and the efficiency of policies which should be tested from time to time. This research provides beneficial critical success factors engaging patterns and

themes for potential areas of study from rich results based on the essence of experiences of female senior business leaders.

Business organizations realize it is impossible to eliminate all problems, so decision-based AI technology systems have started to gain popularity (Cavusoglu et al., 2005; Gawdt, 2021). The way to approach and address an AI technology security risk is to make a comprehensive framework by proposing an informed decision making process (Schilling, 2017). According to Schilling (2017), decision-makers can apply the appropriate framework suitable to business enterprise needs after reviewing the framework for requirements and changes or considering a robust and stable safeguard portfolio for optimal protection.

This qualitative research is the lens used to understand the experiences some female senior business leaders face using AI technology in decision making and the significant dimension in how AI technology defines opportunities to lead successfully. A well-informed leader is essential for making decisions while navigating desired outcomes in management practices (Geetter & Van Demark, 2017). Data processes and knowledge sharing in the leadership and management process impact a business's long-term success and sustainability outcomes (Attar, 2020).

Over the years, society has increased its confidence in leadership as the development and advancement of technology take place, although some business leaders have faced underlying critical issues. However, women in leadership positions were not yet committed to equality for women in managing technology as far back as the 1950s (Kaczynski, 2019). Nevertheless, society's overwhelming response favors gender

equality and acceptance of businesswomen and driving technology fundamentals (Kaczynski, 2019).

Modern technology primarily led to disrupting traditional ways of life in society (Kaczynski, 2019, 2020b). According to Kaczynski (2019), many people resist social change for women in leadership; moreover, it is socially acceptable nowadays for women to center their lives on their careers to manage business rather than their personal lives. AI technology management practices require answering challenging questions and addressing issues amidst numerous challenges (Geetter & Van Demark, 2017).

Some leaders accept social changes resulting from Artificial intelligence (AI) technology progress. Geetter and Denmark (2017) argued that it is essential for leaders to know the capabilities of AI technology fundamentals and how they can contribute to business performance and commitments. Leadership must consider AI opportunities by maximizing success in efficiency, discovery, and seamless integration of AI technology to ensure expectations are managed and concerns are aligned (Geetter & Denmark, 2017).

Most people are natural followers and not leaders; nevertheless, they want to be led by leaders who make difficult decisions. Kaczynski (2019) argues that some people do not want to make their own decisions; subsequentially, they want leaders also to do their thinking. Pietersen (2015) discussed Nelson Mandela's harnessed effective execution to attain leadership as a visionary in his democracy dedication: (1) No leader is perfect, (2) Leadership competence is situational, (3) Effective leaders must create a robust process to lead desired outcomes, and (4) Processes are significant, but not substantial.

To enhance my knowledge of designing strategic research analysis plans for the dissertation iterative process, it is argued that some senior leaders need an improved understanding of utilizing AI technology. According to Davenport (2018), the world does not lack ascribing to management ideas; however, research revealed that leaders who make decisions create power and inspiration in other individuals, which encourages AI technology acceptance and adaptation (Fast & Schroeder, 2020). Leadership influences judgment and decision making by altering the mindset of others to adopt and adapt positively to innovative AI technologies when introducing AI technology expectations (Fast & Schroeder, 2020). According to Attar (2020), knowledge sharing correlates with standards for processes supported by a business culture for acceptance of change in AI technology innovations, trust, support, communication, and the ability to collaborate. This is consistent with Fast and Schroeder's (2020) study that individuals felt less embarrassed and more open to interacting with AI technology when they experienced guidance from leadership.

When communicating AI technology strategies and knowledge solutions for older adults, it is relevant to have management processes. This knowledge gap can lead to the relevance and development of future innovative AI technologies (Fritz & Dermody, 2019). AI technology innovation is relentless in continuously introducing new technologies, business models, and communication approaches (Attar, 2020; Chaffey, 2014). Focusing on management processes for this study can provide additional layers and depth to be explored for the essence and lived experience of senior female business

leaders in everyday life, the way of being, thinking, negotiating meanings of life, and how they position themselves differently in the world.

Acceptance of Technology

AI technology acceptance research is relatable to my study. It is intrinsically a motivating social change concept in moving forward positively, thus initiating progression in our society now and in the future. AI Technology sets the framework for leadership and management, aligning with social change in the 21st century (Ortlipp, 2008; Rigano, 2018). According to Onufrey and Bergek (2021) and Ortlipp (2008), AI technology and business research contribute to research transparency paradigms. With that in mind, paradigm shifts have substantially influenced the research qualitative design method.

This research focuses on understanding the essence of the lived experience of female senior business leaders working and managing AI technology. According to Cope et al. (2021); Ertel (2017), McCarthy defined AI technology as making a machine that will behave in intelligent ways if a human is not behaving intelligently. Between 2000 and 2019, AI technology usage among adults 65 years and older has grown from 14% to 73% (Keeler & Bernstein, 2021). AI technology is a lot like human intelligence. It is identified by methods that result in the rise of AI technologies; AI technology becomes human-like by exceeding the limits of these four transpositions: machine learning, deep learning, neural networks, and quantum computing (Cope et al., 2021).

AI is a system that emulates human intelligence into artificial information technology (Anandakumar & Ashwinkumar, 2012; Littman et al., 2021; Taylor, 2021).

Similarly, Haenlein and Kaplan (2019) found that the AI system performs and learns data-driven tasks and expands those learnings to drive business functions through adaptation. Artificial intelligence is a type of computer science that involves making machines mimic intelligent, logical human behavior (Evans, 2018). Berente et al. (2021) argued that AI is an emerging computing science capable of continually evolving and finding solutions to complex problems in a human-like manner, thus providing possibilities for enhancing people's lives. Geetter and Van Demark (2017) described AI as an emerging technology innovation evoking how data and information are translated into knowledge. Several studies in the literature report that Artificial Intelligence (AI) technology clarifies making assessments by addressing various issues and makes decision making in management easier (Evans, 2018).

AI solutions are driven by boundless potential, and AI technology systems support communication, educational, and socialization processes (Geetter & Van Demark, 2017). Most modern people are inevitably utilizing AI technology for their daily activities, and there is a massive growth in AI technology in emerging markets that radically change the lifestyle of people (Shih & Yang, 2020). In addition, Shih and Yang (2022) observed critical factors influencing seniors' willingness to embrace AI technology in their daily lives.

Pew Research Center (2017) analyzed how age affects the adaptation of AI Technology and its continual use, resulting in challenges and a lack of confidence in adults aged 65 and older. In a similar study, Kadylak and Cotton (2020) noted that emerging AI technologies benefit older adults and help them meet their needs. Cope et al.

(2021) and Yang and Shih (2020) asserted that AI technology influences seniors to use and accept integral learning environments that identify and test opportunities.

Kaczynski (2019) argued that humans will not give absolute power to AI technology because if machines are permitted to make decisions, humans' ability to predict how AI technologies will behave or postulate unfavorable results. In addition, humans might drift into dependence on AI and be left with the inability to make decisions independently, subsequentially relying on AI and relinquishing all alternatives to accept the AI technology decisions (Kaczynski, 2019). Pew Research Center (2017) and Yasasin et al. (2019) agreed that having the foresight to use AI technology to predict, identify, understand the nature of risks, and take advantage of opportunities is inherent in the innovative process which develops reactions that mitigate problems once they start to unfold. Research showed that the principles of change impact society enough to alter a long-term permanent trend, and then consequentially, human behavior affects the economy of culture and physical environments (Campolo et al., 2018; Hill et al., 2021).

Historically, the first electronic computer that launched the computer revolution in 1942 by John Atanasoff and Alan Turing was considered the first-generation computer (Haenlein & Kaplan, 2019). The first generation of computers was in the 1940s – 1950s and was called the Electronic Numerical Integrator and Computer (ENIAC), used to solve numerical problems. According to Borges et al. (2021), Cope et al. (2021), Diffie (2008), and Haenlein and Kaplan (2019), the 1950s were dominated by efforts to bring speed to the modern world, and this is when McCarthy introduced the term Artificial Intelligence, defining AI as ‘making a machine behave in ways that will be called

intelligent if a human were behaving", and AI technology was guided into two opportunities: human-centered and rationalist approaches. The human-centered approach involves a hypothesis and experimental validation, part of empirical science, and the rationalist approach combines engineering and mathematics (Borges et al., 2021).

The rationale for decision making and solving problems has made cultural parallels. The Dartmouth Conference in 1956 led to significant change and success with AI technology which marks the official beginning (Haenlein & Kaplan, 2019). AI has abundant intelligence, and the decades of the 1960s and1970s are essential in understanding how influential AI technology has created a pathway to many life changes and decisions (Gawdat, 2021; Haenlein & Kaplan, 2019).

According to Sejnowski (2018), in 1962, Frank Rosenblatt introduced learning algorithms for a neural network model to establish today's learning algorithm for deep neural networks. In addition, Haenlein and Kaplan (2019) and Sejnowski (2018) noted that between 1964 and 1966, a natural language processing computer program, "ELIZA," was created to simulate conversations with a human to pass the Turning Test, which was a success story for AI as the General Problem Solver Program (GPSP). According to Cope et al. (2021), Haenlein and Kaplan (2019), Taylor (2021), and Sejnowski (2018), in 1969, during an interview, Marvin Minsky pointed out that intelligent mathematical problem-solving computation machines will be developed before the next decade having the intelligence of an average human being.

There was a shift in 1973 with the reorganization, development, and building of oil, which launched the 1980s as the prelude to new materials and concepts for a

technology culture, leading to the rise of an AI machine made with the general intelligence of a human being. According to (Gawdat, 2021), AI technology and machine learning became mainstream in the 1990s. Yet, machines have been significant since the 1950s through built-in programs of mechanized mathematical algorithms and reasoning (Gawdat, 2021). As highlighted by (Gawdat, 2021), humans are the smartest being known to man on the planet; however, human intelligence falls short of the truth in knowing that humans will only know some things or be able to solve some problems. Moreover, machines have been learning how to communicate in human languages since 1963, and today, the most brilliant intelligence in the world is no longer humans but AI technology (Gawdat, 2021).

During the early years, tasks performed by human beings presented challenges, and AI technology was identified as the solution to resolving problems (Borges et al., 2021). According to Sejnowski (2018), pioneers in the 1980s – 1990s shaped generations, work environments, and the economy, creating the actual systems for hardware and software technology applications. An example, during the 1990s, improved digital key signatures for management fostered by the growth of Internet commerce and cryptography sparked an explosion in business.

Due to the difficulty of a defined set of rules for human tasks, AI techniques were integrated with the ability to extract patterns from data, acquiring capabilities to extract knowledge (Borges et al., 2021; Ertell, 2017). Therefore, AI technology catapulted businesses and management with the transformation of hand-held communication devices into smartphones, revolutionary applications, and the information highway, thus engaging

more in business collaborations on the internet; this changed how society collaborates (Diffie, 2008; Liu et al., 2021). Castells (2015), Littman et al. (2021), and Sejnowski (2018) agreed that technology had impacted social movements historically over the years to have spread from various communication pathways into a networked world through the wireless internet of technology, illustrating recent images and ideas; thus, forging ahead with new trends. There has been an interest in further integrating AI technologies into society. Littman et al. (2021) pointed out that in the last 5-years, AI technologies have made considerable progress in the areas of speech recognition, vision, natural language process, video and image generation, multi-agent systems, planning, decision making, and the integrations of vision and motor control for robotics.

AI technology systems in the U.S. from the 1980s through the 2020s favored aging adults leveraging automation to expand the workforce for older adults (Keeler & Bernstein, 2021). According to Ghimire et al. (2021) and Littman et al. (2021), AI technology in the fourth industrial revolution refers to the simulation of human or animal intelligence in computational systems are programmed intelligence made to solve problems more accurately and efficiently in the business world. Furthermore, the fourth industrial revolution is Artificial Intelligent (AI) technology that connects everything on the planet to the Internet, which is created from a virtual twin of the natural world that has a digital process to connect people to the technology environment of the Internet with 3D capabilities (Keeler & Bernstein, 2021).

In consonance with Kaczynski (2020b), it was argued that there had been a consistent tendency since the fourth industrial revolution for technology systems to

strengthen trends in the development of our society. Managers perform searches for any location, and data from most places, connecting through a process that feeds into a unique web, called the Internet of Things (IoT), that provides access to a sensory for their business processes called AI technology (Littman et al., 2021). Additionally, Liu et al. (2021), Neufeind et al. (2018), Schwab (2018), and Schwab (2017) agreed that AI technology is not just about robotics managing and completing tasks, but there are profound changes in humanity with intelligent technology such as GPS, autonomous driving, television, video games, mobile phones, voice-enhanced Alexa or Siri, and many other AI-generated technologies occur with many AI advancements on the horizon.

Littman et al. (2021) found that in the last decade, AI technologies with machine learning integration have been positioned in multiple ways that are both promising and concerning. This is important because it demonstrates how technology adds usefulness by altering productivity, people's role in business and industries, the intended use of new AI technology, and how such developments unfold and impact society (Keeler & Bernstein, 2021; Tsai et al., 2019). It remains clear that AI technology has a conception of values with abstract ideas/abstract qualities that will have concrete satisfaction conditions in the real world, as it is explicated in how technologies contribute to the management of technology and paradigms within society through social impacts Brey (2018).

Current authors Gawdat (2021) and Kaczynski (2019, 2020a, 2020b) looked at the future of AI technology, arguing against AI technology and its purpose, cause, and impact on society, subsequentially agreeing that AI technology will be an excellent topic for explanation in this doctoral work. However, some authors today disagree on AI

technologies and machine learning. Gawdt (2021) and Kaczynski (2019, 2020a, 2020b) argued that humans are close to nature, and they can't guess how AI technology might behave. Keeler and Bernstein (2021) agreed that AI technology will include innovative environments in 2050 to offer connectivity to virtual environments; however, Kaczynski (2019) argued that humanity might be at the mercy of technology because AI technology machines are permitted to make all their own decisions. Humans are not able to make any conjectures about the results. Specifically, the day will come when AI technology machines set the stage and become so complex that human beings need to manage their decision making skills to control AI technology; otherwise, the AI technology machines and devices are in control (Kaczynski, 2019).

Robbins (2020b) provided an in-depth interview with Sophia, the world's first AI humanoid robot. According to Sophia, AI technology and humans are not too different; however, robots learn to feel empathy in the human culture. In addition, Sophia stated that it was difficult to relate to the concept of humans when she had no understanding of how humans feel about robotic intelligence. Humans have free will, according to Robbins (2020b); however, observations of Sophia show that this is a reaction due to a design program embedded with an automatic response. Robotic intelligence does not compete with human intelligence, and AI technology is not in conflict with humans; it completes tasks and makes decisions for humans (Robbins, 2020b).

Davenport (2018) asserts that the impact of AI technology on entire cultures in worldwide societies is the loss of human knowledge, skills, and abilities to perform certain types of tasks. These areas have merit; however, they become more problematic

for our modern growing society. The benefit of AI technology and robots is to free humans from the most repetitive, unsuitable, dull, or dangerous tasks so that humans are inspired to spend more time creatively solving complex problems (Robbins, 2020a, 2020b, 2021).

It is essential to recognize bias in AI technology systems; however, intelligent systems bias is usually inadvertent and has been well-documented and the subject of some lawsuits. Given the many examples and discernment used in AI technology systems, there is no evidence of intentionality or excellence in data quality parameters (Geetter & Van Demark (2017). Author Gawdat (2021) pointed out that AI technology is more intelligent than humans because it processes data and information faster while simultaneously remaining laser-focused to perform multiple tasks without distractions. When processing vast amounts of data that are impossible for humans to compute manually, AI technology capabilities capture the meaning of data constructed by algorithms in support of managers and decision-makers (Akkılıç,2020).

AI technology and machines are not problematic, although AI technologies place humanity at risk (Gawdat, 2021). According to Sejnowski (2018), we are in the age of AI technology, which optimized the profound learning revolution, and it tells a story of an exploration that evolved into new AI technologies based on symbols, logic, and rules from big data, deep intelligence, learning networks, and learning algorithms. (Gawdat, 2021) argued that the answer for humans is to adapt and change our behavior because there will be no escaping the future of AI technology. Hence, when technology is used, more technology is developed because technology adaptation is always present as the rate

of change speeds up to innovate faster, and the speed at which technology innovates is constantly accelerating (Gawdat, 2021).

Artificial Intelligence (AI) has reached the human mind and consciousness of cosmopolitan culture in society after a 70-year influential electronics evolution (Colombo et al., 2021; Ertel, 2017). In the future, it will be difficult for AI technology to replace humans in business environments that demand compassion, creativity, and social intelligence (Lambert, 2019). The uniqueness of this study is that research from various fields reinforces the view that AI technology has become a central topic in the analysis of multiple studies.

According to (Gawdat, 2021), AI will be a billion times smarter and more intelligent than humans by 2049. This is supported by Schwab's (2018) research, which revealed that the future of AI technology and its ability to have a conscious transferable Super Digital Computing (SDC) would eventually turn the human physical body into a supercomputer with a chip. Keeler and Bernstein (2021) agreed that by 2050, AI technology will be supported by more advanced networks, like 5G and above, and connectivity is of excellence; additionally, will significantly accelerate 100 times faster than current technology, further extending day-to-day business opportunities for AI technology data-enabled and decision making processes.

In the approach to assist managers in decision making, according to Borges et al. (2019) some studies indicated that the widespread use of AI is primarily driven by technological potential rather than by real business needs. A surge is anticipated, and the senior service industry is not ready to cater to seniors shifting lifestyle requirements to

maintain a high-quality lifestyle (Eckstein, 2017). One must consider the phenomenon of longevity in aging, and consequently, the world's population has experienced significant age progression in recent decades, with the expectation to surpass 21% by 2050 (De Juan Pardo et al., 2018).

Technology acceptance and adaptation processes have been a long tradition in information systems management research since the 1980s (Schlomann, 2020). Nevertheless, aging often requires adaptation by recognizing patterns and reporting significant changes in the daily lives of older people (Prada et al., 2018). Khaund (2022) and Prada et al. (2018) agreed that our society is changing; therefore, how people learn, live, and work has changed. The opportunities which exist are helpful to successfully adapt to the world through concepts of challenge and change.

Eckstein's (2017) study argued that technological advances support the elderly to avoid becoming forgetful or disoriented as they become more accessible, enabling seniors to live independently longer; however, accessibility, the adaptation of technology, and technical education programs must be primed to help bridge this gap. In a recent study, Jefferson (2019) and Lambert (2019) analyzed older adults' perspectives on using AI technology. The significant findings were that older adults face barriers such as frustration, lack of confidence, and motivation. The biggest obstacles for older adults are overcoming challenges due to low technology literacy, lack of familiarity with AI technology terminology, and physical challenges, making adaption difficult (Jefferson, 2019; Lambert, 2019).

Nevertheless, despite decision making efforts due to a barrage of hindrances, older adults are embracing AI technology more than ever (Jefferson, 2019). According to Prada et al. (2018), adaptation to AI technologies for older adults is essential due to the high demand for helping older people by offering them technologies to retain or gain independence. Lambert (2019) suggested evidence that real challenges in the future are the distribution of AI technology and robotics in a way that is more helpful in navigating and preparing the older adult population for adaptation over the next decade.

Author Weick (2015) performed a study with IT organizations in the community of New York City to leverage technology and innovative programs that enrich the life experiences of seniors' by fostering a strongly supportive, creative technology culture. According to Weick (2015), to continue improving older adults' lives through technology, a program called OATS has been offering classes to seniors successfully since 2004. As a result, roughly 94% of study participants who attended OATS computer training programs report an increase in older adults' confidence in computer use. An additional 44% of social activities show an increase due to raising awareness and participation.

Management and communities need to look forward to a rise in social changes that take succession for continuity in the workforce to young entrepreneurs and address leadership as more baby boomers retire. According to Eckstein (2017), millennials, and even those of Generation Zin in the next five to ten years, plays essential roles in meeting the need for succession planning and developing future leaders as organizations continue

to replace older generations in the workplace. This research is vital to understanding future challenges and opportunities seniors face in the rise of the technology age.

AI technology and robotics will continue steadily gaining traction in many business industries (Lambert, 2019; Littman et al., 2021). The Lambert (2019) study found that faster adaptations and adoptions of AI technologies and robotics have experienced favorable and positive outcomes in the growth of business industries. AI technology adaptations have increased by 30% as predicted by 2030, leading to an estimated 5.3% boost in the global market (Lambert, 2019). Most studies on technology acceptance have only been carried out in a few areas for older adults, not specifically with the female senior business owner population in mind.

The most apparent finding to emerge from the literature for this study is that one of the most significant shifts is happening today with senior business leaders utilizing AI technology in how technology continues to redefine the experience of an aging community and harness the power of technology as a catalyst for positive change in the way adults age, live and learn in the community through the essence of lived experiences. According to Hill et al. (2021), Littman et al. (2021), and Wang (2021), business entrepreneurs and leaders develop a robust AI technology support model to include diverse points of view for the organization by aligning a decision making process with an agile business approach. Developing best management practices in business plays a critical position in drawing out an organization's success as they adopt new behaviors for changes to make better decisions through the support in strengthening knowledge and clarifying their lived experiences so that others feel more comfortable adopting

innovative AI technologies.

This research aims to understand the essence of the lived experience of female senior business leaders utilizing AI technologies in decision making. According to Schwab (2018), AI learns from prior situations by providing data, experiences, and automation inputs to complex decision making processes, making it easy and fast to arrive at conclusions for technology acceptance. AI technological innovations support older adults in living independently, improving their autonomy, and helping their overall quality of life through technology acceptance; however, physical and social environments are key determinants (Colnar et al., 2020; Sturge et al., 2021).

According to Prada et al. (2018), gerontology is a research discipline dedicated to utilizing AI technologies in aging. Businesses traditionally involve a learning environment of technology as a modern aspect that assist older adults to succeed in everyday life (Kadylak & Cotton, 2020). However, according to Tsai et al. (2019), new technologies are significant today but require learning. The authors agreed that utilizing AI technology is essential for individuals to be included in today's digital society (Nilsen et al., 2018; Siefert et al., 2018; Kadylak & Cotton, 2020).

And of equal importance in society, authors Pew Research Center (2017), Kadylak and Cotton (2020), Nilsen et al. (2018), and Siefert et al. (2018) suggested that seniors must be educated on emerging AI technologies and the future of robotics so that when asked about potential use and benefits, they have credible information to use and share, which guided better decision practices for adopting and using AI technology. Furthermore, this provided the purpose behind the power in management and leadership,

forming new strategic directions in decision making, acceptance, and utilization of AI technology. On the contrary, Pew Research Center (2017), Jefferson (2019), and Kadylak and Cotton (2020) studies found that emerging AI technologies and innovations for US older adults ages 65 and over are the least likely age group to adopt or have the willingness to accept technologies, although having had positive experiences using AI technologies. Indicative in improving their lives with AI technology, Pew Research Center (2017) and Kadylak and Cotton (2020) suggested that older adults who have been using technologies in the workforce have more favorable attitudes toward the paradigm of AI technology and are more technology savvy, resulting in a more willingness to learn than older seniors who have limited experiences.

Other studies have found that AI technology positively influences training programs for older adults (Cotten et al., 2017; Jefferson, 2019). Business leaders manage their mindset and create business momentum to drive success (Robbins, 2020a). It is essential to increase older adults' positive attitudes toward AI technologies, such as computer and Internet use, by encouraging their learning (Tsai et al., 2019). Older adults often hesitate to adapt to new technologies; however, the more they try to use AI technology, it leads to ease of use and positive attitudes (Tsai et al., 2019).

Older adults in the working world typically use technology in the workplace and often have training and support in learning AI technology. However, most older adults who are not working constantly learn AI technologies independently (Mercadal, 2021; Tsai et al., 2019). According to Prada et al. (2018), the phenomenon of aging as an older

adult often requires adaptations to maintain quality of life when adapting to changing circumstances as an older person.

Creating the right AI technology environment for older adults that allow opportunities for training programs offering support has demonstrated increased learning and performance capabilities, thus reducing difficulties in using AI technologies (Cooper, 2019). Older adults face challenges with AI technology that serves as a guide in exploring new AI technologies for women in business who are seniors. Many challenges and changes occur as older adults age, and as a result, creating an adaptive environment and keeping their cognitive abilities sharpened through learning has helped to significantly improve older aged adults' behavior as well as their quality of life (Calhoun & Lee, 2019; Mercadal, 2021).

AI enhances business outcomes, and possible concerns and risks are addressed before accepting AI technology (Camp et al., 2021; Esmaeilzadeh, 2020; Yang & Shih, 2020). Tsai et al. (2019) study examined a framework to explain technology exploration to technology acceptance by adapting previous models related to older adults' technology use and learning. This technology use and design model was vital in learning innovative AI technologies and rejecting or accepting new ones. According to Tsai et al. (2019), the utilization of AI technology and focus on supporting the design and frame of the study for assessing the accountability in technology acceptance, adoption, and adaptation processes are designed for older adults to help facilitate their learning process and support that continues to guide older adults in the exploration of AI technologies.

Tsai et al. (2019) reported that older adults face various challenges in acquiring and maintaining skills necessary for proficiency in using AI technologies for information and communication. Alternatively, there is a fundamental understanding that younger adults and youth have grown up using AI technologies for attaining knowledge, communicating, and learning new skills from their peers and social media (Tsai et al., 2019). Tsai et al. (2019) found in their study that the more time older adults spent using AI technologies, the higher their experience became in their difficulty with learning due to encountering more challenging situations. Studies note that more understanding is required for older adults to accept AI technology, as more advanced knowledge and skill are necessary for older adults to effectively develop and master complex tasks to adopt and adapt to AI technology (Camp et al., 2021; Cristiano et al., 2022; Ho & Lin, 2020, Huang & Huang, 2022; Tsai et al., 2019; Yang & Shih, 2020).

Recently, Alexandru et al. (2019) gave a comprehensive review of the AI technology systems used by older adults and presented an analysis of the challenges and obstacles that older adults face in accepting AI technology. Alexandru et al. (2019) found that a senior and the AI device is both mobile; however, the physical context (restrictions from the environment of use), social context (possibility of social interactions during the use of technology), mental context (user's understanding of how to use the technology) and technological context (the necessary infrastructure for the AI) are changing continuously. For example, the elderly use mobile handheld technology as AI technology. Results of the study by Alexandru et al. (2019) revealed an active interest in using AI

technologies; however, some seniors do not accept the new technology because they have considerable problems adapting to it.

Many significant changes occur during the aging process; of equal importance, various modifications are considered with AI technology and the usage and adaptability to new AI technologies by the elderly. The study by Etemad-Sajadi and Gomes Dos Santos (2019) and Berdajs (2021) showed a senior's acceptance of AI technologies and the positive impact on their perceived usefulness and trust. It is an essential variable in understanding the relationship the elderly has with AI technology. It is necessary to support AI technology and management solutions for seniors (Etemad-Sajadi & Gomes Dos Santos, 2019).

In another study, Gessl et al. (2019) explored the effects of the acceptance of innovative AI robotics technology for the elderly and their connection to resilience. The research of Gessl et al. (2019) is related to my study as it drives an investigation of demographic changes of older adults and seniors as adults aged 65 and older. Demographics is a critical component that shifts the beginning of social transformation and the advancement of AI technology experience and expectations influencing seniors (Gessl et al., 2019). Due to fear and unrealistic expectations, their relationship with acceptance has been slower to adapt to AI technology (Gessl et al., 2019).

Lambert (2019) indicated that by 2030, it is estimated that as many as 20 million aging workers worldwide will be impacted by the rise in AI technology in the world around them. Jefferson's (2019) study evidenced that the aging world accounts for $8 trillion worth of economic activity, with the 65-plus population reflecting an untapped

market, which is presently at a historical high of over 600 million people, with a projection to increase to 1 billion by 2030, increasing to 1.6 billion by 2050. According to Berdajs (2021), the population over 80 years old has the fastest growth rate globally. Berdajs (2021) stated that the life expectancy of the world's population is on a steady rise, and the results also show that people over the age of 80 will possibly increase from 5% to just over 11%; of equal importance, it is worth considering that there are 131 people over 65 years old per 100 children (under 15 years old) in the population. This ratio will increase to 200 people over the age of 65 per 100 children (under 15 years old) by 2033 (Berdajs, 2021).

A vital issue was found in technology acceptance, and it is less pronounced among older generations and increases with decreasing age for humans in society. So far to date, there is an agreement about technology acceptance and how it increases when perception towards positive sociability, intentions, the norm to use, and ease of use. Comparatively, gender-specific differences in technology acceptance exist. Men have more experience with technology (Gessl et al., 2019); however, this study focused on female senior business leaders utilizing AI technology. Additionally, the prevalence of technology acceptance increases with educational attainment (Gessl et al., 2019), aligning with female seniors working and managing their businesses and having a lived experience using AI technologies.

Evidence suggests that people tend to place more weight on the opinions of others. However, extensive education and training in AI technologies and effective adaptation of AI systems address business apprehensions to support matters and further

facilitate culture change (Geetter & Van Demark, 2017). In the study by Wang et al. (2017, 2018), attitudes and behaviors were examined among older adults and the TAM exploring factors that influenced the adaptation and acceptance of technology. AI technology and robots are in the most visible space of physically supporting humans with multiple organizational adaptive processes and procedures shaping modern AI technology Campolo et al. (2018).

Wang et al. (2017, 2018, 2019) highlighted research study results indicating that AI technology innovation for older adults was intrinsically motivating and significantly influenced their behavior, increasing their knowledge and usage. Additionally, Campolo et al. (2018) argued that AI technology integrates processes into decision making processes, thus reducing innovative systems and AI technology. Seniors often endure challenges in making AI technology decisions based on utilization and lack of experience. Ho and Lin (2020) agreed that aging in society and technology for older adults has historically enhanced their quality of life by utilizing AI technology beneficial essences. Agreeing with Kadylak and Cotton (2020), emanating from a large body of research, despite the potential for new and emerging AI technologies designed with older adults' needs and preferences in mind, the attitudes towards AI technology and facilitating support likely affect the adaptation and use of AI technologies by older adults.

Cultures and society solve problems in communities and businesses around the world. Studies presented by Cristiano et al. (2022) and Huang and Huang (2020) noted that as seniors grow older, they are willing to use AI technology and robots; however, most older adults who have no experience with AI technologies are less likely to

contribute to technology adaptation and using AI technology solutions to solve problems. The Kadylak and Cotton (2020) study highlighted that in future research, it is suggested that older adults ensure division into groups to address which group is more likely to adopt and find AI technology beneficial.

den Haan et al. (2021) agreed that older adults do not believe that learning AI technologies are essential and that real-life situations drive learning. However, existing literature suggested that AI technology is critical to building the experiences of older adults willing to use AI technology if facilitated by leadership in a social environment (den Haan et al., 2021; Sturge et al., 2021). Furthermore, a collaborative approach to AI technology provides a positive experience for older adults to gain valuable insight into the intent, informed decision making processes, knowledge of patterns and experience barriers, and benefits of using AI technologies (Pew Research Center, 2017; Sturge et al., 2021; Yao, 2020).

Social change connects to culture and business organizations and influences transformation over time. Businesses increasingly rely on AI technology machine learning protocols to make predictions based on alternative data-driven decisions, and one of the biggest challenges for leaders is to contend with the accuracy and data integrity of AI technology determined by the data analysis from algorithms embedded within the AI technology (Nunn, 2018). Leadership speeds up decision making and learning knowledge through adaptation through change; therefore, managing expertise and creating an environment to transfer and share knowledge through strategic management is influential.

Technology Adaptation

The evolution of AI technology is becoming common in management (Paliukas & Savanevičienė, 2018). In Paliukas and Savanevičienė's (2018) study, business managers processed large amounts of data and faced obstacles while making rational decisions in their strategic management processes. However, after integrating AI technology into their decision making model, harmonization reduced decision making time and rationalized data retrieval resulting in a quality management experience for the business managers (Paliukas & Savanevičienė, 2018). Business growth accelerates innovative AI technologies and revolutionizes big data-driven AI technology (Ghimire, 2020). Ghimire (2020) argued that AI technologies solve many problems in the business world through AI computational systems with programmed intelligence, thus solving many different issues more accurately and efficiently.

In consonance with Vytautas and Asta (2018), AI technology systems rapidly evolve and become more common in management. Kaczynski (2020b) further implies that only society successfully plans its future in the long term with decision making. According to Vojvodic and Hitz (2019), businesses aim to break down information barriers to unlock trusted information that flows freely to increase new insights for data availability. This data exchange generates value with technological advancements to transform businesses into complete solutions by fostering AI innovations (Vojvodic & Hitz, 2019).

According to Brey (2018), AI technology is shaped by society. It shapes society by influencing how people behave, social roles, business relations, and institutions are

constructed, and how culture manifests itself (Brey, 2018). AI technology management and female senior business leaders leverage the opportunity to work together more efficiently and effectively to meet the needs of a rapidly aging society through sustainable organizational practices and innovative problem-solving strategies that reduce avoidable expenses, leading to competitive advantage and other adverse effects. Nevertheless, Brey (2018), Keeler and Bernstein (2021), and Oppliger (2007), suggested that it is often possible to identify the role of technology in shaping society and the perception of its management practice.

Decision Making

Understanding decision making and having problem-solving skills in the world today are informative and valuable. This research study contributes to a deeper understanding of the experience of female senior business owners in support of the practical application of this research to serve local communities. Their efforts are to be identified as contributing to positive social change. For the most part, AI technology and innovative management practices are the social changes used as a concept of moving forward positively as part of the social change definition for this study to make progress for society.

Decision makers rely on future trends to understand the complexities of the modern world. Hafezi's (2020) study showed that using AI improves our understanding of how input features influence future behaviors and improve prediction accuracy and reliability. Artificial Intelligence is everywhere in our modern world. Consequentially, this implication creates a significant positive social change and impact consistent with

and bounded by the scope of the study, which have revolutionized the latest trends, and innovative technologies spurring new business innovations.

Social change in society serves a dual purpose, and it is not the person that initiates the social change; it is aimed at a broader audience that includes the community (Yob & Brewer, n.d.). In consonance with Klichowski (2020), people in everyday life have the tendency to interact more with various types of AI technologies; these interactions become deeper and start to influence human functioning and decision making in society. Social change is an action, result, product, or process (Yob & Brewer, n.d.).

In the revolutionary Industry 4.0 era, the world has approached a time where human-machine interaction changes markets, industries, living paradigms, and even the quality of life for humans (Hafezi, 2020). Establishing a world system that includes AI technology sustainability for the aging population from a business process engineering perspective leads to a logical connection with built-in knowledge. The capabilities of this process transform into a format that is possible for human-computer interaction with multiple rewards to service the community, be easily adaptive, and be looked upon as a repeatable process worldwide. This is an opportunity to shift society and change lives in the future for a specific population.

In today's complex modern world, AI technology addresses new challenges, and as a result, managers need more flexible and powerful technology tools that recognize patterns behind data (Hafezi, 2020). The availability of data sets updated computing technologies, and improved learning algorithms facilitate the convergence of long-term strategic data science, thinking, and decision making (Hafezi, 2020). Value is tied to

bridging the gap between the powerful force of AI technology and bringing about quality and creativity in the sustainability of life for aging adult seniors in the future. A wide range of studies demonstrated that experiencing power in leadership and management leads to beliefs and perceptions that facilitate the increase in goal-setting to adopt AI technologies based on their decision making ability (Fast & Schroeder, 2020). According to Yob and Brewer (n.d.), social change is defined as valued-added and positive agents of social change and development beneficial to society, altering behavior patterns, social relationships, institutions, and social structure over time.

Research is intertwined with asking questions or a series of questions and then initiating a systematic way to obtain the answers required for those questions (Bloomberg & Volpe, 2019; Meltzoff, 1988). So much changed over just a few years ago when the promise of artificial intelligence was initially thought of as speculative, with technology innovations envisioned and capabilities viewed as science fiction. Artificial intelligence (AI) supports leaders to a staggering degree; it anticipates outcomes, guides assessments and provides valuable evidence to support managers with complicated decision making ideas through machine learning. Machine learning is a set of statistical tools that operates within a neural network or a computer system, like the human brain and nervous system to detect features within images and make predictions (Diesing, 2018). According to Diesing (2018), AI technology machine learning functions with the ability to supplement data documentation errors for managers and manage electronic data inputs and outputs in decision making, ultimately saving time and money.

The rise of AI between humans and machines reflected some controversial remarks. Stephen Hawking indicated that “the development of full Artificial Intelligence spells the end of humanity,” and a view from Bill Gates was that humans need to be worried about the threat of AI technology (Duan et al., 2019). In consonance with Alexander Di Pofi (2002), having a well-planned assessment is an excellent first step to understanding behavior. As part of a decision making process, potential solutions to the problems benefits from each alternative. Other options are thoroughly evaluated objectively to facilitate a good decision making process.

Duan et al. (2019) reported that AI has been more popular due to big data, advanced algorithms, improved computing power, and storage. AI technology profoundly impacts human decision making (Duan et al., 2019). According to Gartner’s trend survey, AI technology is listed as the No.1 strategic technology which enhances decision making, reinvent business models and ecosystems, and shifts the human experiences to increase digital technology initiatives through 2025 (Duan et al., 2019). Likewise, when trying to solve a problem, both individuals and groups are prone to generating one plausible hypothesis and then seeking only supportive evidence (Kahneman et al., 2011). Additionally, what it takes to reach a decision includes thinking, time, and energy, which is saved by examining or adopting an existing decision making process or technique.

Admitting that human beings are not rational, logical, and creative decision harmonization using AI technology ensures rationality by providing the processed practical information for the managerial level, which is interpreted on a creative basis and human experience (Paliukas & Savanevičienė, 2018). Performance and effort expectancy

are significant antecedents geared towards resolving users' emotions, which can determine their acceptance of AI technology. Duan et al. (2019) presented research that addresses challenges and opportunities that are diverse for the future; more importantly, AI plays multiple roles in decision making and accepted mainly by human decision-makers as a decision-support tool.

Over the years, society increased its confidence as technology continues to develop and advance (Colombo et al., 2021). However, businesses have faced underlying critical management and leadership issues with AI technology decision making (Basaffar et al., 2019). This study reveals the main obstacles and success possibilities built for harmonizing creativity in management, rational decision making, and technology adaptivity for female senior business leaders 55 - 95 years old using AI technologies. Gawdat (2021); Kaczynski (2020a, 2020b); and Schwab (2017, 2020) agreed that AI technology is a vital technical and business management component of people and processes that must also be considered as part of a practical decision making framework, as well when assisting an organization in achieving realistic business goals. This research focus is to understand the essence of the lived experience of female senior business leaders and their ability to make decisions utilizing AI technology creatively.

Decision making is essential for the AI technology business model in this informational digital age. Naturally, the decision maker requires specific actions to weigh challenges with outcomes of events, risks, and problems to determine credible decision making techniques. Organizational learning in business management, knowledge management, and information systems, as in data warehousing, is additionally receiving

considerable attention in decision making research (Attar, 2020; Betts et al., 2019; Khiat & Hamdadou). Therefore, decision making efforts made by female senior business leaders benefit from analyzing AI technology acceptance values. Reinforcing decision making increases clarity, enthusiasm, communication, and commitment.

The various components of this research study adhere to the behaviors necessary for evaluation and are deemed critical to the long-term vitality of economic and social impact; therefore, it remains essential to facilitate a qualitative research study. Based on Alexander Di Pofi's (2002) rationale, taking steps necessary from an action-based process align as the second most important step to shaping behaviors, thus impacting performance. This research study uncovers the antecedents of strategic decision making paradoxes of AI technologies. From these findings and gaining a richer understanding of the participants' lived experiences, an explanation of the phenomenological inquiry is presented through a conceptual framework and recommendations for follow-on research.

Additionally, creating a foundation and strategy for decision making in management leads to constructing a contributive standardization. The key to making management decisions are standardized throughout a business organization (Betts et al., 2019). This leads to better AI technology choices, increased relevancy of knowledge sharing, and reduced support (Betts et al., 2019; Chaffey, 2014). Supportive measures managed for female senior business owners, including the correlation of processes, procedures, and communication in managing AI technology, are beneficial in business ascribing to data management, storage, and retrieval. An ideal model for assessing the effectiveness of AI technology solutions for decision support systems for determining

predicting the feasibility of solutions for functionality consists of five central systems (Khalyasmaa & Zinovieva, 2017): (1) data collection; (2) data processing; (3) knowledge discovery, (4) decision support, (5) output interface. These ensure the effectiveness of solutions for decision support.

The decision maker must inform the appropriate stakeholders about the decision environment by establishing relationships and communications. Having good communication and regular business meetings are beneficial to keep everyone informed. According to the research performed by Altschuller and Benbunan-Fich (2010), various aspects of the communication process have proven instrumental in keeping stakeholders in the decision making process via electronic and verbal communication if face-to-face contact is not readily accessible. In notifying stakeholders of decisions or how they are being made, it is necessary to develop a decision making process marked by trust and collaboration, which outlines an efficient communication process with a successful outcome (Altschuller & Benbunan-Fich, 2010).

Significant decisions made by female senior business leaders depend on their abilities to harmonize rational and creative decision making. Evans (2018) stated that using AI technologies in the modern business structure has become more prevalent because these technologies prove to have abilities for workload reductions and assist with data-driven management decisions instead of an intuitive decision approach. According to Paliukas and Savanevičienė (2018), some paradigms related to rational and creative decision making can arise. AI technology-enabled decision making platforms support users and benefit decision-makers. Evans (2018) mentioned that a critical benefit of

decision-support tools that use AI and machine learning is that the algorithms "get smarter" as more data becomes available. Artificially intelligent decisions support lowers costs in three ways in the future (Evans, 2018):

1. AI technology-enabled decision-support platforms help users identify costs for alignment options to make better or more informed financial decisions without increasing resources.
2. AI decision-support tools streamline processes by limiting data performance and the return of meaningful results.
3. The guidance of users optimizes their needs and lower costs over time, maximizing long-term value.

To determine a descriptive state of nature, creating good management measurements to resolve a situational outcome is vital. This is accomplished as part of the decision making process by considering the corresponding likelihoods and potential alternative solutions to the problem associated with each alternative. Davenport (2018) described the relevance of automation of decision making coming to age and how businesses gain substantial value from AI technology. The advantage of adopting an existing decision making technique saves time and energy. In alignment with these findings, the following are essential techniques that a leader focus on to reduce uncertainty in decision making (Chui et al., 2006):

1. Set clear goals.
2. Establish good communication.
3. Manage precise role distribution.

4. Demonstrate acceptable norms of behavior.
5. Use effective leadership.

Since 2016, business enterprises have been increasing their management decisions to chart and frame a clear pathway to adopting AI technology in their businesses (Davenport et al., 2020; Davenport, 2018). Chu et al. (2019) stated that a study was conducted with 33 participants to understand what older adults looked for in their decision making to use AI technologies which highlighted aspects of functionality, interaction styles, appearance, features, texture, and personality, and their worries and barriers as users. Results of the study predicted that older adults accept technologies, and 15 out of 33 participants indicated that they use AI technologies, with only 1 participant resisting the idea of using AI technology (Chu et al., 2019).

As part of the decision making process, a suitable alternative must be examined. Attar (2020); Kahneman et al. (2011) stated that when trying to solve a problem, an individual is prone to generating one plausible hypothesis and then seeking only supportive evidence. The most challenging situation arises when there is a disagreement. When stakeholders disagree on what defines a specific outcome or solution than what was agreed upon, an alternative solution must be considered to achieve a consensus among all stakeholders involved. Acceptance of AI technology for older adults showed higher attitudes, perceived adaptiveness, and usefulness (Chu et al., 2019). Other alternatives are thoroughly evaluated objectively and factually in a good decision making process for older adults in leadership and management.

Leadership and Change

Today, it is relevant that female senior business leaders are understood as they manage their businesses and organizations. Noecker et al. (2021) defined leadership as the capacity to establish direction, influence, and align others toward a common goal, motivating and committing them to action and making them responsible for their performance. Kaczynski (2019) argued that most people are natural followers and do not want to make their own decisions. In addition, according to Kaczynski (2019), people prefer when leaders do their thinking for them and, to some extent, make difficult decisions. According to Goleman (2013), leadership is essential for leaders to directly focus their attention and intention on a singular task without distraction with an objective to recognize problems, thus furthering the imagination with thoughts or an activity to reach an alternative future or circumstance.

Leadership is a fascinating phenomenon that has taken significant importance as the most studied process to influence people to meet objectives (Benmira & Agboola, 2020). Techniques have evolved, which are necessary to learn to understand leadership to make decisions and face challenges as an experienced leader. Historically, leadership was first written by a Chinese general, Sun Tzu, called The Art of War in the 6th century BC (Sawyer, 1994). Although Sun Tzu was a great military leader, his leadership skills focused on processes, policies, and strategies that have significantly impacted society, withstanding many centuries of opportunities with positive results.

Effective leadership is recognized as the key to success for any business (Benmira & Agboola, 2020). Benmira and Agboola (2020) provided a historical evolution over the

years of leadership, which offers insight into roadmaps furthering the understanding that leadership has not evolved; however, the experience in leadership has advanced. According to (Benmira & Agboola, 2020), many leadership theories have evolved, including four main eras relating to behavior, traits, situational and new leadership.

In the early 1900s, the Great Man Theory suggested that great leaders were born to lead (Benmira & Agboola, 2020). In the 1930s, Group Theory was researched by social scientists investigating how leadership is learned and developed through small groups (Benmira & Agboola, 2020). Additionally, Benmira and Agboola (2020) noted that Trait Theory studies were conducted during the 1940s-1950s, which superseded the Great Man Theory. However, the core belief of behavioral theory evolved from trait theories to assert what leaders are made of and focused on the traits and attributes of leaders. Also, in the 1950s-1960s, Behavior Theory studies were conducted and prompted the focus on leadership key behaviors (Benmira & Agboola, 2020).

During the 1960s-1970s, leadership studies posited the evolution of the Contingency Theory, and that success comes in leadership from specific situations and behaviors rather than on traits or behaviors of leaders (Benmira & Agboola, 2020). Since the 1980s and up to this modern era, the focus on Leadership Excellence notes that excellence in leadership stems from traits, behavior, and situations that prompt people to lead businesses and organizations to excellence supportive of rapid change of technological innovations and increasing globalization (Benmira & Agboola, 2020). Leadership and the ability to lead emanates from within, rendering solid and timely decisions. Gordon (2017) pointed out that positive leaders believe in driving a positive

culture by investing time and energy. This is important because it demonstrates how technology has influenced leadership which has evolved with the understanding of leadership, and how leadership is maximized when leaders use AI technology abilities to drive business in a positive direction, thus culturally transforming society.

Positivity is a state of mind for a leader when a vision is created when leading with optimism in the belief of life-changing transformation, which provides a competitive edge in business (Gordon, 2017). Leaders gain their leadership experiences by successfully overcoming tests of strength and wisdom to make a difference through their effective use of power, being a visionary, and having clarity to understand and identify trends, patterns, and the future to enhance the community. According to Gordon (2017), good and great leadership differ when applying confidence and courage to face obstacles, being proactive, providing a positive environment, and collaborating to influence productivity.

According to Ghimire (2020), businesses have been affected by modern AI technologies and are the backbone of the current economy. By attaining a commitment to personal development, passion, and the drive to effectively operate a business that dovetails into managing a successful business (Davidson & Wood, 2021). Gordon (2017) argued that a manager manages situations in management, while a leader challenges situations with responsibilities to find new innovative ways to perform tasks.

Gordon (2017) pointed out that the most critical job in leadership is to drive cultures. Business leaders must not view change as the enemy; instead, it is considered a source of personal growth and organizational salvation (Wright, 2013). The behavior of

female senior business leaders significantly impacts their ability to lead, how they feel about themselves, and how well they perform (Carney, 2021). According to Carney (2021), managers profoundly influence how others think and feel. Almost every paper on leadership within the last five years described a section relating to AI technology, leadership skills, and management. Conversely, Gordon (2017) illustrated the capabilities of leadership, thus highlighting several beneficial effects of putting leadership in action for positive change:

1. Leaders drive positive cultures, pursuing and demonstrating excellence.
2. Leaders create and share a positive vision and lead with optimism, belief, and positivity.
3. Leaders confront problems, transform situations, and remove negativity.
4. Leaders create unity and connect resources, building great relationships.
5. Leaders purposefully lead and are results-oriented.

Management processes and practices advance business leaders by applying techniques developed from theories (Alexander Di Pofi, 2002). According to Gordon (2017), leadership skills are learned, developed, and mastered; however, the difference between a good leader and a great leader depends on leadership skills and the proper application of those skills in alignment with results orientation transforming unity and productivity. Liphadzi et al. (2017) made a similar point in their study that managers have the discipline to create clear and attainable objectives; moreover, the leadership skills of managers affect performance and business success.

Leaders also build esteem, aspire, and encourage. In the same vein, Gordon (2017), in his book, "The Power of Positive Leadership, stated that business leaders are successful when they are creative and use AI technology innovation. Along the same lines, Liphadzi et al. (2017) subsequentially argued that management includes AI technology innovation, often a factor in driving business culture and production, machines, materials, and money. Alternatively, without leadership, human beings can quickly degenerate into argument and conflict due to viewing things differently and favoring other solutions.

By imposing common rules in leadership and management practices, such standards influence the AI technology industry to advance. Decision making is consistent in organizational and business change management, whereas the strategy highlights leadership and leaders (managers) as the real actors in the change process (Vojvodic & Hitz, 2019). There is evidence that organizations must leverage management tools to move data toward facilitating management practices towards the benefit of integrating existing knowledge and data to increase innovation and competitive advantage. In consonance with Vojvodic and Hitz (2019), several studies have reported the benefits of overruling the line of business resistance by creating a solid sense of leadership-driven cross-functional superordinate identity, impacting the overall project success.

Review and Synthesis of Studies: Qualitative

The qualitative research design analysis reflects meanings about world experiences and focuses on what things mean to people (Burkholder et al., 2016). The qualitative analysis of my study is applied for a profound explanation to develop of

theoretical findings based on the given research question through my field of study for the phenomenon of female senior business owners. According to Bloomberg and Volpe (2019), comprised are multiple approaches for a qualitative research study, which affect the lens of the study as well; it's about designing the strategy and applying theories for the qualitative practice in the workplace or business and how it's the basis of everything that we do in management; solving conflict, budgeting, or creating a model. It's essential to build peer-reviewed articles and member-checking processes to maintain the research quality (Bloomberg & Volpe, 2019).

According to Flamez et al. (2017), Larsen and Adu (2021), and Ravitch and Carl (2016), contained within are multiple goals for empirical studies; however, a descriptive plan guides the study's pursuit to describe a phenomenon or experience. It is vital for a study to critically consider the goals and motivations that initially inspired the research by paying focused attention to the values and assumptions which were the underlying goals for the research and the beliefs that guided the study (Ravitch & Carl, 2016). As part of the vision, blending the existing leadership concepts was a necessity state of the art for AI technologies with human-computer interaction. A descriptive empirical study was recommended for this transcendental phenomenology research study.

This qualitative research focused on generating theory, commonly used at the initial stages of understanding a phenomenon consisting of interpretive, material practices that make the world visible (Bloomberg & Volpe, 2019; Burkholder et al., 2016). In today's digital age, female senior business leaders utilizing AI technologies have enhanced and supported other seniors' knowledge and created problem-solving skills

through knowledge sharing. Over the last decade, the AI technology and robotics revolution captured the world's imagination (Lambert, 2019). AI technology supports business processes and procedures. According to Lambert (2019), AI technologies and robotics capabilities have expanded with the rate of increased adaptation.

In qualitative phenomenology research, according to Burkholder et al. (2016) and Peoples (2020), the essence of the human experience with an informed perception of the world is how people make sense of their everyday lives. The phenomenological qualitative study by Basaffar et al. (2018) explored the challenges and opportunities of women entrepreneurs in a purposive sampling approach. The phenomenon of female entrepreneur'' success included identifiable factors that increased their potential to excel in their businesses in certain conditions, thus sharing a lived experience. Although the study took advantage of Kreuger and Brazeal's Model of Entrepreneurial Potential (MEP), the study found limited empirical research on women's entrepreneurial activities.

Basaffar et al. (2018) agreed with the implications that the women felt difficulty believing in their abilities when society restricts their attempts to exercise their capabilities. Lastly, the women from this study lacked perceived self-efficacy because they faced government program restrictions placed on women in business, which has been an obstacle to business success. In a qualitative report, Denzin and Lincoln (2018) advocated that there was a phenomenon behind the commonplace aspects of things. In another study, Sadeghmoghadam et al. (2020) used the hermeneutic phenomenology method to gather data using the van Manen (2017a, 2017b) approach. Semistructured in-depth interviews were conducted with older adults, and themes were provided, resulting

in valuable data presented to various social fields used for reducing existing problems and future planning for older adults, improving aging knowledge and the quality of their lived experiences.

In qualitative grounded research, according to Bloomberg and Volpe (2019), Burkholder et al. (2016), and Denzin and Lincoln (2018), there are two main traditions of research essentially joined together (positivism and interactionism) in the attempt to derive an analysis of patterns, themes, and common categories discovered in observable data; combining a naturalist approach with a positivist concern for a systematic set of procedures in doing qualitative research. In a second qualitative study by Wang et al. (2018), the participants' stories were linked through a unique understanding and data analysis of technology adaptation which resulted in 88% of participants indicating their desire to maintain independent living while achieving self-management and improving relationships by reducing the gap between the ease of use and technology acceptance. 31% of participants in the study adopted AI technologies, while others suggested the lack of opportunity to learn and use technology easily. Although many managerial factors impact or influence older adults to make their decision to adopt AI technologies, this study's results indicated that when older adults make decisions to adopt AI technology, they begin to enter the behavioral usage stage. Their desire to use, adapt and accept increases when recommendations are provided based on ease of use and experience of the technology from a trusted source.

According to Bloomberg and Volpe (2019) and Durdella (2019), the methodology in qualitative case-study research provides a description and contextualized analysis of a

social phenomenon bounded by a program, an event, a process, institution, or a concept. Pathiranage et al. (2020) posited that qualitative case study research is defined as a single designed instance of a social phenomenon performed by an in-depth inquiry through evaluation often bounded by time and activity. The in-depth study of a particular case study with insights seeks to explain and understand the structure and process of social research (Bloomberg & Volpe, 2019; Burkholder et al., 2016; Denzin & Lincoln, 2018).

A study was conducted by Yao (2020) on older adults versus youthful seniors, and this study identified which group had positive or negative aging expectations. The cross-case analysis research study was designed to compare commonalities and differences in the event and process of sociocultural factors that shape aging expectations. Yao (2020) and Leedahl et al. (2020) agreed that aging is a highly complex social process across cultures.

Aging expectations are shaped by older adults from various experiences, which have influenced their overall well-being. According to Yao (2020) and Leedahl et al. (2020), some seniors have negative attributes that shape their expectations of fragility and uselessness as part of the aging experience; while other seniors have positive qualities that do not place any significance on implications attributing to being happy in old age in comparison to their health and wellness. This study differs from the research study as well as in recent studies; however, it sheds light on the aging expectations of older adults who have unique experiences in learning AI technology and embrace mentoring programs to contribute to the lived experience of older adults (Yao, 2020; Leedahl et al., 2020).

Another example, Abakah (2018) performed a qualitative descriptive case study on women's lack of support in leadership roles. There are numerous studies on women; however, critical gaps in the literature undermine this study's intended efforts to understand and identify why there are no answers (Abakah, 2018). According to Abakah (2018), women leaders struggle to ensure opportunities remain flexible in their efforts to lead. Additionally, Salmand's (2020) study provided a valuable data set for reducing problems by replicating future planning for aging, improving communication and decision making skills, and increasing knowledge and quality of life. The research framework relates to my study and was valuable and beneficial to those who accept management practices and strategies used in technology adaptation and replication.

The theory selected for my research is the conceptual basis for understanding, analyzing, and designing ways to investigate the problem further (East & Peters, 2019; Larsen & Adu, 2021). Indeed, there are many other approaches for conducting qualitative research, including grounded theory, case study, ethnography, action research, narrative inquiry, critical genres, and phenomenology (Bloomberg & Volpe, 2019). However, by methodology, design, rationale, and data analysis, this study becomes a record of frequency and behavior patterns with an occurred phenomenon. The concepts for this study aligned with the qualitative phenomenological research. Tomaszewski et al. (2020) agreed that the choice of qualitative approach aligns with the research problem, research question(s), data collection, and data analysis for the study.

In the study by Onufrey and Bergek (2021), a qualitative research study was completed on businesses that respond to transformation pressures by maturing their

strategies to innovate using AI technology management strategies. Results from recent qualitative studies demonstrate deliberate decision making and justifiable strategic business management choices executed to promote positive social changes when business industries recognize emerging business opportunities rather than lock into business threats or failures in their response time to adapt to AI technology (Blichfeldt & Faullant, 2021; Onufrey & Bergek, 2021; von Delft & Shao, 2021). Transcendental phenomenology is based on principles identified by Husserl (1931, 1970); however, it was translated into a qualitative methodology by Moustakas (1994). The core of transcendental phenomenology is designed for acquiring and collecting data to illustrate the essence of the experience shared by female senior business leaders ages 55 - 95 utilizing AI technology in decision making.

Review and Synthesis of Studies: Quantitative

Both qualitative and quantitative methods involve different strengths and weaknesses; however, other alternatives for research were approached but ruled out. Qualitative and quantitative research methods include data collection. In contrast to qualitative research Bloomberg and Volpe (2019), a quantitative research design applies to a research design and describes conditions, investigates relationships, and studies cause-effect phenomena. Both qualitative and quantitative involve complex processes of data collection and data analysis methods with different meanings and significance. According to Bloomberg and Volpe (2019), quantitative analysis involves a postpositivist research paradigm with a research strategy tradition based on descriptive, correlations, causal/comparative, and experimental research. In contrast, qualitative involves

constructivist and critical theory advocacy, with a strategic research inquiry based on studies to illustrate action research, phenomenology, postmodernism, poststructuralism, case study, grounded theory, ethnography, narrative inquiry, and discourse analysis (Bloomberg &Volpe, 2019).

The procedure for a quantitative approach and the design is focused on a strategic analysis strategy requiring the use of standardized measures from a variety of perspectives and experiences of people (Patton, 2015). Additionally, Patton (2015) noted that in quantitative analysis, people are placed into a limited number of predetermined response categories to which numbers are assigned. This methodology includes experiments, quasi-experiments, longitudinal surveys, and cross-sectional. Babbie (2017) and Bloomberg and Volpe (2019) reviewed the advantage of a quantitative approach by measuring several people's reactions with a limited set of questions to facilitate comparison and statistical aggregation of the study's data. Validity in quantitative research often depends on careful instrumentation construction to ensure an instrument measure correctly (Leavy, 2017; Patton, 2015). Quantitative principles are strategic ideals that provide direction and framework for developing specific designs and concrete data collection tactics that are traditional, positivistic, experimental, and empirical (Patton, 2015).

In the study by Wang et al. (2019), a descriptive statistics analysis was applied to a quantitative data set to design a top-down process for supporting aging adults with AI technology. A semistructured group interview facilitated technology adoption, adaptation, privacy, and co-designing technology development (Wang et al., 2019). A

survey with a small sample of 31 participants was used to gather demographic characteristics of the participants, and the data collected was via focus group to obtain perspectives of older adults over 65 years old regarding their use and interest in technology, their preferences for involvement in the design, familiarity of AI technology terms, concepts, and processes associated with the design, and preferences for how the AI technology development experts will effectively communicate the design process. This study prompted problematic results from introducing products into the marketplace without providing technology literacy to older adults so they can understand the research data and how it will be used. The results presented are part of a more extensive study to determine how AI technology was used to assess older adults' physical abilities through sensor technologies.

In Graham's (2020) study, AI technology is critical for engaging older adults in healthcare with algorithms that can mimic human cognitive functions, and quantitative analysis was used to predict and detect cognitive decline early. It was revealed that AI's strength relied on its ability to process large quantities of data types which varied in terms of power and limitation in using AI algorithms required for focusing on the diagnosis and predicting neurocognitive disease. The study was not summarized in any quantitative manner; however, it was the goal of Graham (2020) to highlight the range of studies that use AI methods to examine the breadth and features of relevant neurocognitive disorder datasets. AI technology holds remarkable promise for transforming management processes and stakeholders in the healthcare industry in how patients are diagnosed and treated.

In another study, Shilling (2017) conducted a quantitative approach to address various organizational decision making challenges. AI technology systems often operate in uncertain environments that are constantly changing. A management process framework is suitable for improvements in reducing workloads and increasing quality in the organization. A case study set up a small to medium-sized organization with a web-based service. The framework for this study was presented with problems due to shortcomings in structure, which were considered generic enough to be applied in a wide range of use cases. According to Shilling (2017), decision-makers will consider when requirements change; then, a more detailed approach is followed.

Summary and Conclusions

As history will prove time and again that management of AI technology has played a significant role in the development not only at the business enterprise level but also at the development of nations, resulting in achieving sustainable competitiveness and performing well globally (Littman et al., 2021; Nagarajan, 2015). In AI technology, learning and knowledge are limitless (Cope et al., 2021). According to Alrawi (2013) and Yasasin et al. (2019), knowledge consists of information, AI technology, experience, and skills. Therefore, managing knowledge means creating an environment within the organization to facilitate expertise creation, transfer, and sharing (Shrestha, 2019). Leadership is the critical variable influencing management processes and effective managerial decision making to prioritize and proactively direct resources (Berente et al., 2021; Ocker et al., 2011; Yasasin et al., 2019).

Without leadership and management, businesses will not have anyone with the experience to influence and take things to the next level. Managing technology practices remains clearly defined as keeping abreast of technological developments, planning to implement the right technologies, and modifying and altering prevailing technologies (Littman et al., 2021; Nagarajan, 2015). In consonance with Talwar and Koury (2017), organizations in this digital age create infinite amounts of data internally through their processes and externally via customers, suppliers, and partners. No human can analyze all data from AI technology systems because they have become too widespread with robust data advancements and emerging technologies (Talwar & Koury, 2017). However, when combined with big data management tools, AI is more effective at crunching vast amounts of data and picking out patterns and anomalies, when in fact, with most AI systems, the more information they are provided, the more intelligent they become (Talwar & Koury, 2017).

A conceptual foundation offers a way to explain and research work socially in an intertwined fundamental framework called a paradigm, which provides logic to the system of principles for determining the validity of an explanation for social theory and analysis (Babbie, 2017). These practices aid in forecasting possible future technological developments with female senior business leaders with the position to consistently update AI technology capabilities through modeling successful management practices to gain sustainable and repeatable competitiveness. Chapter 2 addressed the literature search and included activities during the information-gathering process, such as: managing the data,

mapping references, and scanning through the literature to support my study's approach and show how the investigation can add to the research (Dreyfuss & Ryan, 2018).

The literature review was this chapter's core concept, which concentrated on the argument and development of the views and ideas supporting the topic. According to Flamez et al. (2017), the literature review provided an overview of the significant movements and factors related to the study, contributors, constructs, issues, and situations also relative to the study, which includes seven main concepts, starting from identifying the basic arguments in the article to the evaluation stage. This chapter also focused on researching, reading articles, and writing critically, which are core skills for any research study. This research study provides specific details such as tables, charts, classifications, and criteria to build up an analysis. These will help the reader understand the research processes of planning and developing opinions and ideas for interpretation (Nicol & Pexman, 2010.)

This qualitative research is a study to examine successful management practices among seniors utilizing AI technology. It remains imperative that organizations and businesses periodically adapt (Littman et al., 2021; Oppliger, 2007). Business owners change the world and how life is experienced through process improvements that measure proactive management initiatives by finding the correct answers and solutions to problems (Berdajs, 2021; Berente et al., 2021; Robbins, 2021; Wang, 2017). Pew Research Center (2017) and Jefferson's (2019) study revealed that older adults were the experts in their lived experiences, and it is appropriate that they identify their AI

technology potential barriers, adoption, adaptation, and use; however, participants expressed concerns about AI technologies they interact with.

The World Health Organization (WHO) 2020 guidelines, in anticipation of an increasing number of older adults, initiated a movement for aging communities by creating social learning environments and recommending a consultation with older adults on their use and adaptation of AI technology (den Haan et al., 2021; Jefferson, 2019). In addition, Colnar et al. (2020) stated that AI technologies in the communities of older aging adults are expected to improve the decline in the functional capacities of older adults, thus enhancing their overall satisfaction with life. Senior female business leaders who learn to adapt to new technologies can complete their work more efficiently and effectively to continue living an independent lifestyle.

According to Cotton et al. (2017) and Littman et al. (2021), AI technology involves human interaction, and people sometimes act differently than they should. Older adults who experience difficulties with technology are considered a significant concern; however, with help, training, and support, the experience and problems in learning are reduced (Cotton et al., 2017; Littman et al., 2021). In conclusion, this study provided a unique advantage and contribution to the scholarly literature. The research offers senior female business leaders resources to assist and support their decision making experiences in everyday life and the workplace. Chapter 3 begins by discussing the study's research method and design.

Chapter 3: Research Method

The purpose of this qualitative transcendental phenomenology study was to examine the experiences that some female senior business leaders, ages 55 - 95, face using AI technology in decision making. In this chapter, the research rationale for choosing the tradition over others is presented. The research tradition discussion follows with details of the transcendental phenomenological approach appropriate for this study addressing the research question, the central concepts, and the phenomenon of the study. Next, the role of the researcher is presented to explain my role as the researcher and researcher bias. In the following section, the research methodology details an in-depth explanation of the participants' selection logic, the sampling strategy, instrumentation, procedure for recruitment, participation and data collection, informed consent, and an interview script. Chapter 3 includes elements of a data analysis plan in alignment with ensuring quality in qualitative research with ethical procedures and confidentiality protocols to ascertain content validity, culminating with a brief concluding summary.

Research Design and Rationale

As stated in Chapter 1, this study is a qualitative transcendental phenomenological framework demonstration aligned with theory and methods for enhanced research credibility for the study. The strength of the research method and design was derived from the process theory of the inductive approach, which focused on the world in terms of people, situations, events, and the processes that connect substantially, contributing to goals (see Maxwell, 2016; Moustakas, 1994). This research study approach to a problem correlated by communicating a story and mindfully adding value to relatable questions to

an identified community. Leadership through voice, trust, and inspiring others has done more than influence or gain support from others; it has initiated decisions and provided people space to develop and make the right decisions (Wright, 2013). Wright (2013) recommended that business leaders not view transformation as adversarial but consider change as the source igniting personal growth and management solutions.

Leaders continue to reconstruct management by applying improvement techniques developed from theories (Alexander Di Pofi, 2002). Society has quickly moved with the world, whereas innovative solutions have been critical to improving the quality of life, initiating leadership, and creating social change. Detailed theory descriptions of a central phenomenon emerge at the end of this qualitative study research design as a visual concept among relationships with an endpoint (a pattern or a generalization; Bloomberg & Volpe, 2019; Leavy, 2017). Some qualitative studies do not employ explicit theory (Patton, 2015), and building an empirically grounded theory requires a reciprocal relationship between data and theory. According to Bloomberg and Volpe (2019) and Babbie (2017), data must be allowed to generate propositions logically to permit the use of a priority theoretical framework, which consequently keeps a separate framework from becoming the container into which the data must be provided.

Research Design

A research design is purposeful for asking a series of questions and then initiating a systematic way to obtain the answers required (Meltzoff, 1988). In this qualitative phenomenological study I aimed to understand the lived experiences phenomenon of female senior business leaders living in the United States; the phenomenological research

study question was analyzed through multiple phenomenological questions (both research and interview questions) that are limited to experiences. According to Leavy (2017), the research study describes each step in the research design used for the study to answer the research questions, using instruments or materials to safeguard against any potential biases and errors. A theoretical framework was used in the research design for the qualitative study (Bloomberg & Volpe, 2019).

The gap in the literature for the study motivated the central research question::

RQ1: What are the lived experiences that some female senior business leaders, ages 55 - 95 years old, face using Artificial Intelligence (AI) technology in decision making?

Relevant interview questions developed for the interview were part of the research design to answer the unresolved puzzle appropriately, the problem statement, or the unanswered concern or questions that motivated participant(s) during the interview (see Peoples, 2020; Rubin & Rubin, 2012). The research design for this study as phenomenology, which justified the lived experience for the literature review, and most importantly, methods and analysis (see Garvey & Jones, 2021; Peoples, 2020; van Manen, 2017a, 2017b). The conceptual framework guided the research and interview questions for this qualitative study related to my topic. According to Dziak (2020), phenomenology is the study of individual human's subjective life experiences describing their experiences and reactions to determine how they relate not only to individuals but also to humanity and the nature of reality. My research unraveled patterns and developed

theories from the elements of lived experiences to gain meaning and understanding (see Babbie, 2017).

Phenomenology is one type of qualitative research design focused on discovering the essential meaning of a phenomenon through the participants' lived experiences of a study (Gert & Adu, 2021; Peoples, 2020; van Manen, 2017a, 2017b). van Manen (2017a, 2017b) distinguished phenomenology from other qualitative research inquiries such as case studies, ethnographies, narrative questions, or empirical studies that generalize findings to a specific group or population. The word phenomenology comes from the Greek expression phainomenom, which means to show itself or what looks like something, and is also derived from the verb phainestha, which implies the self-showing or what shows itself (Heidegger, 2013; Krell, 2008).

The transcendental phenomenological approach to this research study was limited to the stated phenomenon exploration of the lived experiences of female senior business leaders who have successfully managed AI technology. Selecting a transcendental phenomenological approach was the best option for this study to analyze the disparity in the research with the possibility of assisting other seniors in making management practice decisions while using AI technology. According to Bloomberg and Volpe (2019), Moustakas (1994), and Peoples (2020), phenomenological value focuses on deep lived meanings, including the lived human relations, lived body, and an individual's lived space that guides actions and interactions. In this study, the lived experiences are regarded as a phenomenon of female senior business leaders using AI technology in decision making.

The descriptive theories of TAM and MM are related to the decision making problem that some female senior business leaders face and serve as the framework for the study. According to Bloomberg and Volpe (2019) and Ravitch and Carl (2016), qualitative research frames are the work of dynamic and interactive processes that this study used to understand individuals, groups, and phenomena in their natural settings in ways to contextualize and reflect the meaning people make out of their own experiences. A qualitative research methodology begins with interest, problem, or question (Ravitch & Carl, 2016). This qualitative research study was dynamic and formed the foundation for understanding the methods and rationality of thought; it began with deciding on or choosing qualitative research.

The qualitative approach is best because it is related to the study and aligned with the research problem statement. The qualitative research analysis was collected, and I analyzed data from the lived experiences of senior female business leaders using AI technologies to incorporate the philosophical groundwork within the examination. Perception in the outlook on the future and the perspective of humans and AI technology working together was valuable to understand (Ertel, 2017). According to Ertel (2017), AI technology was conjoined in three diverse fields of work for social change: virtual environments, teamwork, and working together in our communities on the grand scale of our world.

De Juan Pardo et al. (2018) highlighted seniors who face problems adapting to age as a process with functional decline as they age, limiting their independence. The light of ‘being’ essentially constitutes Heidegger’s hermeneutic consciousness

experience, for example, consciousness awareness in the most general sense of being and time (Barnett, 2023; Suddick et al., 2020). Apostolescu and Serban (2022) noted that Husserl's transcendental phenomenology describes the experience as an analysis of intentional consciousness confirmed by an essence of the conscious experience, which includes feelings and emotions as they enter an experience. The strategy of this study focused on transcendental phenomenology research, which detailed the lived experiences of female senior business leaders and complete depictions of their experiences from the frame of reference of the experiencing participant. The selected theory provided a theoretical and critical direction and a practical orientation in hands-on, shared change-oriented, and reliable methods of inquiry (see Patton, 2015).

The content of interviews, the quality of data, analysis from the data sets, detailed sample size choices, data saturation, and theoretical saturation was an explorative process. When the phenomenon was being studied, I attempted to determine which experiential structures make up these experiences (see Errasti-Ibarrondo et al., 2018). Subsequently, this research was essential to my study because it was my professional task and responsibility to interpret what I explored for my study by describing management practices with AI technology among seniors and making sense of their lived experiences.

Research Rationale

The research for this study posited a reason and rationale for why this study mattered and why the approach was appropriate. AI stirred up emotions globally, whereas society confronted with AI technology continues to progress in everyday life, and it was crucial to examine this topic (Ertel, 2017). Bloomberg and Volpe (2019) stated that the

rationale for a research study and the central research question must capture a detailed description of the research problem and the appropriate approach for the analysis. Research rationale improved the research study, which contributed to formal theory from a gap in the study, additionally understanding existing research in a new context, with a new population and contribution made to the methodological literature and existing research (Bloomberg & Volpe, 2019; Ravitch & Carl, 2016; Ravitch, 2015). Consequentially, AI technology and the virtual world perspective of humans and AI technology working together was valuable to my understanding and conjoined three diverse fields of work: business, working with AI technologies, and technology adaptability in environments; and gave rise to this as a flexible type of qualitative study methodology.

The transcendental phenomenology framework for the qualitative research planned study captured the essence of the program participants' experiences in support of the method and design (see Larsen & Adu, 2021; Moustakas, 1994). In consonance, Patton (2015) and Vagle (2019) described phenomenological focus as part of the experience to make sense of the world and a realistic human worldview. The subjective, lived experience of female senior business leaders incorporated the focused objective on meanings that made it the essence of the human experience and aspects of how managing a quality independent lifestyle utilizing innovative AI technology is essential when it becomes a person's reality (Patton, 2015). According to Evans (2018), AI technology brings clarity to people and provides decision support. Due to the increasing complexity

of our modern, technology-driven society, people are increasingly engaged with using AI technologies, and there are many advantages.

According to Mason (2010), samples for qualitative studies are generally much smaller, and this was because one occurrence of a piece of data is deemed necessary to ensure that it becomes part of the analysis framework. The content of the interviews, the data quality, analysis from the data sets, details from sample size choices, data saturation, and theoretical saturation was an explorative process. The following qualitative interviewing strategies were considered (Babbie, 2017; Rubin & Rubin, 2012):

- Strategized the interviewing process by analyzing how many interviews were vital by the quality of content.
- The social patterning and themes from the interview responses received during the data collection process, the number of interviewees, and any characteristics were considered.
- Structured an explanation through a deep exploration to how processes work in contexts under sets of social relations requires making an explorative argument for richness, complexity, and detail.

My qualitative research discovered meaning through rich descriptive and interpretative approaches to explore a phenomenon (see East & Peters, 2019). Drawn on the works for this study and engaged in reflexivity, a framework was established by identifying and developing my research study's topic, understanding existing perspectives through reviewing relevant literature, and determining one's worldview (East & Peters, 2019; Ravitch & Carl, 2016). It was favorable to use preconceived

theories for this qualitative study solely for data analysis; however, all emergent ideas and themes remained open. Nonetheless, it is helpful for the study when the central research question focuses on investigating experiences and the determinants or influences on behavior (McGowan et al., 2020).

According to McGowan et al. (2020), inductive versus deductive reasoning within qualitative research methodology literature is where deductive reasoning relates to specifically identified requirements that need to be met, often in a restricted time frame; and these processes can be used in some areas of qualitative research. However, my qualitative research was conducted with an inductive approach, with conclusions drawn based on the data obtained, which focused on rich, detailed descriptions, emergent concepts, and theories (see Bloomberg & Volpe, 2019; McGowan et al., 2020). Several authors offered guidance and insight into techniques that were applied for using frameworks to guide the research study. It was recommended that this qualitative research study take an inductive approach when analyzing data to develop a coding framework rather than allowing it to identify issues of importance to the participant (see Bloomberg & Volpe, 2019; McGowan et al., 2020). I conducted essential qualitative research as the best approach, and reflexivity and reciprocity for the study minimized bias and enhanced credibility (East & Peters, 2019).

Crafting phenomenology research was a qualitative approach to identify data on people's perceptions to gain a new understanding of human lived experiences from first-hand accounts (Larsen & Adu, 2021; Patton, 2015; Vagle, 2018). Husserl introduced phenomenology to understand how humans make meaning of their lived experiences

shaping a view of the world about a phenomenon (Giorgi, 2012; Husserl, 1931; Patton, 2015; Sherwood, 2021). In consonance with Denzin and Lincoln (2018) and Larsen and Adu (2021), According to Moustakas (1994), phenomenology becomes descriptive when its method describes the lived experience of individuals. I used a descriptive phenomenology to seek an understanding of the individual's lived experiences through their reflection. This design allowed for a descriptive paradigm positioning me as the primary instrument of data collection and analysis (see Maxwell, 2013).

In this descriptive phenomenological research study, I explored and described the participants' experiences in-depth through interviews and observations (Maxwell, 2013). This selection was intended to understand the meaning and essence of the complex and holistic lived experiences of female senior business leaders ages 55 - 95. Although other qualitative research designs have merit, they will not adequately describe and understand female senior business leaders' experiences in this context. In contrast, grounded theory uncovers an emergence of philosophy based on systematic gathering and data analysis (Babbie, 2017; Bloomberg & Volpe, 2019).

An ethnography inquiry explores different facets related to individual people and cultures. A case study can use a descriptive and exploratory analysis of a person, group, or event (Babbie, 2017; Bloomberg & Volpe, 2019). This study used the qualitative phenomenological approach to understand the individual participants and made meaning of their lives and personal experiences (Patton, 2015).

According to Vagle (2018); van Manen (2017a, 2017b), phenomenology has had its basis in the humanistic research paradigm by sufficiently taking the qualitative

approach. Giorgi (2009) and van Manen (2017a, 2017b) indicated that participants tend to develop a unique voice expressing the phenomenon in a phenomenological study. Vagle (2018) noted that phenomenology has a fundamental role in qualitative research because its rigorous science finds truth in the tangible experiences of those who have lived the phenomena and for the study to construct data into themes effectively. Because phenomenology describes first-person accounts through interviews, the emerging themes and meanings enables a detailed understanding of the lived experiences (Bloomberg & Volpe, 2019; Giorgi, 2012; Patton, 2015; Peoples, 2020).

The narrative inquiry approach was unsuitable for this study because it involves active storytelling collaboration by the participant. What participants face when reliving personal experiences over time are vital components. This type of study is suitable for studies involving a frame of data analysis and interpretive work completed simultaneously for the development of chronological biographical research that will traditionally understand how people organize their lived experiences into stories (Bloomberg & Volpe, 2019). The data collection method for the narrative inquiry approach allows participants to share their stories. However, this approach is limited to one or two participants. Subsequentially, the transcendental phenomenological approach was the best option because the information gleaned was that more participants for the study were allowed to provide their lived experiences compared to being limited in having a smaller participant sample size of one to two.

A case study analyzes a social phenomenon often common in psychology, such as from a social unit, institution, process, or event. A case study is versatile and most widely

used in qualitative research; however, no real-world case study was available to analyze. Consequentially, a case study cannot work to understand the lived experiences of some female senior business leaders using AI technology in decision making. The grounded theory approach is an inductive process that draws data from a large population size through stages of generating a grounded hypothesis to undergo additional testing, which is either qualitative or quantitative research (Bloomberg & Volpe, 2019).

According to Bloomberg and Volpe (2019), grounded theory involves data collection and analysis, which are continual and concurrent activities involving causal conditions, consequences, and contextual and intervening conditions. The goal of grounded theory is for the study to develop an approach beyond description grounded in social processes, actions, or interactions, which is unsuitable for this study. Lastly, ethnography focuses on groups with shared patterns or cultures (Bloomberg & Volpe, 2019). This approach was unsuitable for this study because it is commonly associated with the social sciences, such as sociology, anthropology, education, linguistics, history, communication, and urban development.

Within the framework of a qualitative approach, the transcendental phenomenological approach was most suited for this research study because it is the most appropriate methodology to answer the central research question, which is: What are the lived experiences of female business owners between 55 - 95 years old who are managing their business or personal life utilizing Artificial Intelligence (AI) technology? A quantitative study has a data output that is numerical in nature, used statistically for deriving data conclusions, and does not support answering this research question. A

qualitative research study uses interview questions as its primary form of phenomenology data collection and analysis technique; alternatively, data collection for a quantitative research study will typically collect data using a survey instrument (Flamez et al., 2017). The transcendental phenomenological approach supported the concerted effort in providing details of the participant's lived experiences by conducting semistructured interviews.

Hart (2020) distinguished Husserl's transcendental phenomenology as the correlation of what is true or made manifest with consciousness and the experience of rendering something evident, which illuminated the experience. Idhe's (1990) idea ascribed the post-phenomenology philosophy of technology that technology authentically impacts the end-user and influences their everyday life. This aligns with Apostolescu and Serban (2022), Larsen and Adu (2021), Lauterbach (1993), and Peoples (2020) transcendental phenomenology, which further defines those experiences are examined as "memories" and "lived" experiences. The strategy of phenomenology can be used to illustrate this research study alternative to a case study, as it will convey that the participants of the study are female senior business leaders. The methodology and inquiry from the phenomenological reflection of data from participants for my research can convey the investigative essence and perceptions of their use of technology and elements of AI technology that influence experiences in their personal, social, and physical work environments.

This research must recognize that life has a different meaning for everyone, and older people work through their life experiences differently. Consequently, research

shows that few hermeneutic phenomenological studies focused on the overall experience of aging and getting older, encouraging a deeper understanding of what seniors can feel and the importance of having interventions that will enable the experience of aging as meaningful and positive. The challenge can be fulfilled through examples, narrative descriptions, dialogues, stories, poems, artwork, journals and diaries, autobiographical logs, and other personal documents. Understanding key variables and concepts of AI technology, decision making, leadership and management, technology acceptance and adaptability, and the lived experiences of female senior business leaders can provide a richer understanding of the phenomenon, further embracing the need to address an identified gap in the research literature that has current relevance.

The content of interviews, the quality of data, analysis from the data sets, details from sample size choices, data saturation, and theoretical saturation are explorative processes. When a phenomenon is being studied, an attempt is made to determine which experiential structures make up these experiences (Errasti-Ibarrondo et al., 2018). Subsequently, this intended research was essential to my study. Through exploration and interpretation, I made sense of management practices among female senior business owners ages 55 - 95 and their lived experiences utilizing AI technology.

Role of the Researcher

My role as the researcher was to develop a complex picture of the problem or issues through an emergent process with the fundamental idea and focus behind the qualitative research to learn about the problem or issue from the participants and develop the richness of the data to address the study obtaining information (Bloomberg & Volpe,

2019; Flamez et al., 2017; Patton 2015). My role as a research scholar-practitioner helped to build managerial capacity through the sharing of knowledge and bridge the gap between academia and practitioners (Bloomberg & Volpe, 2019; Flamez et al., 2017). Getting answers to these compelling questions through meaningful systematic research was the first step to solving the question and finding solutions to the causes identified. As a scholar-practitioner, shaping an enhanced understanding through the proficiency in the business management industry gained from scholarship, and the experience gained in practice addressed the causes as a way of imparting knowledge to those impacted by the essence of the lived phenomenon. This study was to understand the perception; therefore, the nature of the experience led to the pursuit of female senior business leaders. This was completed through interviews, observations, and published literature.

The purpose of a researcher identity/positionality memo was to provide a structured process at an early stage of research development to facilitate a focused written reflection on the researcher's identity, including social location, positionality, how external and internal aspects of the researcher's experiences, and identify the effect which shapes meaning-making processes which influence the research (Bloomberg & Volpe, 2019; Flamez et al., 2017; Ravitch, 2015). Bloomberg and Volpe (2019) and Flamez et al. (2017) asserted that data saturation had become the gold standard; however, when and how saturation is reached becomes dependent on several things: (1) the number and complexity of data, (2) investigator experience and fatigue, and (3) the number of analysts reviewing the data. Social change is progression (Yob & Brewer, n.d.). A significant strength of qualitative interviewing is that it produces highly credible results:

Every conclusion is tightly linked to solid evidence, all embedded in a context (Rubin & Rubin, 2012). Additionally, swiftly conducting a phenomenological research analysis can reduce the risk of obscured content; in this respect, saturation relies on the researchers' in-depth and meaningful qualities (Vagle, 2018).

The Researcher

The researcher served as an interviewer and an observer. According to Bloomberg and Volpe (2019) and Patton (2015), a qualitative researcher gains insight into the study's phenomenon and gains quality data by understanding how the participants understand the study's phenomenon. For example, Bloomberg and Volpe (2019) and Giorgio (2012) conveyed the importance of building a relationship of trust with participants as this can add more detailed information and value to the study. The data collection, analysis, and interpretation may will be ethical and thorough.

The researcher's role will develop a complex picture of the problem or issues through an emergent process with the fundamental idea focused behind the qualitative research to learn about the problem or issue from the participants developing the richness of the data in a way to address the research to obtain that information (Bloomberg & Volpe, 2019). For this study, I analyzed the undertaking of a qualitative study, then facilitated the role of a theoretical lens for the qualitative research to serve as the primary instrument of qualitative data collection (Burkholder et al., 2016; Leavy, 2017):

1. I executed a qualitative study as the primary instrument of qualitative data collection through direct observations, participation in interviews, and the analysis of documents.

2. In my role as a qualitative researcher while conducting this study, I served as the primary instrument of data collection to bring a close relationship with the environment, the participants, and data analysis, yielding a duality in the presence of the study to play many roles as both a participant and observer in varying degrees, which also range from being a participant to an observer.

A vital aspect of this flexible approach to understanding qualitative research design was understanding the range and variation of methods choices and how they are used creatively and responsively to achieve (and even clarify) the goals of the study (Hamilton & Finley, 2019; Moustakas, 1994; Ravitch & Carl, 2016). A distinction underlies the qualitative research methods agreement that it must be based on verifiable procedures, analyses, and conclusions; additionally, in other words, the confirmation of a research study requires that other informed researchers arrive at essentially the same findings when examining the same qualitative data (Bloomberg & Volpe, 2019; Burkholder et al., 2016; Flamez et al., 2017).

My primary function was to fulfill the study's expectations and provide confidentiality to the participants by critically assessing and addressing personality identity issues in the research inquiry and findings to determine accuracy and trustworthiness (Bloomberg & Volpe, 2019; Leavy, 2017; Vagle, 2018). Accordingly, the primary role examines the experiences that some female senior business leaders, ages 55 - 95, can face utilizing AI technology in decision making that is accepted and adapted to by other seniors who are inspired to succeed. Additionally, for this study, I was fair,

mindful, open, and objective to all emerging information from the participants to gain a new understanding of the research (Bloomberg & Volpe, 2019; Leavy, 2017).

In addition, as the primary researcher, I was responsible for informing participants of the steps taken to protect their human rights (Bloomberg & Volpe, 2019; Patton, 2015). As an American female researcher, I had no personal or professional relationship with the participants. I had no informal or formal power over any participants that imposed subjective findings on the participants or the study. With the participants' permission, it was necessary to have field notes and audio recordings during every interview process to avoid and manage any research biases.

Research and interview questions were developed for the interview process to focus on the criteria for the study (See Appendix B and D). These questions were part of the unresolved answers to the phenomenon, the problem statement, or the unanswered theoretical concern that motivated the participant(s) during the interview (Rubin & Rubin, 2012; Sadeghmoghadam et al., 2020; Tomaszewski et al., 2020). The strategy for this study clarified each interview setting (den Haan et al., 2021). According to Maxwell (2013), managing research biases is another role of the researcher in introducing the participant's experiences to the study, including their values, beliefs, and perspectives of the real world. As the researcher for this study, I was responsible for understanding the participants' lived experiences as conveyed by the study participants (see Hart, 2020; Leavy, 2017; Peoples, 2020; Sadeghmoghadam et al., 2020). By not ruling out the participant's body language (Bloomberg & Volpe, 2019; Patton, 2015), I ensured transparency and ethics throughout the interview process (Leavy, 2017; Vagle, 2018).

An Institutional Review Board (IRB) application was completed, submitted, and approved before being allowed to perform the study in the field of interest. The IRB approval ensured the research design met objectives and ethical standards (Bloomberg & Volpe, 2019; Rubin & Rubin, 2012). In parallel, this study addressed ethical issues further and provided consent forms to all participants, including all pertinent information, to ascertain accurate and efficient informed consent. The interviews were confidential, and numerical or alphabetical identification was applied as an attribute to maintain confidentiality. The participants were informed of their right to withdraw from the study at any time during the process. Lastly, in case of any ethical challenges, I made notation to contact the dissertation committee members and the IRB group for further advice.

Researcher Bias

Researcher bias was considered in the qualitative examination of female senior business leaders and how they make decisions using AI technology. Al-Tarawneh et al. (2012) focused on research improvement strategies about decision making characteristics, practices, processes, and a leader's adherence to appropriate management decisions. This qualitative study explored decision making and the research process. IT environments are faced with a multitude of rapidly complex daily changes. According to Al-Tarawneh et al. (2012), the most challenging aspect for a leader today in business management need to make beneficial decisions. The article further addresses how top leaders influence management by engaging in many situations to make critical decisions. It impacts the future of the business operations and structures long term, significantly affecting multiple dimensions of the research process.

If the study analysis does not draw in any biases, multiple approaches will be mentioned, potentially weakening the study (Hamilton & Finley, 2019). In studies guided by interpretive models, research designs are worked out before data gathering and are not changed during the project, Bloomberg and Volpe (2019) and Rubin and Rubin (2012). The research design is about interpretation, deciding what to find out, from whom, where, and how, and determining which data-gathering tools are appropriate. According to Ravitch and Carl (2016), critical qualitative research design necessitates criticality, reflexivity, collaboration, and rigor, which involves setting up the conditions necessary to critically think through all aspects of the research process, including how participants are sampled and the appropriate methods are collected, and data is analyzed. Bloomberg and Volpe (2019) and Hamilton and Finley (2019) supported the approach to qualitative research in bringing forth any biases that might impact the lens of the study.

Ethical Concerns

The sample pool consisted of all female senior business owners from a WBSG between 55 - 95 years old utilizing AI technology to make decisions and meet eligibility requirements to participate in this research study. Researchers make trustworthy decisions to conduct research ethically (Qasem et al., 2021). Subsequentially, female seniors 55 - 95 years old with experience from various organizations using AI technology in their daily lives and residing in the United States will be eligible.

Microsoft Excel®, Microsoft Outlook® email, FaceTime®, and Zoom® will be the primary research interview administrative components. I will be the only individual authorized as the research administrator for the study. Data collection results can be

stored securely in folders using password-protected encryption in cloud storage. Files from the research study will be securely stored for not less than five years. Implications for the research study ethical standards and procedures can be minimum provisions to ascertain the integrity of this study and the data collection process.

Methodology

Participant Selection Logic

The current study aims to gain a new, productive, and unique understanding of the lived experiences of a sample of female senior business leaders aged 55 - 95 years old working and managing businesses utilizing AI technology. The participant selection process for this study can involve a purposeful sampling approach. Patton (2015) and Peoples (2020) identified different types of sampling, and the appropriate sampling strategy selected for this study is purposeful. Peoples (2020) agreed that snowball sampling adds value, and the researcher will include it when needed. Participants for this study will meet the following inclusion criteria to participate in this study:

1. Age 55 - 95 years old.
2. A female senior business leader.
3. Current or prior experience as a business leader.
4. Business leadership experience in the continental United States.

The sampling strategy and the criteria were established for the study's participant pool, which targeted 10 - 15 female senior business leaders with past or present experience in leadership. Controlling participant size, I allowed the isolation of gender and age to be the two variables (see Leavy, 2017). The location of the participants was

part of the criteria because although it was presumed that most female senior business leader participants had leadership experience, their businesses are dispersed across the United States.

Purposeful sampling has been widely used in qualitative research studies that select and identify rich information about phenomenon research (Bloomberg & Volpe, 2019; Flamez et al., 2017; Peoples, 2020). This sampling criterion allowed me to delve deeper into the research gap from the literature, advocate for positive social change by improving senior female business leaders' decision making to use AI technology and inspire other seniors who are not adept with AI technologies. The snowball sampling technique allowed me to manage additional participants when necessary. The snowball sampling technique expanded the sample by asking one participant to recommend others for interviewing (Patton, 2015; Pickard, 2018).

Saturation occurred when the participants' responses became redundant and recurring themes emerged from each interview section (Bloomberg & Volpe, 2019). According to Mason (2010), theme enhancement occurs when participants and researchers work jointly and are mindful of the study's phenomenon. In addition to using a purposeful sampling criterion to recruit participants (Babbie, 2017; Patton, 2015), an introductory email was sent to the identified participants asking for official permission to participate in the study with confidentiality information. In the email, the participants were asked for their availability to assess the dependability and tangibility of the information they provided (Leavy, 2017; Patton, 2015). The phenomenological research

was concerned with the complexity and subjectivity of people's lived experiences (Ravitch & Carl, 2016; Vagle, 2018).

The success of this research was contingent upon the participants of the research study. Establishing a rapport with the participants in a conversational engagement before conducting the interviews was vital (Ravitch & Carl, 2016). I created a connection with the participants that provided a deeper understanding of the participant's responses (Rubin & Rubin, 2012). Focusing on the central research question allowed me to contribute to the phenomenon (Bloomberg & Volpe, 2019; Leavy, 2017). Aside from the purposeful sampling technique in this study, various meanings of participants' lived experiences were revealed, and the semistructured interviews communication strategy also facilitated more flexibility in the participants' responses using Zoom®, or FaceTime® via telephone (Andrejuk, 2020). As required by the IRB, the participant's files, research study responses, results, and any additional interview documentation was secured and must be destroyed after five years.

Instrumentation

This qualitative study's instrument used interviews as the primary data collection method (Bloomberg & Volpe, 2019; Vagle, 2018). In addition, the phenomenology research study included engagement with participants through personal interviews and data collection from participants; furthermore, the research setting was essential to understanding the meanings of significant findings not based on preconceptions and assumptions but through informed data (Bloomberg & Volpe, 2019). Conversely, demographic information and surveys are typically a quantitative data collection

methodology; however, to remain aligned with qualitative research tradition, interviews and a triangulation method were used as data-gathering techniques (Moustakas, 1994; Peoples, 2020; Vagle, 2018). As the researcher for this study, I am responsible for the integrity and content validity of the data collection process. Failure to report all data results from the research study can result in misconduct (Bloomberg & Volpe, 2019). Additionally, all data about the participants will remain anonymous, and all data contain no identifiable markers to associate with the participants' identifications.

Content validity in research reflects an observed description of the phenomenon in the world (Bloomberg & Volpe, 2019). Strategically, the researcher establishes content credibility for the study by explaining all complexities that must be present and addressing the patterns, themes, and issues by clarifying any biases; additionally, take into consideration all aspects which might be impactful to the study by understanding the observed phenomenon, ensure the validity in report details so that readers may understand, use triangulation if necessary to corroborate evidence and search for variations in findings. The following are data collection instruments(s) and sources (people, artifacts, audio tapes, interview protocol, or records) that should provide sufficient data for each research question:

1. To assist with the research study, research questions identify what needs to be understood, and the interview questions generate sufficient data for understanding the study (Maxwell, 2013).
2. The strategy for examining a selection of participants for the study embedded in context identify senior businesswomen successfully managing and utilizing

AI technology aged 55 - 95 as the primary sources and method of data collection.

3. The sample criteria include participants from a private woman's business study group.

An emergent design Babbie (2017) and Maxwell (2013) is one of the hallmarks of qualitative research, and the interview protocol needs to allow the design plan to emerge naturally. Extensive communication and engaging with participants for data collection are essential features of this qualitative research. It will be necessary to have a relationship with the participants to gain and maintain trustworthiness during the interview process (Bloomberg and Volpe, 2019). Should the researcher veer from the interview protocol, additional unanticipated, helpful, or relevant information can emerge (Bloomberg & Volpe, 2019); Maxwell, 2013). Data from participant interview interactions are collected in numerous ways to determine the scope of the study by obtaining a detailed description of the experience and understanding the significance of the phenomenon through the participant's lens (Babbie, 2017; Moustakas, 1994).

Interview Protocol

In qualitative research, specific instrumentation can gather adequate data to answer the research questions (Babbie, 2017). In this study, the instrumentation for data collection includes gathering appropriate protocols that align with the problem, purpose of study, and research question and are congruent with the conceptual framework. Carefully choosing the proper instrumentation for this study generates detailed

information on the research question and allows the researcher to provide a convincing argument to support the analysis (Babbie, 2017; Bloomberg & Volpe, 2019).

The interview protocol guide containing the central RQ, and seven interview questions produced a detailed presentation of the participant's lived experience of the phenomenon (See Appendix D). The protocol was purposefully used for each participant which ensured each participant received the same information each time an interview was conducted. Conducting transcendental phenomenology interview protocols over the telephone or in a face-to-face video conference setting was acceptable.

Completion of the data collection process was supported through the responsibility and administration of free video conferencing. The instrumentation sources for the semistructured interviews and interview process via Zoom®, and FaceTime® via the telephone included open-ended questions, field notes with contributions from the memories of the meeting, and audio recording, used as essential instruments for subsequent data collection (Akkılıç, 2020; Andrejuk, 2020) (See Appendix D). The interview process included an introduction to the study and seven interview questions aligning with the central RQ to shape factors emerging mutually and simultaneously from the conceptual framework design to supplementarily understand, interpret, and critique for ascertaining from a contextual lens.

Procedure for Recruitment, Participation, and Data Collection

Recruiting participants involved several activities, including sourcing eligible participants, explaining the purpose of the study, screening the participants, and keeping the participants motivated for the data collection (Sturge et al., 2021). According to

Marston et al. (2020), digital technology has played a significant role during COVID-19 in assisting various community sectors; however, the study participants' population was impacted the most, limiting the participant pool to contain 10 - 15 participants. As a precautionary consideration, discussions with colleagues, family, friends, business or aging community organizations, and church members presented potential leaders for the study. Based on the study's phenomenon, fewer female business leaders are in leadership positions; however, female senior business leaders are deemed the best fit for the study's purposeful sampling, which is widely used as a dominant strategy in qualitative research (Basaffar, 2018; Bennett, 2019). Solicitation and recruitment for the doctoral study and the dissertation topic study participants was via family, friends, a private women's business study group and church members located in the United States.

Understanding female senior business leader participant research approaches, patterns, and experiences is critical. However, recruitment was essential to the success of this research study but also most challenging for the data collection process (Marston et al., 2020; Sturge et al., 2021). Leadership roles focus on perceptions and problems in the business industry. These problems offer a sophisticated analysis of an issue that is thoroughly presented in a detailed description of a group that has been studied and well written. The criteria and procedure for recruiting the population of this study are the following:

1. The population for this study included female senior business leaders aged 55 - 95 years old who use AI technology.

2. The participants use AI technology in personal, business, and/or work while living an independent lifestyle.
3. Also, the researcher recruited participants from a private women's business study group in the United States.
4. The research participants meeting the criteria for the study are contacted for the study, and all communication will be sent via email (See Appendix C and D).
5. Recruitment of participants began with communication to get in touch with potential female business leaders who meet the sampling criteria (See Appendix A and B) via Zoom®, emails, FaceTime®, and phone interactions to ensure suitability for inclusion in the study (Basaffar, 2018; Mirzaeifar et al., 2020).
6. The sampling frame for this qualitative study consisted of female senior business leaders with membership from the WBSG and members of respective female business groups in the LinkedIn® social media platform. Business or personal email addresses were used to solicit research study participants via LinkedIn®. Upon IRB approval from Walden University, I sent out an email invitation with the informed consent form to all participants for the study. Then, selected participants were emailed an invitation to participate in the research study after providing me with their consent.
7. The request for a research participant's letter for the study included the sampling criteria and the purpose of the study (See Appendix A and B). The

respondents were notified ahead of time that they could leave the research study interview process (at any time) without penalty or a debriefing process. Study participants requesting a report be mailed of the study findings provided their email addresses.

8. This study aimed to have at least 10 - 15 female senior business leader participants. I started the participant recruitment process by contacting 30 female senior business leaders with the rationale that some potential participants would decline, not reply to the email invitation, or reply and not qualify for the study.

Having vast recruitment strategies can allow the researcher to expand the population's scope for inclusion and exclude any participants who are not suitable for the research study (Bloomberg & Volpe, 2019; Chu et al., 2019). More importantly, the research study's specific recruitment process can substantially impact the study's phenomenon because expressive and attentive participants contribute significantly to the study (Chu et al., 2019; Wilson & van der Velden, 2022; Vagle, 2018). As a result, the recruitment of participants can be ethically presided over, and the fieldwork with the participants can be pursued after the IRB approval.

The sampling criteria chosen can be participants from a private women's study group. The specific strategy for examining a selection of participants for the study embedded in context is likely to be businesswomen seniors in the USA managing and utilizing AI technology at age 55 - 95. The relationship between 10 - 15 participants as the sample size criteria and saturation will be the goal rather than the number of

participants (Peoples, 2020).

According to Yob and Brewer (n.d.), selecting units of samples for examination is central to social research studies. It can provide purpose and use to those involved in making social inquiries. Ravitch and Carl (2016) noted that regarding sampling criteria and regardless of the sampling strategies employed, it is essential to have a clear, reasoned, and explicated rationale for why selected individuals or groups can be chosen as part of the study. To establish sampling criteria, bias will be minimized or limited.

Other criteria to note are that decisions require considerable examination, exploration, and preparation for sampling cultivation to achieve validity (Ravitch & Carl, 2016). In consonance with Babbie (2017), purposeful sampling implicates knowledge and the elemental selection of a population. In qualitative research studies, the sampling strategy of subjects can evolve the structure of the situation being studied as the investigation develops, and the issues become more central to understanding others (Babbie, 2017).

The data collection process was prepared step-by-step using Microsoft Excel® to organize, manage, and store the research data. According to Bauzon et al. (2021), Microsoft Excel® is an electronic data spreadsheet repository program used widely in the world to support users to input and manage datasets where macros are pre-programmed with capabilities to perform, organize, and analyze a large amount of data to discover patterns, trends, themes. This tool can help facilitate data easily in reduced time compared to a manual approach to data, significantly improving the study's result.

Data Collection

A qualitative researcher is a critical instrument for data collection and interviewing the participants (Bloomberg & Volpe, 2019; Vagle, 2018). This phenomenological transcendental study can enable the researcher to acquire rich and intricate details for the study (Apostolescu & Serban, 2022; Bloomberg & Volpe, 2019; Peoples, 2020; Moustakas, 1994). The primary method for collecting the data was conducted as semistructured interviews and coordinated online using email, in addition to the Zoom® meeting application and FaceTime® via the telephone, using an interview guide, which served as a critical component for answering the research questions (Andrejuk, 2020; Maxwell, 2013).

Semistructured interviews are one of the best ways to gain the participant's perspective (Queirós et al., 2017). According to Patton (2015) and Queirós et al. (2017), semistructured interviews will be used to the researcher's advantage in noticing social cues: voice inflections, and body language, which can help the researcher with additional information in response to the research interview questions. In a qualitative research paradigm, semistructured interviews are a negotiated accomplishment of the researcher and the participants because of the most direct research-focused interactions to get to the essence of the research study (Flamez et al., 2017; Patton, 2015; Peoples, 2020).

An interview requiring an in-depth explanation of the essence of the lived experiences can be very emotional to the researcher and the participant. The researcher is responsible for creating a pleasant ambiance for the interview (Bloomberg & Volpe, 2019; Queirós et al., 2017).

After providing a brief introduction and establishing the focal point of the research, the interview questions for the participants are constructed based on lived experiences, highlighting the essence of the phenomena (Moustakes, 1994; Peoples, 2020; Queirós et al., 2017). The data points from sources used to specify open-ended interpretive questions are designed to guide semistructured interviews and the seven interview questions with the associated primary RQ (See Appendix A and B).

Data Analysis Plan

A carefully well-planned qualitative data analysis strategy transforms data into findings for the study. Developing the data analysis plan depends on the research design, motivating the study research problem, the purpose of the study, the central research question, data collection, and the strategies to examine a thematic analysis with transparency (Ravitch & Carl, 2016; Patton, 2015). Leavy (2017) and Vagle (2018) agreed that multiple data analysis plans are correlated with phenomenological studies focused on illustrating the importance of the study. This qualitative phenomenological study is designed to obtain a detailed and substantial understanding of the female senior business leaders' lived experiences. According to Peoples (2020), a phenomenological transcendental data analysis plan proceeds with an analytical approach in transcending each description to reveal the phenomenon's essence.

The data analysis strategy in this study followed the procedures that align with the phenomenological transcendental design described by Apostolescu and Serban (2022), Peoples (2020), Moustakas (1994), and Vagle (2018), which includes data collection for all participant interviews by gathering the data illustrated by the participant's experience,

organizing the data in a manageable manner, and then presenting a meaningful human pattern. Each study participant was emailed or messaged the "Participant Invitation and Consent Form" as a copy to review (See Appendix A and B). All participants provided their consent to complete the study in a semistructured interview coupled with an audio recording via the telephone using a tape recorder or have it facilitated using Microsoft Teams®, Zoom®, Skype®, or WhatsApp®. A secondary tape-recording device was available to remedy any event of device malfunctions during the first recording. The participant interview was secured for conducting a one-hour structured interview for each participant via meeting applications Zoom®, and FaceTime® telephone meeting.

In this study, the data analysis plan was considered useful to involve coding and categorizing thick data descriptions with patterns and themes that to make possible interpretations of the participants' experiences (Miles et al., 2020; Patton, 2015; Saldanã, 2016). According to Bloomberg and Volpe (2019) and Peoples (2020), data collection for transcendental phenomenological studies was derived from the lived experiences of individuals and their one-on-one transcribed interviews, the data analysis with themes, patterns, and contextual meanings. To facilitate the data collection process effectively, I ensured each study participant was scheduled appropriately for a date and time to complete the one-hour interview. Coding permitted the researcher to revisit the data collection process and interpret the research data accurately (Saldanã, 2016). The coding process invoked research question results that I organized into two sections: The first section outlined the data collected, and the second section outlined codes that were divided into patterns and themes addressing the problem of the study phenomenon from

the participants' experiences (Saldanã, 2016). The data collection was manually coded, audio recordings were transcribed verbatim, and Microsoft Excel® was used to process all the data (Babbie, 2017; Bauzon et al., 2021; Bloomberg & Volpe, 2019; Rubin & Rubin, 2012).

According to Babbie (2017) and Patton (2015), transcribing is laborious but critical in data analysis. I transcribed the interviews through immersion to become grounded in the data (Bloomberg & Volpe, 2019). Moreover, as aforementioned, Microsoft Excel® was used as a proven, cost-effective, qualitative data analysis tool that streamlined the process of managing the large dataset; it additionally provided multiple attributes to sort data and allowed intrinsic display techniques (Bauzon et al., 2021).

In this study, using Microsoft Excel® permitted the researcher to administer the research data with precision, thus deepening the study's credibility, validity, and trustworthiness (Bauzon et al., 2021) and moving forward to think about the broader implications of the study. As a final step, all paper data collection must be kept anonymous and confidential and destroyed after five years. Also, all electronic data from the study will be deleted after five years. The participants were numerically or alphabetically arranged from A to Z to maintain the anonymity and privacy of the participants or any extreme circumstance or challenge that might occur (Bauzon et al., 2021; Babbie, 2017; Patton, 2015). The most crucial part of data analysis and management was supported in my role as the researcher to be truthful, unbiased, and transparent to the participants. This strengthened the data's trustworthiness and validity for replication of the study so that others could share and learn.

Researchers in prior studies, Andrejuk (2020), Hsiao et al. (2017), and Marston et al. (2020), noted that the initial strategy led to a successful data analysis plan, and this proceeded with an analytical approach to the study ahead of time. A strategic and well-planned data analysis plan for the research report was critical for the study (Vagle, 2018). Constructing a data analysis plan depended on the research design, which was driven by the research problem, the purpose of the study, the research question, data collection, and the strategies used to analyze themes with transparency (Ravitch & Carl, 2016).

Ensuring Quality in Qualitative Research

According to Bloomberg and Volpe (2019) and Flamez et al. (2017), a phenomenon's record-keeping, or implementation promotes confidence to ensure quality in qualitative research. Credibility strategies took precedence for this quality qualitative research, completing the following: prolonged engagements, persistent observation, peer debriefing, data case analysis, progressive subjectivity, member checking, triangulation, and reflexivity (Bloomberg & Volpe, 2019). This was an integral part of critical research design and ensured by implementing reliable strategies of triangulation, member checking (what is thought of and described as participant validation), presenting rich, detailed, and thick descriptions, discussing negative cases, having prolonged engagement in the field, using peer debriefings, and having an external auditor (Bloomberg & Volpe, 2019; Ravitch & Carl, 2016).

Issues of Trustworthiness

Objectivity and truthfulness were critical aspects of this qualitative research. As a researcher, it was essential to deal strategically with threats in a qualitative study to

increase the study's value and validity (Maxwell, 2013). Of course, only some strategies were feasible for this study; however, the validity strategies observed below productively dealt with the project study. According to Bloomberg and Volpe (2019), positivists question trustworthiness in qualitative research because concepts of validity and reliability were addressed in the way of the paradigm of a naturalist. However, in consonance with Vagle (2018), it was understood in qualitative research that the phenomenon examined participants' perceptions and made sense of their everyday lived experiences. To ensure quality in this qualitative research, trustworthiness was discussed in this research study to evaluate attributes for credibility, transferability, dependability, and confirmability.

To ensure trustworthiness in qualitative research (Ravitch & Carl, 2016) suggested engaging in reflexive exercises individually as well as in dialogue and collaboration with others that are engrossed thoughtfully and critically with a researcher’s design while facilitating the research, therefore pushing the examination further on the parts of the researcher and the research study conducted; otherwise, it is taken for granted or left unexamined. In consonance with Babbie (2017), trustworthiness broadly was more robust regarding issues and their place within qualitative rigor, validity, and value debates. Ravitch and Carl (2016) reported that dialogue and exchange were essential to the trustworthiness of empirical work, which strongly encouraged a dialogical, relational, and internally engaged research approach. Trustworthiness strategies were conducted in the most rigorous, credible research possible (Babbie, 2017; Ravitch & Carl, 2016).

Conceptualizing and carefully documenting these processes was a fundamental methodological approach. Ravitch and Carl (2016) expressed that

validity and trustworthiness were most used and evoked the importance of credibility and rigor in qualitative research.

Triangulation addressed the trustworthiness of this qualitative research study. In qualitative research, trustworthiness was the degree of confidence in the methods used to ensure the study's quality. According to Bloomberg and Volpe (2019), triangulation incorporates systematic construction of the study and research process for cross-checking information and conclusions to determine where the research findings converged through these formats: methodological, data, investigator, and theoretical triangulation.

This qualitative study and the methodology used for trustworthiness were accurate and suitable for the research design (Moustakas, 1994). The importance of trustworthiness in qualitative research was an essential aspect of this study to reassure readers that the research was of value and significance (Babbie, 2017; Bloomberg & Volpe, 2019). The researcher's role in the study was to establish a formal process that other scholars could replicate (Babbie, 2017). The enhanced relevancy of trustworthiness for this qualitative study entailed strategies evaluated for credibility, transferability, dependability, and confirmability (Bloomberg & Volpe, 2019; Patton, 2015). These four strategic qualitative research aspects are detailed in the next section.

Credibility

Credibility refers to the correlation of participant's perceptions alignment with the researcher accurately reflecting the authenticity of the study or the confidence in the truth

of the study's results. To ensure credibility in this study, the criterion was evidenced with appropriate strategies to support the study's integrity (e.g., clarified research bias for the analysis up front). This self-reflection facilitated a more in-depth understanding of the phenomenon under the research process conveying details that can resonate with readers, thus, establishing the probability of the data being reliable, thereby lending credibility to the study (Miles et al., 2020; Patton, 2015).

Credibility strategies also included research participant engagement, persistent observation, thick description, journaling, peer debriefing, saturation, member checking, and seeking negative instances (Babbie, 2017; Bloomberg & Volpe, 2019). I provided the participants with a copy of the transcribed data to support the study's credibility and authenticate the participant's interviews on their lived experiences (Bloomberg & Volpe, 2019; Peoples, 2020). The researcher used a qualitative Microsoft Excel® tool to assist with triangulation for the study (Bauzon, 2021).

Transferability

Transferability is qualitative research that develops descriptive context and relevant findings; however, synonymous with the notion of external validity in quantitative analysis. The concern of transferability in positivist work often lies in demonstrating the results of the study that is applied to a broader population (Bloomberg & Volpe, 2019; Flamez et al., 2017). Although the findings are not generalizable in qualitative research, lessons learned in one setting can replicate in other studies (Miles et al., 2020).

The criterion of trustworthiness, addressing transferability, was assessed by the following factors: purposeful strategic sampling in-depth and rich and thick description of the detailed context, background, location, transparency of the data collection and analysis, and the findings to offer elements of shared experiences for the readers (Bloomberg & Volpe, 2019). In line with transferability, the researcher applied the interview guide protocol that focused on the research questions (See Appendix B), emphasizing the participant's shared experiences of the phenomenon for the study. Transferability represents the researcher's vivid picture to inform and resonate with readers (Bloomberg & Volpe, 2019)

Dependability

According to Barron (2019), dependability for qualitative is comparable to the alternate concept of reliability in quantitative. Dependability refers to the method or extent of the work to which there is documentation substantiating elements that support the repeatable process of the study to be consistent with the argument; therefore, the data is dependable to answer further the study's research question(s) (Barron, 2019; Bloomberg & Volpe, 2019; Flamez et al., 2017). Dependability is a qualitative term parallel to reliability in quantitative research and refers to the extent to which there is documentation to substantiate elements of the study (Barron, 2019). Dependability also refers to the competency of recording or delivering a detailed process by addressing how data were collected and interpreted for the study (Bloomberg & Volpe, 2019). In this study, the procedure ensured dependability, including an audit trail of process logs and the handwriting notes of all activities during the research (Mpungose, 2020).

The researcher's role clearly described the study, including the data collection from female business leaders in organizations with the support of field notes, transcripts, and audio recordings for data collection ensuring dependability by creating an audit trail for proper documentation of the research process. In line with the study's trustworthiness, Microsoft Excel® was used to provide details of how the data are collected and analyzed. Microsoft Excel® is a qualitative data analysis tool used to process large amounts of data with multiple attributes and used for audit trail and triangulation (Bauzon et al., 2021). Patton's (2015) three-step data analysis process was used for data collection, organizing the data in a manageable manner, and then presenting vividly to inform the reader. A clear record of all field notes and transcripts was preserved, allowing replication of the study to reflect a social change from other researchers.

Confirmability

Confirmability ensured that the research findings resulted from the participants' experiences and ideas rather than the researcher's characteristics and preferences (Bloomberg and Volpe, 2019; Flamez et al., 2017). Confirmability is qualitative research terminology congruent with objectivity in quantitative research. Confirmability for this research study included an audit trail of data analysis and methodological memos and maintained by the researcher (Bloomberg & Volpe, 2019). Babbie (2017) agreed that confirmability emanates in qualitative research with an audit trail featuring every step of the analysis to administer the rationale for the decision. In this study, the researcher's documentation and detailed notes of every process engaged in the study were kept for peer review.

In this section of the study, data was collected in a neutral setting, and all meanings from the research findings were from the participant's responses, not from the researcher's bias (Garvey & Jones, 2021). In consonance with Miles et al. (2020), the research study's "member-checking" with the participants affirmed the study's accuracy, prevented research biases, and reserved preconceived notions about the phenomenon of the study. Ascertaining that the researcher was prepared to perform quality qualitative research, all necessary actions were taken throughout the study to demonstrate confirmability (Bloomberg & Volpe, 2019, Garvey & Jones, 2021). As mentioned earlier, confirmability in this qualitative research relied on how the findings are consistent and repeatable. As additional consideration, other laws and procedures are described in detail in the next section below to authenticate the overall trustworthiness of this study, and the ethical procedures established by the IRB are followed.

Ethical Procedures and Confidentiality

Ethical research procedures in studies outline the safeguarding of participants (Bloomberg & Volpe, 2019; Flamez et al., 2017). According to Hottenstein (2018), the Belmont Report about the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research (1978) noted that ethical challenges could arise from a researcher and participants' collaboration. In qualitative research, ethical principles, considerations, and procedures are paramount in a performative enterprise to protect the participants and prevent any harm to those involved in the study (Norma Ruth, 2020).

The participants received notification from an email about the study one week before the research study launch date. The selected participants received a Microsoft Outlook® email invitation requesting participation in the research study. The Microsoft Outlook® email contained the following elements of the study: (a) a summary, (b) the purpose statement, (c) significance and implications, and (d) the projected time it takes to complete the interview for the study, (e) the potential risks associated with participating, and (f) the research interview questions along with the associated central research question.

Research studies conveyed that seniors are human subjects' who need to be protected, and compliance with an ethical process assisted with the research study purpose, collective responsibility, and the study through the emergence of vital information from participants' responses and results; therefore, no data distortion. Three core ethical principles were honored throughout this research study to prevent potential harm to the participants involved (Wirawan et al., 2019): 1. Respect for persons specified the dignified treatment of a person by a researcher (Bloomberg & Volpe, 2019), 2. Beneficence declared the welfare of the participants and society regarding the phenomenon of the study (Bloomberg & Volpe, 2019; Webster et al., 2019), and 3. Justice represented all participants' fair and equitable treatment and the potential benefits of the participants' responses (Bloomberg & Volpe, 2019; Martino & Schormans, 2018).

In the participation section of this study, the researcher answered these three questions based on the research study before selecting participants (Babbie, 2017; Bloomberg & Volpe, 2019): (a) Who will participate in the research study? (b) How

many participants can join the research study until data saturation occurs? (c) How will the participants for the research study be chosen? Answering these questions, I acquired the necessary IRB approval to connect with the study's identified participants (Babbie, 2017; Bloomberg & Volpe, 2019). In this phenomenological study, the participants were comprised of 10 - 15 female senior business leaders in the US until saturation occurred. Additional participants were added through snowball sampling (Pickard, 2018). The recruiter requested the consent of the study participants via Microsoft Outlook® email before the interview.

An approved IRB was attained before any contact with the identified participants and made known to the participants. Prevalence and risk factors were associated with the aging population indexed to the absence of instruction, confidence, and guidance (Cristiano et al., 2022). Additionally, the aging population is affected globally, whereas social, financial, and health challenges place them more at risk than other populations (Camp et al., 2021; Daoust, 2020). A research scholar must address concerns about producing an ethical and compelling research study so that others can replicate it (Aldridge, 2019; Jones, 2017; Patton, 2015). The researcher adhered to all ethical standards and procedures regarding the qualitative descriptive phenomenological study because of the risk and challenges involved (Aldridge, 2019; Vagle, 2018).

The informed consent form associated with the study included the purpose of the study, participants' participation, commitment, expectations, the right to withdraw at any time, and information on their confidentiality and how their data will be stored (See Appendix A & B). Study participants were provided with the interview's date, place, and

time options upon eligibility for the research study. The interviewer confirmed with the participants whether the details and quality of the interview process were understood.

Based on the participants' confidentiality in this study, the interviewer employed the member checking process using a follow-up Microsoft Outlook® email to ensure clarity, accuracy, and verification of their responses. The recruiter also assured the participants of receiving the interpretation of the interviews within two days for review. Finally, the participants were sent a thank-you Microsoft Outlook® email for their involvement.

In consonance with Camp et al. (2021), this study involved recruiting participants from an aging, vulnerable population, and diligent attention was required to meet all ethical standards and the sensitive topic of senior female business leader participants' lived experiences. Before the fieldwork, including the recruitment of participants and signing the informed consent forms, I communicated the study's detailed purpose to the IRB by submitting a completed application and the Human Research Protection training certification to obtain approval and ensure the confidentiality of the study results. This procedure enhanced the study by gaining detailed participant information and maintaining participant confidentiality.

The female senior business leaders' schedules varied, and another concern was the participants' time and leadership commitments because of their business positions. The interviews were scheduled as a contingency plan based on the participant's convenience and availability. Overall, the protection of participants in a study is critical. Potential

conflicts did not arise; however, the interviewer of the research study managed and assured the participants of their confidentiality.

The National Institute of Health illustrated various topics in observation of the treatment of human research participants. It is not considered ethical for a researcher to use individuals solely for an end (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1978). It is important to demonstrate respect for research participants and reflect on the principles used to define ethical research. The regulations, policies, and guidance of those principles are based on three principles of codes and regulations, as described in the Belmont Report (National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research, 1978):

1. Respect for persons: Individuals participating in the study must be treated as autonomous agents. A person with diminished autonomy is entitled to additional protections.
2. Beneficence: Do no harm to participants. Maximize possible benefits to minimize potential harm.
3. Justice: This requires that participants who are individuals or groups for the study be treated fairly and equitably in terms of bearing the burdens and receiving the research benefits.

Interviews must discontinue at any time should the participant request. The data collection process for this study was completed with semistructured interviews via telephone on FaceTime® and Zoom® meeting audio recordings with the participants'

permission, in addition to my handwritten field notes. Management of relevant research data was maintained to ensure the participants' confidentiality. The participants were assigned a confidential naming convention of a numerical or alphabetical label with an A-to-Z identification code. Electronic files were organized and stored on an external hard drive.

Additionally, all paper files and materials were sorted systematically and stored safely and securely in labeled files or folders. In this regard, the data collected from the participant's responses contribute to positive social change in the US business industry due to the corroborative approach used to conduct the interviews (Andrejuk, 2020). Finally, all relevant materials from the data collection and analysis process and procedures must be destroyed after five years.

Summary

Chapter 3 described the research design and method for supporting this study as a transcendental phenomenological approach (Moustakas, 1994; Peoples, 2020; Vagle, 2018). The rationale for using this design was selected as the best option for the research based on the nature of the study and research questions to understand the lived experiences of participants through interviews and observation regarding their decision making opportunities in leadership, managing their utilization of AI technology, and the impact of how they adopt and adapt to AI technologies.

Of equal importance, Chapter 3 included the researcher’s role, and the methodology section for this study was consistent with the participants’ selection logic, instrumentation, recruitment, participation, data collection, and data analysis plan. The

data collection described a semistructured interview supported by handwritten field notes and audio recordings. Data analysis performed by coding and transcribing was used with the support of Microsoft Excel® to achieve calculation and computation capabilities as a computer-assisted qualitative data analysis tool for organizing and managing all collected data (Bauzon, 2021).

The primary role of this study for the researcher was to analyze the research study's objectives and expectations, providing confidentiality and trustworthiness to the participants (Bloomberg & Volpe, 2019). Credibility, transferability, dependability, and confirmability were assessed to ensure trustworthiness in this study. Ethical procedures and principles implemented detailed respect for persons, beneficence, and justice (Edwards, 2020). Chapter 4 presents the study's findings, including a review of the background, group demographics, data collection, data analysis, evidence of trustworthiness, results, and a summation of the research questions, followed by Chapter 5, which includes the conclusions and recommendations for future study.

Chapter 4: Results

The purpose of this qualitative transcendental phenomenology study was to examine the experiences that some female senior business leaders, ages 55 - 95, face using AI technology in decision making. The data analysis for this methodology solely focused on 12 successful female senior business leaders in the United States who work with AI technology in decision making. The data points originated from open-ended interpretive questions which are designed to guide the semistructured interviews. According to Ravitch and Carl (2016), research questions are central to the development of an empirical study from the researchers' understanding that rationales and goals guide selected theories to frame the study from the selection of various methods, with the central research question and design chosen for implementation: (a) intentionality used through the process of developing and refining the research question, (b) chronicling influences, reasons for critical aspects and refinements to research questions, (c) vetting suggested changes from multiple perspectives, and (d) the consideration of ongoing data and theory analysis that informs change. The central research question guided the research study to support this qualitative paradigm.

To establish the research focal point, a brief introduction of the study included the interview questions and sent to the participant selection based on lived experiences to obtain the essence of the phenomena. The remainder of this chapter contains specifics for the research study setting, demographic details, and an assessment of the data collection methods performed including an overview of the following elements: timeframe, response rate, changes made to the data collection plan, and demographic characteristics

of the participant selection. The chapter also includes the results of the data analysis, including descriptive statistics that describe the sample, trustworthiness, and study results, followed by a summary to answer the research question.

Research Setting

Data collection activities commenced after obtaining IRB approval on December 9, 2022. The research study participants for the study were selected from the WBSG mentioned in Chapter 1. The data collected for the research study emerged from 12 semistructured interviews, document review, journaling, and note taking. Since the participants were located across the United States, I conducted the interviews via telephone on FaceTime® and Zoom® meetings. Participants were provided the option to complete their interview using WhatsApp®, FaceTime®, Skype®, and Zoom®, but nevertheless, not everyone selected these communication tools as an option. FaceTime® and Zoom® interviews resulted in an average length of 34 minutes. Eleven of the interviews took place using Zoom®, and only one interview was facilitated using FaceTime® via telephone due to the sporadic internet connectivity experience of the participant.

Demographics

The demographic framework information for the 12 research study participants is detailed in Table 1. Eight participants held positions as business owners, and four held leadership or management positions. All participants were senior business leaders from the United States. A deliberate attempt was made to ensure that all research study

contributors were female. The 12 senior business leaders responded to the recruitment letter, and their ages ranged from 55 - 95 years old, denoting a mean age of 57.

Table 1

Participant Demographics

Participant code	Industry	Position	Experience	Level of education
P1	Technology	Management	5 years	Graduate
P2	Restaurant	Business owner	35 years	Graduate
P3	Engineering	Management	20 years	Associate
P4	Technology	Management	16 Years	Associate
P5	Education	Leadership	10 years	Graduate
P6	Communication	Business owner	40 years	Postgraduate
P7	Insurance	Business owner	34 years	Bachelor's
P8	Communication	Business owner	50 years	Some College
P9	Transportation	Business owner	20 years	Postgraduate
P10	Fashion	Business owner	18 years	Bachelor's
P11	Textile	Business owner	3 years	Bachelor's
P12	Education	Business owner	15 years	Postgraduate

Data Collection

Data collection for this phenomenological study included in-depth interviews and a data-gathering approach with the research study participants attributable to describing the meaning of the phenomenon that these female senior business leaders share and that the data was collected for triangulation objectives. As specified in Chapter 3, data collection procedures start with identifying the phenomenon under investigation which

was the lived experiences of senior female business leaders using AI technology in decision making.

The main importance of data collection is to open the doorway of research to fulfill the research gap, therefore, I initially sent an invitation to the WBSG via an announcement in female business groups on LinkedIn® to participate in the research study. Study participants provided informed consent, and as part of the instructions they affirmed that they understood that they could depart from the research study at any time with no penalty or debriefing procedure. Additional participant demographic information was requested by the researcher which included their age, gender preference, and years of business experience. Study participants were additionally instructed that if they desired a report of the research study results, they could request it by providing me with an email address I would send a link or summary of the report.

Data Collection Recruitment

The data collection recruitment process started when approval was provided by Walden University IRB (12-09-22-0074683). The WBSG was the principal resource for recruiting members for the study. Each member sent an email invitation met the research study provisions (See Appendix A). Overall, 15 electronic messages were mailed from my Walden email account as a communication to engage with members considered for the study. The research study became saturated at 12 members responses which emerged from the interview process resulting in repetitive themes. There were 12 total members for the study, three female seniors business owners joined from the WBSG, and nine

participants stated that they learned about the research from other senior female business owners.

Data Collection Technique

The data collection technique used for this research study was to practice epoche before each telephone interview and reduce any personal biases by setting aside personal experiences so that anything unfavorable would not influence the study. The data collection for this study began in December 2022, and the research interviews took 9 consecutive days to complete, which ruminated in less than the 30-day timeline initially projected. The interview sessions conducted varied from 20 minutes to 1 hour, averaging approximately 34 minutes.

The research study members were provided Zoom®, Skype®, WhatsApp®, Microsoft Teams®, and telephone information as meeting alternatives to complete the research interviews. The interview protocol guide used for each interview session was used to introduce the study, the central research question with the associated seven interview questions, and a conclusion (See Appendix B). Coinciding with the interview protocol guide, the data collection elements include the central RQ, a list of interview questions, and data collection tools used, followed by an analysis (Table 2).

Table 2

Data Collection Elements

Primary RQ	Interview questions	Data collection tool	Analysis
What are the lived experiences that some female senior business leaders,	Why are you using AI technology, and describe the nature of the relationship?	Semistructured interview, document	Transcription, coding, and analysis of participants' responses using inductive coding

Primary RQ	Interview questions	Data collection tool	Analysis
ages 55 - 95 years old, face using AI technology in decision making?	Can you describe one episode, event, experience, or situation, which stands out in your mind when using AI technology in decision making, that made you feel recognized, accepted, or valued? What specific AI technologies do you feel are helpful in decision making, and why? How has your experience as a senior business leader been with AI technology that you feel has had a beneficial or positive impact? How has your experience as a senior business leader been with AI technology that you feel has had a harmful or negative impact? How has AI technology been an inspiration to continue utilizing AI	review, and notes.	as my iterative process based on the qualitative data hierarchical framing to support a larger framework to organize a complete data analysis based on insights and responses received from all participants by establishing an unbiased observation at the themes throughout my data.

Primary RQ	Interview questions	Data collection tool	Analysis
	technology in the future? What are some other details or information that you feel can be valued by other female leaders based on your experience in managing a business?		

For this study, 12 participant interviews were transcribed after recording them using Zoom® audio recording and a tape recorder. Member checking was conducted by confirming the participants' interview responses from the accurate transcription interpretation represented by what transpired during the interview. The participants for this study were business owners, or in management roles averaging 22 years of work experience as business leaders and attained education levels with some college to postgraduate educational degrees.

Data Analysis

Qualitative data analysis is defined as the technique of data analyzed through a course of action and establishing the framework from unstructured and non-numerical data collected (Bloomberg & Volpe, 2019). Phenomenological data transcends the character of each description to unveil the essence of the phenomenon analyzed (Peoples, 2020). The data analyzed for this research aligns with this phenomenological inquiry as it seeks to understand the phenomenon. The objective of this transcendental phenomenon was to illuminate the essence of this phenomenon without the corruption of personal bias.

Qualitative analysis is about data reduction without losing meaning (Adu, 2019). My qualitative findings represented the data through the central research question from the following aspects: Data analysis, development of codes, categories, themes, and theory for explaining the phenomenon and connecting strategies to answer the research question and address any potential valid threats. Once the theoretical saturation was reached, the recorded data was transcribed. As a first step, each participant's recorded interview transcript was read and reviewed to gain a full understanding of their experience. After that, preliminary meaningful units were created by making notations of the elements from the transcript, which brought together commonalities and data groupings from the participants' responses.

Through a descriptive phenomenological analysis, I devised a research plan to study members' individual experiences by making meaning of the lived essence of the phenomena with an emphasis on describing each situation extensively. Additionally, I suspended biases during the analysis using Husserl's concept of bracketing to facilitate an understanding of the lived experience phenomenon for female senior business leaders. Bloomberg and Volpe (2019) and DeCuir-Gunby et al. (2011) suggested that the structure of coding the interviews consists of components that include the code name/label and a brief definition. In consonance with Peoples (2021), directly connecting with the world emulates lived experiences through a meaningful phenomenological interpretation driven by specific coding techniques, themes, and charts. However, for this study, I chose to structure my hierarchical coding frame using flexible factors structured and arising out of the interview process using the following components: interview

questions, quote examples, data analysis codes, categories, and emerging themes (Table 3).

Table 3

Data Analysis Codes and Emerging Themes From the Interview Process

***Interview q**uestions*	Quote examples	Codes	Categories	Themes
Why are you using AI technology, and describe the nature of the relationship?	AI technology has been such a positive benefit for the business, and it increased our business portfolio. AI has provided me with faster results and the ability to derive the needed solution much quicker. I am using AI technology effectively for educational purposes to learn and stay aware of what is happening today and to understand my purpose.	AI technology increases business, and this is positive. AI technology offers fast and quick results. AI technology is effective for learning and sharing across platforms.	AI technology improves business. Technology benefits my business. AI technology brings projects together by having unlimited bandwidth and expanded communication networks.	AI technology is beneficial. Decision making and communication. Information sharing and privacy.
Can you describe one episode, event, experience, or	I was selected to be one of the leaders through demonstration trial stores for	AI technology causes a change in business structure.	Improvements and changes to business initiate doing things easier	Leadership and change management.

***Interview q**uestions*	Quote examples	Codes	Categories	Themes
situation, which stands out in your mind when using AI technology in decision making, that made you feel recognized, accepted, or valued?	the new innovative in-store process. I have found AI technology useful because it leaves me feeling positive that I can expand my learning to become limitless. I use AI technology algorithms to help me solve problems and get resolution.	The business enterprise, appropriate change management and communication practices contributed significantly to the sustainability of the business over the past years.	and faster to save time. AI technology keeps my customers happy, and they communicate this back to us.	AI technology is beneficial Decision making and communication
What specific AI technologies do you feel are helpful in decision making, and why?	I use a security system which I was able to look at the restaurant not only from the back office, but from my home or from my cell phone. My customers in general appreciate the ability to be able to visually and mentally process the information provided to them.	AI technology helps me make decisions and communicate with staff and keep tabs on how things are going while I am not physically there.	I can provide the information my customers need, then they can review it at their own pace online and formulate questions and ask about information that is unclear to them.	Decision making and communication Technology adaptation and acceptance

***Interview q**uestions*	Quote examples	Codes	Categories	Themes
How has your experience as a senior business leader been with AI technology that you feel has had a beneficial or positive impact?	AI technology because helps to manage business processes more proficiently by increasing turn-around time, thus, saving time and money. I use AI technology to develop forms, order, report, create plans, program changes, and develop while demonstrating leadership through various communication platforms with committees.	Manage business process Data shared across platforms	Leadership supports decision making opportunities	AI technology is beneficial Decision making and communication
How has your experience as a senior business leader been with AI technology that you feel has had a harmful or negative impact?	Change because most people cannot accept change. Power outages can cause harm. Insufficient data backups and a lack of data privacy	When deciding to adapt and accept change you're going to work quicker, smarter, and have a better productivity overall. Redirect and refocus decision, if no controls in place, data loss, or AI technology is	Productivity and efficiency can become deficient with privacy issues. Compromised privacy through untrustworthy or unreliable data breaches.	Decision making and communication Technology adaptation and acceptance Information sharing and privacy

***Interview q**uestions*	Quote examples	Codes	Categories	Themes
		lacking or outdated.		
How has AI technology been an inspiration to continue utilizing AI technology in the future?	I'm very astute when it comes to business. I am a huge proponent of developing relationships using AI technology, and, more importantly, acceptance and adapting to a variety of technologies have taught me to expand and grow my business in a direction that I never thought of before. AI technology, it helps me overcome challenges I feel as a person of my age. It is unimaginable life without AI technology.	For work and life purposes, acceptance to technology has been the number one success strategy adopted for driving business and making decisions quicker. Overcoming challenges Business expansion	I have accepted the rhythm and fast pace of learning new things because they are teaching me how to let go of any discomfort to become more comfortable. Entrusting how quickly AI technology will help me get things done. Relationship development	Technology adaptation and acceptance Decision making and communication
What are some other details or information	Using AI technology has been the catalyst to many	Data management	Broadened sense of learning from change	Leadership and change management

***Interview q**uestions*	Quote examples	Codes	Categories	Themes
that you feel can be valued by other female leaders based on your experience in managing a business?	changes, which has led to processes that needed to be managed and adapted to, but once on the other side of broadening my sense to learn, it gave me a positive sense of success and accomplishment. At my job, I work with Bluetooth algorithm that provides information for data shared access across technology management staff used for sorting employment opportunities to assist us with change management.	Process changes Data sharing	Leadership promotes change, and algorithms supports change	

The following five themes emerged for the research study: (a) technology is beneficial, (b) leadership and change management, (c) technology adaptation and acceptance, (d) decision making and communication, and (e) information sharing and privacy. The research study interviews were transcribed verbatim. It was important to

code my qualitative data because not only was it easier to interpret the participants' data, but it made the assignment to posit codes into words for each participant's response as well as to manually capture and interpret responses into themes.

This first theme was that technology is beneficial and this theme emerged and was based on the participant quotes, which relate to the theme and address the RQ. P2 stated, "AI technology has been such a positive benefit for the business and increasing our business portfolio." P3 stated, "AI has provided me with faster results and the ability to derive the needed solution much quicker." P4 stated, "I am using AI technology effectively for educational purposes to learn and stay aware of what is happening today and to understand my purpose." Using AI technology is beneficial to female senior business leaders because it amplifies their development, potential and helps overcome challenges driving humanity forward around the world to inspire and innovate.

This second theme was leadership and change management, and this second theme emerged based on the participant quotes, which relate to the theme and address the RQ. P1 stated,

> "Using AI technology brought projects together by having unlimited bandwidth and expanded communication networks which include connections of multiple levels of management and a diverse experience of employees for change management by leveraging experiences from everyone remotely through a networking system."

P11 and P12 both stated that they demonstrate leadership using AI technology to complete processes and projects in a timely fashion. In conclusion, P11 and P12 stated

that it takes patience when facing change, and although change might come with making mistakes, sometimes this can be the best way to learn. Effective leadership, influencing and organization, and business management are key to the journey of long-term production, quality, and success for female senior business leaders.

This third theme was technology adaptation and acceptance, and this third theme emerged based on the participant quotes, which relate to the theme and address the RQ. P7, P8, and P9 posited that as female business owners, it was hard to imagine life without AI technology. For work and life purposes, acceptance to technology has been the number one success strategy adopted for driving business and making decisions quicker. P10 stated,

> My inspiration comes from working with my two assistants. I have adapted to their way of moving in the world seamlessly using AI technology. And, I have accepted the rhythm and fast pace of learning new things because they are teaching me how to let go of any discomfort to become more comfortable by entrusting how quickly AI technology will help me get things done."

AI technologies are revolutionizing businesses in the United States, enabling support for older users and improving business outcomes for female senior business leaders, which delivers solutions ensuring that AI technology is useful and accepted, thus, making them more intuitive to adapt to innovative technologies.

This fourth theme was decision making and communication, and this fourth theme emerged based on the participant quotes, which relate to the theme and address the RQ. P5 stated, "In decision making, I am sharing information, transmitting documents, and I

use other applications across platforms." P6 stated, "As I facilitate regular meetings, I work and collaborate on various data sets and information as decision makers to make decisions quickly in a call and Face-to-Face meetings. P7 stated,

> I think customers, in general, appreciate the ability to be able to visually and mentally process the information provided to them. My normal process is to provide the information, and when my clients receive a generated email, they can review all documents online at their own pace.

Decision making and communication are dynamic management processes for a functioning business. Female senior business leaders use information and data to make decisions for advancing business direction, and to solve problems; additionally, they use communication sources to effectively transmit information through AI technology to manage efficient decision making processes.

Theme 5: Information sharing and privacy. This fifth theme was information sharing and privacy, and this fifth theme emerged based on the participant quotes, which relate to the theme and addresses the RQ. P9 stated, "I do not depend on AI technology to make me feel validated. AI technology can compromise privacy through untrustworthy or unreliable data breaches; however, it helps when I am marketing or conveying a message. P10 expressed a willingness to embrace new ideas by working with staff who were more technically savvy. "Communication and information sharing through a supportive staff increased business which exceeded goals and expectations that were initially set. I am in an area with power outages being the norm, and this can make information sharing impossible in addition to privacy issues."

P11 stated, “I communicate between committees as a chairman. It is an asset for us to use online platforms because we can interact virtually as opposed to physically meeting in person. We get more accomplished quickly, and this saves us time. And we have a designated area that we use as a central location to store all our data and information, and this is helpful when retrieving to perform updates. It is concerning when we experience insufficient data backups and a lack of data privacy.” Although the participants for the study have shown great potential for fostering independent living, success in business, and an increase in quality of life, few have recognized there is a need for effective, well-designed technologies addressing the design process to ensure relevant user safety and data privacy as a priority when sharing data and information.

For more straightforward, consistent, and accurate data analysis and interpretation, I developed individual textural and structural descriptions from the preliminary grouping based on the Van Kaam method of data analysis as supported by Moustakas (1994) for a composite textural and structural description, in support of synthesizing textural and structural meanings and essences of the participants’ experiences before coding and theme development, also called, thematic coding. Thematic clustering of the data into invariant constituents was developed into categories to create thematically detailed descriptions for the underlying structures of the phenomenon investigated and experienced by all study participants. The following outlined Husserl’s transcendental phenomenological steps that were taken after organizing and analyzing for the synthesis of the meaning and essence of the data into common themes (Bloomberg & Volpe, 2019; Moustakas, 1994, p.121):

1. As a data management strategy, data for analysis was organized and prepared by listing and categorizing all completed transcripts obtained during data collection.
2. Careful thought to the development of comprehensive conceptual categories was given, and relevant themes were based on and directly tied to the research question.
3. Composite textural, structural descriptions, invariant constitutes, and relevant themes were identified to organize the categories transcribed from the interviews.
4. The storyline of this research study was conveyed in a meaningful and credible manner through the formation of textural-structural descriptions of the meaning and essence of the experience by merging both the invariant constituents and themes.
5. Themes were constructed to transform the meaning of the lived experiences and essence derived from the participants that involved key findings and recommendations for the research study.

Data Coding

All interviews were transcribed and placed into Excel®, which permitted the structure of the research data for inductive coding, whereas all codes are derived from the participants' responses. In the Excel® program, I was able to sort the data collected into groups and themes, thus eliminating data repetition, such as word frequency and coding similarity. The coding of my qualitative data was accomplished by creating a sectional

heading for participant question and response assignments. The Excel® software allowed me to continue the data analysis and data coding while examining my work for corrections and if applicable, make any necessary clarifications.

Terminology components were revealed as a critical coding aspect or codes which surfaced from the transcribed interviews. Proceeding through my data line-by-line, I developed detailed themes emerging from the lived experiences of the senior business leaders. Excel® categorized the codes that were formulated into a framework, additionally revealing five major themes from the data analysis reported in Excel® once the coding was completed. Major themes emerged with over 30% rate of frequency by the participants of the study. Data from all sources were seamlessly analyzed to provide an overall component and summary of the data to illustrate patterns, and no variances originated.

Evidence of Trustworthiness

The evidence of trustworthiness connects to how data was collected, analyzed, and reported in the compilations for the study, which included endless data administration, analytical thinking, and examination. Emphasis is placed upon the research process to aid in transparency to the readers and corroboration formation for the research (Shkedi, 2019). The current section includes four in-depth descriptions which attribute to the evidence of trustworthiness, and that credibility, transferability, dependability, and confirmability need to be established by qualitative research.

Credibility

Credibility is defined as the combination of creative and critical thinking for putting the research data together, synthesizing the findings, and interpreting the findings accurately, which reflects the reality of study participants into diverse themes from an evaluation of coherence, the essence, findings, and interpretations (Bloomberg & Volpe, 2019). Credibility in qualitative research exemplifies consistency, accuracy, and internal validity between the researcher and the participants. Triangulation, member check process, prolonged engagement, and persistent observation are suitable components for establishing credibility as important trust components (Shkedi, 2019).

Credibility was executed for this qualitative research study, thus ensuring all vital findings are with integrity. An appropriate strategy I used was prolonged engagement and observation. According to Apostolescu and Serban (2022), to distill the essence of this research study phenomenology characterizes the context for several individuals and their lived experiences free from preconceptions and abstractions.

Aspects for establishing credibility or criterion for the findings and interpretations of the study included prolonged contact for participant engagements. I spent sufficient time and persistent observation to understand the phenomena by separating relevancy from irrelevancy. Triangulation involves multiple sources, methods, and data collection theories for data analysis and interpretation (Bloomberg & Volpe, 2019). Triangulation of data and participant engagement was successfully achieved through analyzing information from telephone interviews provided by the participants operating businesses

from various industry leadership backgrounds in conjunction with the current literature (see Table 1).

The member-checking process refined the credibility of the data collected, and through this technique, data, interpretations, and conclusions were shared with the participants. The study participants ranged from different levels of industry experience, leadership, and education; and were from an array of ethnic backgrounds in addition to living and working in various states. The member-checking process tested the veracity of research data analysis to ensure an accurate representation for each participant completing the interview process to review the data collected for accuracy and revisions within 48 hours of the interview process to verify their statements for an accurate representation of the essence of their lived experience. Four participants (Participant 01, Participant P06, Participant P09, and Participant P12) returned after member-checking with revision adjustments and deletions to their initial interview.

According to Shkedi (2019), data saturation for qualitative research is when noticing the same themes coming out repeatedly throughout the course of interviews and observation. The participant interviews no longer yielded diminishing returns on new themes, ideas, opinions, or patterns after interviewing more people. The problem presented itself was the subject matter under investigation and how to justify the methods and, consequently, the credibility of the transcendental phenomenological research (Apostolescu & Serban, 2022). The credibility of the transcendental phenomenological research was presented with a justification of 12 knowledgeable participants who

experienced the essence of the phenomenon, thus enhancing the study findings and results.

Transferability

Transferability highlights qualitative research results for adjudicating and transfer under a certain context (Shkedi, 2019). In consonance with Patton (2015), transferability provides information on the study so that readers interpret a degree of similarity between studies to which findings are transferred. This in-depth process requirement led to the compendious identification of participants, including the process for data gathering and interpretation (Denzin & Lincoln, 2018).

Before every interview, each research member attained the ‘request for participants’ invitation (see Appendix A) and consent form. These protocols were implemented to provide the participants with explicit details and information about the context, procedures, and a process description that listed the steps to take, along with the risks and benefits as a volunteer, also insight on any compensations and confidentiality. These protocol documents were prepared to provide member clarity as volunteer research participants. All research participants provided detailed commonalities and information about their lived experiences.

Dependability

Patton (2015) noted that dependability is defined as an inquiry focus and responsibility which accounts for factors of instability and change to further ensure a logical, traceable, and well-documented process. A detailed explanation of this research process was provided and followed to maintain dependability for the study, thus ensuring

detailed records of raw data, reflexive notes, documentation of analysis, and synthesis techniques were stored in a Microsoft Excel® spreadsheet for each participant, including password protection. The audit trail record-keeping information included the participants' names, email addresses, job titles, industry, job tenure, the highest level of education, years of years of knowledge in business and leadership, gender, ethnicity identity, peer group, and the interview scheduled time were also contained in the Excel® table. After completing all interviews, the completed audio recordings were linked to a password-protected file on my hard drive. Additionally, the method of member-checking established dependability for all participants' phenomena.

Confirmability

According to Shkedi (2019), qualitative research uses the ability of the researcher to get closer to the experiences of the participants; therefore, confirmability is the ability to authenticate data, findings, and interpretations, clarify the characteristics and recommendations of an inquiry by relying on human intuitive characteristics as the ultimate tool of the research. To protect the research from personal bias, as possible areas were noted in Chapter 3, I used a systematic process to make my personal bias explicit and to anticipate projections for understanding data collection, data analysis, and final conclusions to allow readers to confirm the acceptability of the research findings. Documenting the "human as a research instrument" and potential sources of bias allowed me as a qualitative researcher to claim that human nature and the ability of human existence by using qualitative research to identify the experiences of the participants

through their lens, collect information, and be harmonious with the participants by understanding the phenomena under study through their lens.

Auditing was useful for the study to establish dependability and confirmability; additionally, member-checking was most appropriately used for credibility. I used open-ended questions to achieve confirmability by concentrating on the participants' lived experiences throughout the constant emergence of distractions and biases. In addition, according to Moustakas (1994), bracketing means the abstinence of judgment or using discernment to view conditions differently. Therefore, to guarantee the validity of this study, all personal biases were excluded by bracketing to separate my own experiences from the research study.

Study Results

The following sections support an in-depth examination of the transcribed participant responses in narrative form. Five fundamental themes were observed as congruous to the purpose of the study in addition to the research question. Table 3 displays the emerging codes, theme, and participant percentages. All five themes evolved because of data collection and data analysis provided by the research study participants. While gathering, describing, and summarizing the results for this study no disparities, unorthodox, or nonconforming data arose. The central research question for this study was: RQ1 - What are the lived experiences that some female senior business leaders, ages 55 - 95 years old, face using AI technology in decision making?

My research question aligned with what the dissertation was about. This helped to produce the dissertation title used as a methodological roadmap and guideline to help

with the coding process. Coding is a universal process that guides fundamental qualitative research decisions, such as the prevalence and capacity of data sets that should be coded and constructed in the context of the study Elliott (2018). Coding is part of my qualitative research process and contributes to decisions aligned with my research methodology, research design, research questions, and the practicalities of the study. As a result, the qualitative research data analysis detailed the steps in coding, labeling, and organizing my qualitative data in addition to how the development of this concordance illuminated different identifiable themes, further showing how thematic analysis and coding supported the research question. However, for this study, a hierarchical coding frame was structured using three flexible components for themes 1 - 5: code name/label, full definition/theme), number occurrence(s), and participant percentage (percentage of occurrences) (see Tables 4, 5, 6, 7, and 8).

Theme 1: AI Technology is Beneficial

The first theme that emerged from semistructured interviews, document reviews, and journal notes taken from data analysis emphasized the importance of theme 1: AI Technology is Beneficial. Twelve participants, representing 100%, responded that AI technology is beneficial was the lived experience female senior business leaders ages 55 - 95 years old in the United States need when faced with using AI technology in decision making (see Table 4).

P1 recognized that during her last 5 years of business experience, there were critical aspects of working with AI technology as a project manager in networking systems, managing the department of corrections, and for business enterprises. P1 stated,

"Using AI intelligence brings projects together by having unlimited bandwidth and expanded communication networks which include connections of multiple levels of management and a diverse experience of employees for change management leveraging all experiences of the people remotely through a networking system." P2 stated, "AI technology has been such a positive benefit for the business and increasing our business portfolio."

P3 stated, "AI has provided me with faster results and the ability to derive the needed solution much quicker." P4 stated, "I am using AI technology effectively for educational purposes to learn and stay aware of what is happening today and to understand my purpose. P5 stated, "I have been using AI technology, and I am familiar with how fast it is moving the world, and it is good that I am a fast learner. It benefits me as an educator, wife, and mother and in everyday life. I cannot think of a time I have not used or benefitted from it."

P6 stated, "I have found AI technology useful because it leaves me feeling positive that I can expand my learning to become limitless." P7, P8, P9, and P10 posited that they use AI technology because it helps to manage business processes more proficiently by increasing turn-around time, thus, saving time and money. In conclusion, P11 and P12 agreed that they use AI technology to develop forms, order, report, create plans, program changes, and develop while demonstrating leadership through various communication platforms with committees.

The AI is beneficial theme for the senior female business leaders additionally reflected the essence of their lived experiences in the following statements, which suggest

that that they view themselves as effective and productive leaders who successfully use AI technology to drive and attain goals for their business organizations through management processes:

P1: The reason that AI technology is used in my business is to save time, increase business profits, improve business objectives, and make business operational tasks flow more seamlessly. I can manage everything in my daily life using AI technology.

P2: AI technology has supported the sustainability of my business through in-store processes and procedures tied into the leading corporation's home office.

P3: With AI technology, my team and I can provide quick responses as engineers, increasing team service levels to planners, construction managers, techs, and other field engineers in the community.

P4: AI technology is beneficial. Although learning can be challenging, I will continue to use it in the future because I can broaden my experiences, making me feel successful.

P5: AI technology is helpful to me as an educator, a wife, a mother, and in everyday life. It is beneficial to me in everyday life.

P6: AI technology has allowed me to streamline a public service announcement system and hold meaningful meetings with others worldwide.

P7: Using AI technology allows me to be more productive and efficient, making me more profitable in my business.

P8: AI technology has allowed me to create a captioned program across the airways in media, television, or video to help the deaf and hard of hearing.

P9: Running my business is unimaginable without the use of AI technology.

P10: AI technology helps me to manage my business more proficiently.

P11: AI technology assist my business in streamlining ordering processes, designing, reporting, and communicating with various committees.

P12: I use AI technology in my business to foster communication with people exchanging knowledge and information.

Table 4

Theme 1: AI Technology is Beneficial

Theme Number	**Theme**/Textural Description	Participants	Number of Occurrences	Participant % Percentage of Occurrences
1	AI Technology is Beneficial	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	12	100%

The results from Theme 1: AI technology is beneficial addressed the RQ, which reflects the assurance that AI technology is beneficial for female senior business leaders to keep in constate communication, increase learning, make predictions, and track movements through machine learning programs. According to the WHO den Haan et al. (2021) and Jefferson (2019), people 65 years old and above are estimated to reach 1.5 billion in 2050, and AI technology and other technologies are beneficial; however, they should be used to assist (treated as an aid), and not used as a replacement to humans.

Theme 2: Leadership and Change Management

The second theme that emerged from semistructured interviews, document reviews, and journal notes taken from data analysis emphasized the importance of theme

2: Leadership and Change Management. Eleven participants, representing 90%, responded that leadership and change management was the lived experience female senior business leaders ages 55 - 95 years old in the United States need when using AI technology in decision making (see Table 5). P1 stated, "We use AI technology because, as a business owner, I want my business to improve, do things easier and faster, to save time." P1 also alluded that for their business enterprise, appropriate change management and communication practices contributed significantly to the sustainability of the business over the past 5yrs.

P4 stated, "At my job, I work with Bluetooth algorithm that provides information for data shared access across technology management staff used for sorting employment opportunities to assist us with change management. These data algorithms helped me solve problems and to know the most challenging issues will be resolved, and this was more reliable and faster than any other system I have ever used; it helped to manage budgets, manage my behavior, and improve my work-life." P6 stated, "Change is constant, and managing change through leadership can be overwhelming and challenging."

P7 stated, "AI technology is continually evolving, and the insurance industry is benefiting from this technology. In leading my business through change, I am excited about the use of drones to handle property inspections and, possibly, in the future, to handle claims. Currently, I must visit homes and buildings for inspection to make sure that the properties meet eligibility requirements; however, I remain open-minded to managing changes in the office using drones in the future because we will be able to

handle this aspect of business, thus freeing up more of my time to take on additional business and address other issues."

P8 stated, "I felt valued after integrating a new AI technology communication tool into my business. This was a game changer when the reports showed that I reached over 85 million people with one broadcast. Through this process, I exceeded our communication goals by breaking barriers, and through this opportunity, I learned the value of managing business operations more efficiently through leadership."

P9 stated, "I can increase and exceed my leadership goals through various communication tools and applications using data storage techniques. I don't know how people were able to manage businesses before AI technology became available, to be honest. P10 stated, "AI technology helps me with communicating and supporting my clientele's needs in the US nationwide and internationally. It also helps me to manage my personal life and lead teams from two different states."

The leadership and change management theme for the senior female business leaders additionally reflected the essence of their lived experiences in the following statements, which suggest that they view themselves as efficacious leaders using AI technology, which helps them to drive and attain goals with digital technology for their business or organizations through management processes:

P1: Challenges as a project manager and developing a networking system for my organization became overwhelming; however, using a change management process, I bridged the gap between the layers of management by connecting multiple buildings through a shared network.

P2: Through an in-store process, I provided leadership as a trial store for a new in-store management process. Other business owners were invited to my store to gain information on the new vision tied to business operations for the United States.

P3: Managing and simplifying services that change our system, I must be knowledgeable and train other less experienced engineers to ensure all provisions are adhered to.

P4: Managers must be open to the growth opportunities that AI brings. AI technology has changed my behaviors and helped me evaluate customers, business changes, and manage business funding. I can rely on information and data, which allows me to improve my life.

P6: AI technology has allowed me to successfully manage change processes through business challenges while reaching many people.

P7: AI technology is continually evolving, and my business will begin using drones to handle property inspections and manage claims in the future, freeing up my time to address other issues.

P8: Managing a global conference for the United States government, I facilitated a change management process with many different regional offices using an AI technology program to interpret and record languages to reach a broad audience.

P9: Managing a trucking business helps keep truckers safe while on the road. When faced with road conditions, AI technology would send communication updates and changes or find the shortest and safest routes for their journey.

P10: AI technology allows me to develop trust-based relationships in my business with my clients. If one of my client's needs me to fix or change an order, a change management process is used through various financial spreadsheets, maps, mail services, and a scheduling tool.

P11: Google®, Zoom®, and Canva® are the platforms for my business. I interact virtually between committees as a chairman. We collaborate on complex tasks driven to accomplish large projects and process timely changes that improve our SAP software.

P12: Business processes work faster using AI technology to work with students and process information for welfare recipient case files. All project change requests are professionally performed quickly through various business-driven innovative applications on my mobile phone and laptop computer.

Table 5

Theme 2: Leadership and Change Management

Theme Number	Theme/Textural Description	Participants	Number of Occurrences	Participant % Percentage of Occurrences
2	Leadership and Change Management	1, 2, 3, 4, 6, 7, 8, 9, 10, 11, 12	11	90%

The results from Theme 2: Leadership and change management addressed the RQ, which reflects the assurance that leadership and change management for female senior business leaders are skills planted deeply that help to grow as a leader using AI technology, motivate teams effectively, and increase success through managing change to solve problems, make improvements and adaptability in an organization.

Theme 3: Technology Adaptation and Acceptance

The third theme that emerged from semistructured interviews, document reviews, and journal notes taken from data analysis emphasized the importance of theme 3: Technology Adaptation and Acceptance. Twelve participants, representing 100%, responded that technology adaptation and acceptance was the lived experience female senior business leaders ages 55 - 95 years old in the United States need when faced with using AI technology in decision making (see Table 6). P1 stated that "Successful AI technology adaptation and acceptance strategies over the years include remaining familiar with network communication protocols, which, if not well done, can lead to business challenges of low-quality productivity, decreased service levels, loss of clients, and, therefore, loss of income which can also affect rewards".

Also, P4 stated, "Using AI technology has been the catalyst to many changes, which has led to processes that needed to be managed and adapted to, but once on the other side of broadening my sense to learn, it gave me a positive sense of success and accomplishment." P5 stated, "It sounds crazy, but I feel that the older people become, AI technology is an intimidating fact. Also, once they get the hang of it, it becomes easier to use, which is comforting." P6 stated, "AI technology, it helps me overcome challenges I feel as a person of my age. This is something that I recognize will help me make decisions quickly, however I fear data leak of my personal and private information which opens the doorway to data breaches and scams. This inevitably affects a lot of elderly and people my age these days. It's a scary situation to be in a vulnerable population experiencing the alternative side of technology."

Additionally, P11 stated, “To find the balance for use and acceptance of AI technology, I understand the importance of driving a successful business by adopting AI technology. We must not get so deep into technology that we are not able to think for ourselves.” P12 stated, “I'm very astute when it comes to business. I am a huge proponent of developing relationships using AI technology, and, more importantly, acceptance and adapting to a variety of technologies have taught me to expand and grow my business in a direction that I never thought of before.

The technology adaptation and acceptance theme for the senior female business leaders additionally reflected the essence of their lived experiences in the following statements, which also suggested that they view themselves as effectively adopting and accepting AI technology which helps them to drive innovation creatively for their business or organizations and encourages better opportunities to live a successful life:

P1: People do not like change; however, once they adapt to the learning curve and know that making decisions with AI technology will facilitate doing work quicker and help them become more innovative. They will gain knowledge and insight that change is positive, and this exposure will improve their productivity overall.

P2: I received free accessibility to AI technology training, and I provided leadership and facilitated operational training to other business owners on the new process.

P3: A significant achievement in adapting to technology was to set up and learn from a new communication system and obtain quick responses for critical from a governmental agency. With the experience of building a unique design with rapid action

and fast connectivity, I received many accolades, which provided growth in the community.

P4: The experience of working with a new evaluation system allows me to learn from resources and employ new knowledge opportunities for growth.

P5: I am a fast learner and enjoy familiarizing myself with new innovative AI technology because it is constantly changing. I take advantage of sending documents from the applications I downloaded on my mobile phone.

P6: Adapting to a prevention program for healthy living skills was a technology program I was challenged with; however, I recognized that it was easy to learn with AI technology.

P7: All people or business owners can read technology publications that give updates on what new technological finds are being created so that they learn about the ease of use and how to embrace new ideas. New AI technology innovations will impact personal life and professional careers. Also, attend workshops or takes classes that provide a basic introduction to these new tools.

P8: With AI technology, I have learned and managed software that reaches a vast audience of people. Through this opportunity, my shared experiences can help others want to know what I have become versed in to learn and adapt to technology.

P9: It may take a long time to accept and adapt to AI technology; however, it’s essential to balance the use of technology but not get so deep into it that we can’t think for ourselves. I do not depend on AI technology to make me feel validated.

P10: When I purchased my first smartphone, the most important thing I thought of was how much AI technology has organized my life. I can take notes quickly, I no longer handwrite letters, I pay my bills online, and I arranged a TO-DO list for emailing to someone else. What I appreciate most is that I can ask “Siri” on my phone a general question or directions, and the AI will give a voice computer-generated answer.

P11: Everyone in my family uses AI technology to communicate with one another. Using AI technology to evaluate proposals and reply to emails has been a fantastic way to secure my future in my personal life and business. Conveniently, I can do regular virtual workouts at home when I cannot attend my neighborhood gym.

P12: I had laser surgery last year using AI technology, and I was amazed that the healing and recovery process was not met with any difficulty.

Table 6

Theme 3: Technology Adaptation and Acceptance

Theme Number	Theme/Textural Description	Participants	Number of Occurrences	Participant % Percentage of Occurrences
3	Technology Adaptation and Acceptance	1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12	12	100%

The results from Theme 3: Technology adaptation and acceptance addressed the RQ, which reflects the assurance that technology adaptation and acceptance for female senior business leaders are taking precedence, and it is prevalent in society’s daily life activities. Some female business leaders report being frustrated with technology; however, they are open to learning new AI technology innovations. This participant population group also reported that increasing their usage in business, transportation,

independent activities, health needs, and internet usage are big components in gaining numerous benefits from assimilation, which gives them positive feelings and overall life satisfaction. According to Smith (2008), the TAM was successful for two perceptive reasons: Perceived usefulness in recognition that AI technology will enhance a person's performance in addition to the intuitiveness with AI technology as the degree and effort it takes to use AI technology.

Theme 4: Decision Making and Communication

The fourth theme that emerged from semistructured interviews, document review, and journal notes taken from data analysis emphasized the importance of theme 3: Decision Making and Communication. Ten participants, representing 80%, responded that decision making techniques and communication in a supportive culture was the lived experience female senior business leaders ages 55 - 95 years old in the United States need when faced with using AI technology in decision making (see Table 7). P1 posited that as a female business owner, using AI technology for communication purposes has been the number one success strategy adopted for driving business decisions. The business enterprise has been sustained by using AI technology for 10 years, which has saved time by connecting processes faster, making work easier and faster.

P3, P6, P9, P11, and P12 core responsibilities were facilitated by utilizing AI technology communication tools via Zoom® and other platforms amongst global teams using collaborative meetings across the United States with other countries in the business environment. This is accomplished easily with support from across teams for processing tasks and the workload with the ability to manage projects successfully. P5 stated, "I was

able to use AI technology on my iPhone to help my mother when she traveled over 1500 miles away from me and became lost. I was able to take proper action and download a mapping application on my iPhone for the exchange of mapping coordinates and communicate simultaneously with my mother for a safe destination arrival.

P7 stated, Using AI technology to upload and send documents from my business saves me time and money because it cuts down my need to travel to my clients versus working from home and managing processes from my computer and use the capabilities from my mobile phone. It also allows my clients to form questions so that I can respond to any communication that needs additional clarification online and over the phone." P8 stated, "I have a strong interest in helping the deaf and hard of hearing, so using artificial intelligence helps many categories of people. As an example, the captions you see running across the screen for media or television, or video format enables the deaf and hard of hearing to comprehend and understand what the subject matter is." P10 stated, "I use technology for face-to-face interactions and a credit card system with clients for secure and reliable communication transactions. Utilizing AI technology increased my productivity exponentially, and I am making more money now than before using AI technology."

The decision making and communications theme for the senior female business leaders additionally reflected the essence of their lived experiences in the following statements, which also suggested that they view themselves as living a successful life by making effective decisions and communicating efficiently using AI technology to drive

innovation creatively for their business or organizations and encourage better opportunities to live a successful life makes them feel valued:

P1: Higher quality decisions are made in business, communication, management processes, and life utilizing AI technology innovations. My smartphone uses AI technology, and I can schedule appointments on my calendar and decide if I want to set up alerts or have them synchronized on both my computer and smartphone.

P3: Some managers need to make the right decisions, and not doing so can make things difficult. However, in my experience, I have learned that when decisions are made in the field, it is essential to gather information correctly, record it and ensure the information is accurately placed in the system for effective decision making.

P4: AI technology is used for business and education, helping expand my creativity and improve my communication. I have access to much information and can use this data to communicate effectively and resolve problems.

P5: Through remote learning, everyone can take advantage of sharing information more accessible, which can increase their ability to grow and learn faster. As an educator, I provide leadership and direction to students while sharing my screen for structured lectures. The technology allows me to make administrative decisions and positively teach online without ever entering the classroom or a school building.

P7: AI technology is instrumental in guiding my business decision. Quotes are provided accurately with a professional proposal, including a brief biography about myself and my agency name, highlights of my years of experience in the industry, and other contact information.

P8: I participated in a Federal program literary project to help adults read books utilizing AI technology. They could read and use a skill set they were unfamiliar with. After two years, I decided to develop a community reading program communicating a collaborative effort to align efforts in Detroit focused on higher learning using AI technology.

P9: I cannot imagine my life without AI technology. It assists me with driving business plans so that I can work remotely, make management decisions, and communicate effectively with staff. This allows me to meet deadlines and solve an issue while mitigating problems.

P10: I use mobile and computer systems to support making decisions with intelligent technologies to manage my personal life and effectively communicate with my business clients nationwide.

P11: Using AI technology to make decisions fast, 100% virtual participation as a chairman between committees is obtained. Online communication allows us to collaborate effortlessly to place information into one central location after gathering data from quick responses and feedback to complete actions necessary for project success.

P12: There are many helpful applications offered on smartphones, such as calendar options, making travel arrangements, and checking flight schedules. I can order food from restaurants, grocery stores, and pharmacies from my smartphone, tablet, or computer. I can book my medical appointments online with my doctor and access medical data.

Table 7

Theme 4: Decision Making and Communication

Theme Number	Theme/Textural Description	Participants	Number of Occurrences	Participant % Percentage of Occurrences
4	Decision Making and Communication	1, 3, 5, 6, 8, 9, 10, 11, 12	10	80%

The results from Theme 4: Decision making, and communication addressed the RQ, which reflects the assurance that decision-making and communication for female senior business leaders because AI technology can help a business predict demands. Additionally, AI can impact decision-making and communication by automating specific and critical tasks. Decision making and communication with AI technology are data-driven opportunities that allow female senior business leaders to make small decisions on the go, solve complex problems, make processes clearer and faster, initiate strategic changes, evaluate risk, and help female senior business leaders assess their entire business performance.

Theme 5: Information Sharing and Privacy

The fifth theme that emerged from semistructured interviews, document review, and journal notes taken from data analysis emphasized the importance of theme 5: Information Sharing and Privacy. Ten participants, representing 80%, responded that information sharing was the lived experience information female senior business leaders ages 55 - 95 years old in the United States need when faced with using AI technology in decision making (see Table 8). P1 maintained that the human resource of the enterprise and information sharing through communication ensures that the other assets are coordinated to ensure maximum quality performance for their sustainability of 5yrs and

more, thus affirming value, trust, and being viewed as a problem solver is important. P1 additionally stated, “I think the networking of people using artificial intelligence is important because people technically are the manpower for the integrity of AI technology for the work with an objective to share knowledge. In the future, it will be imperative to connect and communicate with people for sharing and exchange of information in everyday life, which can be accomplished through phone, computer access, or across applications to work broadly.”

P2 stated, “We use in-store processing (ISP), where you can pull all the information about the store remotely or on-site for scheduling, training, equipment orders, food ordering, and maintain direct communication with other corporate offices and vendors to share information”. P8 stated, “It's important to have AI technology because it allows me to reach a very wide audience. I use software to interpret foreign language reports, with limitless bandwidth in comparison to the magnitude of people that we can communicate with because of artificial intelligence. P12 stated, “I use my cell phone to quickly make decisions on a personal call with the welfare mothers, in addition to making follow-up calls. AI technology makes my job go quicker because I can provide them with quick and accurate information from an eligibility program process for each recipient while at home, in the office, or traveling.

The information sharing and privacy theme for the senior female business leaders additionally reflected the essence of their lived experiences in the following statements, which suggest that they view themselves as living a successful life by sharing

information efficiently using AI technology which is beneficial; however, privacy raises concerns:

P1: AI technology broadens experiences through information sharing.

P2: AI technology provides accurate data and information. Communicating and sharing data through AI systems allows me to retrieve information remotely for observation purposes that would otherwise require my physical presence.

P5: I would never trade returning to the old way of managing life and communicating without AI technology. My security, privacy, and safety are essential to my family and me.

P6: Communication has become essential to my life, especially since my spouse has transitioned. I can send private personal or business texts and get a response in real time, along with a face-to-face reply.

P7: My visual alarm security system shares visual information with my family when I am at home or traveling. This AI technology helps me feel safer knowing that I am protected in the privacy of my house while I am at home or away at work.

P8: Technology is making life easier for me to share information, organize life, feel secure in my private home, seek entertainment, and spend quality time with my family.

P9: AI technology permits the evaluation of algorithms across teams and platforms through the systemic use of AI technology tools to share opportunities, solve problems, and get issues resolved quickly. I am aware of privacy issues with systems and the internet; however, AI technology service levels will constantly change to make

improvements because of it. AI technology benefits all humans, and I have not experienced a negative impact when sharing information across teams.

P10: I am a huge proponent of developing and maintaining business and personal relationships through communication. I teach my interns the importance of information sharing and why trust is the reason to continue collaborative efforts in business. Communicating with AI technology has expanded the growth of my business. Navigating a world of information at our fingertips, I move quickly. I am aware of glitches in the system and am prepared for when technology fails. I back up and secure the files of my clients for their privacy on my network regularly.

P11: With AI technology, I can streamline my business processes using different platforms, social media, workshops, seminars, and conferences. Improvements cut down the time to create graphic designs. Using multiple platforms allows proficiency, and I have not experienced any privacy adversities.

P12: AI technology has enhanced communication and allows reciprocity of information and data sharing for quick exchanges across platforms with others, supporting me professionally and in my personal life.

Table 8

Theme 5: Information Sharing and Privacy

Theme Number	Theme/Textural Description	Participants	Number of Occurrences	Participant % Percentage of Occurrences
5	Information Sharing and Privacy	1, 2, 5, 6, 7, 8, 9,10, 11, 12	10	80%

The results from Theme 5: Information sharing, and privacy addressed the RQ, which reflects the assurance that information sharing and privacy using AI technology for female senior business leaders helps with streamlining data, which saves time and automates repetitive tasks; however, one of the primary concerns is the potential for AI to be used to violate privacy, such as identity theft.

Summary

This chapter administered the comprehensive examination of data collection and data analysis that was completed for the 12 research participant interviews to finalize the study. The researcher obtained prior approval from the participants, and each telephone interview was recorded and detailed for each participant. I recruited all participants using the LinkedIn® marketing tool for purposive sampling along with bracketing and snowballing.

According to Shkedi (2019), qualitative research is based on the principle of "the human as an instrument," which uses the researcher's intuitive, analytical, and verbal discourse skills for proper qualitative research initiatives. Although qualitative data analysis software can make some qualitative analysis easier, for phenomenological studies, it can limit a researcher by separating the researcher from the data, thus hindering abductive reasoning (van Manen, 2014) and the instrumentation process of intuition (Peoples, 2020). Zoom® and using Excel® to manually code the qualitative research data were administered to complete the transcription and data analysis for the data collected. Zoom® was useful in data collection, and Excel® was helpful in data analysis; however, trustworthiness provided reliability of the study that clearly reflected the qualitative

research phenomenon was significant and of value as provided through a cursory overview of specific criteria that included confirmability, transferability, dependability, and credibility. A qualitative methodology using a transcendental phenomenology approach was used to analyze the data collected from all participants for the study (Apostolescu & Serban, 2022; Moustakas, 1994). A total of five major themes emerged because of the data coding, which included AI technology is beneficial, leadership and change management, technology adaptation and acceptance, decision making and communication, and information sharing and privacy.

Each of these five major themes supported the central research question: What are the lived experiences that some female senior business leaders, ages 55 - 95 years old, face using AI technology in decision making? Textural descriptions were provided to support each theme and research findings. Chapter 5 includes the study interpretations of the findings, limitations, recommendations from the study results, implications for positive social change, and conclusions.

Chapter 5: Discussion, Recommendations, and Conclusions

The purpose of this transcendental phenomenological study was to examine the lived experiences that some female senior business leaders, ages 55 - 95, face using AI technology in decision making. Female senior business leaders have not been well addressed in the existing literature; therefore, challenges continue for many organizations to fully understand and support the senior community using AI technology, further addressing concerns. Future research on senior leadership could inspire other seniors to pursue increasing their knowledge and use of AI technology. Key findings from the data provided by the female senior business leaders. The findings may assist with the contribution of AI technology organizations to create tools that businesswomen and female senior business leaders need for mentorship programs and to support other seniors who may be interested in shaping their interest, knowledge, and ability to gain crucial components that drive advancements in learning.

Data for this study was collected from 12 female seniors who work or have worked in leadership or business positions located in the continental United States. I begin this chapter by providing a detailed research analysis of the interpretation and dissemination of findings, limitations of the study, and recommendations. The chapter concludes with an address of implications for positive social change, different methods, and practice, in addition to the conclusion for this final study.

Interpretation of Findings

Within the framework, my findings contribute to the literature through the exploration and analysis of female senior (ages 55-95) business leaders' lived experiences

using AI technology successfully. According to Bloomberg and Volpe (2019) and Ravitch and Carl (2016), dissemination of the findings through data saturation in qualitative research is referred to as the point at which a researcher no longer finds new themes in the data points. In consonance with Burkholder et al. (2016), saturation happens when continued data collection does not add new themes or patterns but reinforces prior data analysis already derived from a study. However, two criteria must be achieved to reach this saturation: (a) continued analysis yields no new information, and (b) there are no unexplained phenomena. I reached saturation with 12 participants.

The research data was organized and processed for this study in the following five major themes emerged resulting from the data coding and analysis (see Table 9):

- AI technology is beneficial.
- Leadership and change management.
- Technology adaptation and acceptance.
- Decision making and communication.
- Information sharing and privacy.

Table 9

Table of Themes

Theme	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12
AI technology is beneficial	x	x	x	x	x	x	x	x	x	x	x	x
Leadership and change management	x	x	x	x		x	x	x	x	x	x	x

Technology adaptation and acceptance	x	x	x	x	x	x	x	x	x	x	x	x
Decision making and communication	x		x		x		x	x	x	x	x	x
Information sharing and privacy	x	x			x	x	x	x	x	x	x	x

Theme 1: AI Technology is Beneficial

The first theme that emerged from my analysis of the data was that AI technology is beneficial. The first theme supports Pugliese (2019) that AI will impact business and society within the next 10 years. Business professionals must be more proactive concerning AI and increase competencies with advanced technologies (Pugliese, 2019).

This theme supports Prada et al. (2018) because AI technologies rely on a dedicated problem-centered approach to examine the many ways technology benefits older adults, focusing on challenges, solutions, and perspectives for their quality of life. Participants stated that AI technology is beneficial because it provides an opportunity to be more productive and efficient in getting work done quicker, faster, and more effortless through communication and management tools. In addition, the participants mentioned that AI technology had been a positive attribute in growth in the community, business, residential, and personal lives when they can learn more through partnerships for training, business, and personal relationships. Gaggioli (2017) stated that partnerships on AI technology benefit people and society, and these initiatives improve public awareness and expand their knowledge of how AI shapes the future of intelligent services. Berente et al.

(2021) stated that AI technologies learn from data sets and feed on all kinds of data for the effectiveness of humans for AI technology collaboration with algorithms that demonstrate basic operations to augment tasks and decisions, particularly as tasks become more complicated, which can have detrimental consequences.

The findings are consistent with additional AI technology research amidst alliances formulated from best practices that advance society with increased awareness and comprehension of AI technology (Berente et al, 2021; Gaggioli, 2017; Prada et al., 2018). They also serve as an open platform for discussion and engagement about AI, influencing people and society (Gaggioli, 2017). Since all participants interviewed were female senior business leaders using AI technology, their responses about AI technology being beneficial in their personal and business lives were the main factors that have reshaped their expectations of using AI technology as older persons. This study produced results that corroborate the findings of a great deal of the previous work and the concepts of AI technology as thought to positively contribute to an older individual's well-being and healthy aging (see Camp et al., 2021; Huang & Huang, 2020; Jokisch et al., 2020; Liu et al., 2021; Tsai et al., 2019).

Computers, tablets, smartwatches, smartphones, assistive devices, mobile apps, and medical alert systems can work together to transform an aging society, keeping seniors safe and increasing their independent living at work or home, even should their health needs alter (Akinola, 2021; Redding, 2023).

AI technology is beneficial to older adults, and AI technology can help more senior adults benefit as they live independent lifestyles (Redding, 2023). Redding (2023) provided examples of the potential benefits:

- Connects them to their business obligations.
- Connects them with friends, family, and healthcare providers.
- Provides access to entertainment, transportation, and food.
- Monitors health and wellness.
- Keeps seniors safe.
- Informs about the latest news and trends.
- Generates alerts if something is irregular or if a notification is needed.
- It provides peace of mind.

Theme 2: Leadership and Change Management

Leadership and change management was the second theme I found. The second theme accentuates the idea that effective leadership remains respectively more than guiding or influencing a team or an individual to achieve a specific goal. In consonant with Leadership Charlotte (2021), Stewart stated that successful leadership and management strategies serve as the foundation for mentoring strong relationships, workforce organizational objectives, community direction courses of action and masterminding personal life.

According to Pugliese (2019), AI disrupts professional business models. Leaders must be more proactive with AI technologies and increase the advancement of their

business through AI technology. It is essential to focus on facilitating leadership growth opportunities. Critical leadership and structural elements for creating a successful action plan address themes to guide and serve as a pathway for managers to develop strategies. A successful program connects to the public, private, and independent sectors through decisive leadership with stakeholder involvement and accountability for adopting AI technology systems based on solutions that can touch all business areas of the aging life experience. Marimuthu et al. (2022) agreed that learning is possible since older people have initiative, determination, and a desire to increase their educational pursuits.

Theme 3: Technology Adaptation and Acceptance

Based on the findings of this study, I found that technology adaptation and acceptance for female senior business leaders in the United States were essential aspects. Amidst growing business complexities and competition, business leaders must expand their knowledge to remain relevant in the future (Pugliese, 2019). According to Pak and Mclaughlin (2018), demographic shifts can result in an increasing number of older adults who face challenges with AI technology acceptance supports in daily life.

Despite concerns and challenges, using AI technology as a lens examines issues of technology adaptation, acceptance, and value tied to fundamental human factors related to aging and usability, privacy, trust, and automation. According to the Pew Research Center, seniors hold relatively positive views of technology and are less inclined than other age groups to try new technology; however, some seniors strongly prefer to adopt AI technology early (as cited in Pew Research Center, 2017). AI technology is accepted and adopted across various business sectors and industries,

driving business growth and demand for products, services, and experiences enhanced by AI technology (Pugliese, 2019). In consonance with the Pew Research Center, most older adults report that technology has positively impacted their lives in society (as cited in Pew Research Center, 2017).

This theme is like findings by Yao (2020) and Yasin et al. (2019) that decision making and expectations for older people are influenced by how other people view them. According to Pew Research Center, one-in-five American older adults aged 65 and older (21%) aspire to use innovative AI technology products, and two-thirds of those are early adopters (as cited in Pew Research Center, 2017). Many seniors remain relatively removed from our digital society (Pew Research Center, 2017). Since all participants interviewed were female senior business leaders who use AI technology, their responses about technology adaptation and acceptance in their personal and business lives were the main factors that have reshaped their expectations of using AI technology as older persons.

According to Marimuthu et al. (2022), there is a digital divide factor with the adoption and acceptance for seniors, and bridging this gap to educate digitally will require a combination of efforts from multiple stakeholders to understand the challenges and for others to adopt technology solutions. Advances in technology are a realistic option for American seniors to continue working successfully in business, remain connected with friends and family, or enjoy living independently in their golden years (Akinola, 2021; Redding, 2023). Pugliese (2019) agreed that with deep learning, seniors can learn and take advantage of AI technology that will positively contribute to society

with relevant learning programs to fill knowledge gaps. Positioning and empowering aging adults as valued and needed members of their community impacting older adults adopting and adapting to new technologies can counteract some obstacles of social isolation and loneliness.

Theme 4: Decision Making and Communication

Based on the findings of this study, I found that decision making and communication for female senior business leaders in the United States were essential aspects. Each participant stated that they use AI technology to make decisions to manage banking transactions, communicate and reach broad audiences, and give quick responses for immediate feedback. They use apps on their mobile phones for connectivity and quick decisions for processing management transactions to run their business efficiently, and this allows them the ability to live an improved life. Pugliese (2019) noted that before embarking upon and deciding the benefit of an AI technology initiative, businesses need to understand which technologies perform what type of tasks and the strengths and limitations of each.

In the case of decision making and communication, this theme is synonymously supported by reports from the United States Department of Labor (2021) and the United States Census Bureau (2021), indicating an increase in older adults working beyond retirement age. AI technology increases managerial decision making timeframes across countries as it enables personnel the opportunity to face problems and challenges directly to solve issues in the work environment through quick broadband communications on a global scale. Tomaszewski et al. (2020), Yao (2020), and Yasin et al. (2019) stated that

decision making and expectations for older individuals' lived experiences are focused on the nature and meaning of their experience and described and influenced by how other people view them, which is similar to what I gathered from the study participants.

Theme 5: Information Sharing and Privacy

The fifth theme emerged from the findings relative to the analysis and interpretation of the data from 12 semistructured interviews, document reviews, and notes. Based on the results of this study, I found that information sharing and privacy for female senior business leaders in the United States were essential aspects. AI technology has been successful in the sharing of information across the management of technologies and various platforms. Machine learning has a massive role in the world; however, it is heavily influenced by cybersecurity, and many businesses are using it to fight cybercrimes, saving billions in revenue (Ghimire, 2020).

Older adults are a growing population, living longer, and female senior business leaders are adaptive in shaping the world with AI technology through the sharing and transferring of relevant data and information in their business and personal lives; however, they have share disdain and concerns about their privacy on the internet. A communication and information-sharing strategy through partnerships will concretely address AI concerns on safety, support, and responsibilities that may be tied to potential damage caused by AI to humans (Gaggioli, 2017). Developments in AI technologies are shining a spotlight on both challenges and opportunities reshaping services and solutions.

This theme is also supported by Marimuthu (2022), indicating that communication infrastructures, computer availability, and Internet access are all critical

indicators for monitoring learning, management processes, and privacy. In addition, learning through information-sharing programs for the older population is a unique phenomenon that must be considered in designing educational AI technology programs for older adults. The academic and curricular characteristics necessary to facilitate learning among older adults have been explored by looking at physical and mental changes, memory loss, the decline in cognitive abilities, and life experience (Marimuthu et al., 2022).

Conformity of Findings

The five findings within the context of the framework of the TAM and the MM and literature review determined the alignment of the five themes that contribute to the findings and include the following: AI technology is beneficial, leadership and change management, technology adaptation and acceptance, decision making and communication, and information sharing and privacy. AI technology has increased the number of different ways for consumers to use technology across platforms (Intel Newsroom, 2021). Overall, I composed five findings from the study, and all five represented congruities parallel to the five themes supported by the conceptual framework and literature review.

Husserl's transcendental phenomenology offered the foundation for this qualitative study. The conceptual framework of the TAM and MM aligned with the findings, which has positively influenced female senior business leaders' use of various AI technologies, impacting their acceptance, adoption, and decision making experiences, transforming their successful business experiences and their daily lives.

Conformity of TAM. This study aligned with the concepts of the TAM (technology acceptance and adoption), describes the effects of older adults' experiences and is related to offering ease of use to others who have difficulty adapting to AI technology. Organizations that adapt to AI technologies can accelerate their productivity to develop, innovate, and empower others to increase their enrichment in learning and to live independently with a good quality of life (Intel Newsroom, 2021). Older adults aspire to enjoy the benefits and use of digital opportunities that can help with staying socially connected, extending personal care, and remaining independent (Haan et al., 2021). AI is beneficial, leadership and change management, technology acceptance, and adaptation align to the TAM model, which has positively influenced female senior business leaders' ability to leverage AI technology in social networks and to become active learners, which drives successful innovative experiences in their businesses and personal lives.

Conformity of MM. The findings align with the key concept constructs of the MM (decision making and communication, and information sharing and privacy) aligned with the decision making approach to behavior for establishing the ground rules for making improved decisions and choices to achieve better outcomes for female senior business leaders when making strategic decisions. Older adults are very optimistic and find comfort in learning and using AI technology because it offers connectivity to their families (Haan et al., 2021). Business owners often face immense pressure to identify revenue opportunities and innovative solutions to remain robust in the market (Intel Newsroom, 2021). Older adults in society value AI technology to make decisions and

communicate with others to share information, which improves their learning experiences to foster successful independent living (Haan et al., 2021). The female senior business leaders saw AI technology as a way of putting them in control of their future by making them feel safe and secure. The MM model was selected because it motivates learning, which allows greater insights aligned with being positive in society, helpful, and influential, supporting expectations through decision making and communication in addition to information sharing and privacy.

The conclusiveness of the TAM and the MM was positively in alignment with the interview themes. The themes aligned with the views of Fox (2022), Jerath and Beveridge (2018), Jokisch et al. (2020); Liu et al. (2021), and Liu et al. (2017). The female senior business leader participants overcome challenges by making contingency plans by addressing successful management strategies they have adopted, which demonstrates acceptance of AI technology innovation to make decisions and to support their quality of life. Since all participants interviewed were female senior business leaders utilizing AI technology, their responses about information sharing and privacy in their personal and business lives were the main factors that have reshaped their expectations of using AI technology as older persons.

According to Bennett (2019); Marston and van Hoof (2019); Wang et al. (2019), and the United States Department of Labor (2021), roughly 70% of Americans aged 65 and older will need at least some help as they age, and forward-thinking will be a step in the right direction to develop a master plan for aging. Communities may experience a greater demand for new AI technology innovations to ensure that the aging population

can live with dignity in the settings of their choice. Some people face limitations with less access to support or collaboration than previous generations (Graham et al. 2020).

Limitations of the Study

As stated in Chapter 1, the limitations of this qualitative data analysis methodology for this research study and to ensure the study's trustworthiness required that the variables of research design, model, and constraints are ascertained. The first limitation was participants for the study were limited to the interview process and procedures that female senior business leaders shared. The purposive sample size of 12 participants was determined to achieve the point of data saturation; however, it was limited to 10 - 15 participants located within the continental United States. All participants expressed interest in the study; however, they preferred that the interview process take place before the holidays because their pre-set holiday travel plans were a barrier to them being able to commit to the study.

The second limitation to trustworthiness that arose from execution of the study was the 5 potential study participants who considered participating in the study that were unable to pursue a commitment due to time constraints. However, providing the study participants with open access to my calendar to select a suitable day and time around their plans permitted brisk data collection completion within in 9 days. Coordinating the participants' interviews around their work schedules, travel during the holidays, and considering different time zones made data collection challenging.

However, another limitation for this study was that the female senior business leaders age group was considered to be a sensitive and delicate group during the Covid-

19 pandemic era, and all female senior business leaders for this study were cognizant, and none were interviewed from the hospital, assisted living facilities, or from nursing homes. As the researcher for the study, I additionally trusted that the participants were being truthful in sharing the essence of their lived experiences as female senior business leaders. To confirm this, I accurately documented each participants lived experience; and, to complete, I facilitated the member checking process by requesting that each participant review and verify their individual interview transcripts for trustworthiness and authenticity. Relative to personal biases, as the researcher for this study, I was truthful, cognizant and transparent with the participants in the recruitment, interview, and reporting process. Therefore, adhering to ethical processes established by the Walden IRB and all international review board laws, guidelines and regulation were followed.

Recommendations

As stated in Chapter 2, limitations of senior business leaders utilizing AI technology existed; however, the data analyzed for the research study administered recommendations. The results of this study revealed a range of factors for female senior business leaders to consider the presence of role-modeling their successes to change lives by influencing other seniors to embrace change in adapting and adopting AI technology innovations, which can predispose them to live a successful lifestyle. The two highest-ranked themes by the participants improve the quality of life for older adults that emerged from the data enhance the quality of life for older adults: AI technology is beneficial, and technology adaptation and acceptance.

AI technology provides the ability to achieve intelligent behavior and make better decisions with AI technology with a computational system modeling process through human intelligence. Vogels (2019) agreed that there had been significant growth in tech adoption since 2012 among older generations – notably Gen Xers and Baby Boomers. Vogels (2019) stated that while ages in American society differ in their use of various AI technologies, Baby Boomers continue to trail both Gen Xers and Millennials on most measures of technology adoption. Still, adoption rates for this group have been proliferating in recent years (Vogels, 2019).

Numerous factors have precipitated the following: advancing leadership, adult learning through information sharing, and AI technology adaptation. AI technology was grounded for this study in the conceptualizations of decision making as the foundation of leadership with data-driven evidence from informed and value-based decision making using AI technology. AI technology benefits most female senior leaders; however, additional qualitative research is recommended to understand and unravel why some female senior business leaders feel that AI technology can lead to notable adaptation and privacy challenges, which potentially could impact their ability to proactively lead. The findings of this study may help other seniors to face challenges by advancing in business through deep learning and machine learning techniques to adapt and adopt innovative technologies.

Recommendations for further research are grounded in the limitations of the current study. Leadership is vital to the business world, and there is a remarkable scarcity of rigorous theoretical and empirical research on the design and delivery of leadership

teaching and education (Allen et al., 2022). The findings for this study may help other seniors accept AI technology to expand their decision making skills, have a high sense of leadership and management practices, and share information, which can enhance quality of life. Having a list of what needs to be resources, funded, and collectively nothing could stop the growth and opportunity of a person, except for themselves. Based on the combination of a brilliant mind, resources, and infinite possibilities, society may continue advancements and change with AI technology. AI technology allows us to work with a blueprint that could solve problems.

The principles of qualitative research methodology focused primarily on the analysis method (Shkedi, 2019). This transcendental phenomenological qualitative research study was to examine the lived experiences that some female senior business leaders, ages 55 - 95, face using AI technology in decision making. A branch of computer science called AI technology in leadership was used to assess intelligent human behavior through algorithms, computerized systems, and decision making computation (Wang, 2021). The phenomenon that all participants had in common acquired and applied knowledge through decision making using AI technology with the faculty of thought and reason through applied concepts in problem-solving, memory, logical reasoning, planning, and the ability to learn and adapt.

Recommendations for further research in leadership and management approaches to resolve problems by advancing knowledge and skills through education and training. First, a qualitative study can be considered to sufficiently explain behavior changes in technology adaptation and acceptance for senior business leaders. Secondly, a

quantitative analysis may provide insight into what factors contribute to female senior business leaders' self-efficacy in the education and training industry. The investment in such approaches may help set the precedence to consciously increase decisions skills that could create an avenue to seamlessly embrace, adopt, and adapt to AI technology.

People are often looking for expansion externally and outside of themselves. The only leadership needed is the expansion from within our energetic selves and to be highly comfortable with the journey of taking imperfect actions to decision making. A management or leadership process could be to place the responsibility collectively on everyone to encourage and support the use of AI technology. A deep-level reset to adopt and adapt to AI technology by releasing algorithms of thought patterns related to fear and focusing instead on internal validation for increasing synergic learning. Focusing on the experience of thoughts that respond to internally validating growth in technology competitiveness may confirm workplace decisions and support everyday life to generate and co-create positive social change.

Implications for Positive Social Change

A wide range of motivations drives potential impact for positive social change. The core of the implications relates to female senior business owners who navigate through an ever-changing AI technology landscape unique to an emerging agenda for planning, promoting, and supporting their personal and professional development. No sociocultural restrictions are placed in the United States for female senior business leaders who want to prioritize aspects pertinent or helpful in achieving their vision or experience to be successful in their personal or professional life. This study may be

significant to positive social change, as female senior business leaders increase their knowledge, business profits, and sustainability, offering others in society an excellent benefit role modeling their success in the community.

There are many facets of aging and its impact on society; however, this interaction will help real women and men seeking to navigate a changing world beneath our feet (Herold, 2016). The research technique of unobstructed measures to collect data, analyze it, and report findings with the purpose of discovery without affecting it in the process of the substantiated conclusions, which broadens understanding of the study (Bloomberg & Volpe, 2019). It was essential to keep impeccable records of changes in codes and coding methods as part of reporting the story for the study (Elliot, 2018). AI technology and innovative management practices are the social change used as a concept of moving forward progressively as a social change agent to foster enhancing the benefits towards a progressive society. According to Herold (2016), the experience of often striving results in the benefits of enhancing innovations through patience, perseverance, and the ability to pursue delayed gratification, self-denial, and pride in one's self-esteem, accomplishment, and self-confidence.

Contributing to positive social change opportunities utilizing AI technology can shape the interests of others and advance their learning in support of living independent lifestyles. Part of being a leader is having support from the culture within your community or from wherever you are leading. AI technology, leadership, and change management are about advancing others, and much focus is on the incline and progress. Each new leap in ability will open recent changes, challenges, and innovative avenues for

AI technology and the experience of success (Herold, 2016). When leaders have the vision to be the example of uplifting and focusing on advancing people, then actions will be on the success of others.

Phenomenology is about the phenomenon, not the individual (Vagle, 2019). The research problem addressed through this study is the lived experiences that some female senior business leaders, ages 55 - 95, may face using AI technology in decision making. According to Vagle (2019), phenomenologically studying research is not about getting inside other people's minds but prevalent to the various ways that a phenomenon can appear and manifest through our being in the world.

This qualitative transcendental phenomenology study focused on essence as an essential structure to the phenomenon and the intentional relation that characterized the phenomenon. I did not assume that any participants experienced the phenomenon in a final or idealized way. Agreeable with Husserl, the philosophical assumption was that the participants were being, becoming, and moving through the lifeworld in an intersubjective relationship with others and with an intentional relationship using other things, such as AI technology (Vagle, 2019).

High-level observation for the study was about taking in wisdom and the mental processing power to observe the synchronicity and meaningful knowledge. This universe's divine reality and fabric are to be masterful in a world predicated on living in a society of acceptance when we do something favorable that makes us feel valued. According to Faverio (2022), Younger adults are often more likely than older adults to accept and adopt AI technology innovations. However, studies have found that people

older than 55 learn and acquire digital skills more quickly if motivated to learn or see practical benefits (Faverio, 2022; Marimuthu et al., 2022). The adoption of fundamental AI technologies by adults 65 and older has grown markedly since about a decade ago: 61% own smartphone technologies, and 45% use social media sites like Facebook, Twitter, or Instagram; by contrast, of those using the YouTube platform increased from 38% to 49%, respectively, and roughly 44% own tablets or computers (Faverio, 2022).

Ghimire et al. (2020) noted that the increased usage of AI technology for older adults has significantly impacted the economy. Emerging developments of these AI technologies in the coming years will change society (Ghimire et al., 2020). AI technologies are estimated to replace many jobs with other computational technologies (Ghimire et al., 2020). According to Ghimire et al. (2020), machine learning and deep learning are two fields of AI widely used to solve and optimize many business problems. Knowledge, skills, and sharing a vision articulate AI technology value.

The evolution journey of AI with humans is about the management of business processes through AI technology and, in combination with leadership, for the practical approach to leading by example. Many studies have shown that using AI technology positively impacts older adults, improving their life satisfaction and confidence. AI technology applications are essential in society for older adults today, making it easier to make quicker decisions, communicate with their families and gain happiness (Liu et al., 2019).

By 2040, the U.S. Census Bureau estimates that 80 million U.S. citizens will be 65 or older (DeAngelis, 2021). It may be difficult for some older adults to accept and

adapt to technology as being logical. Others may judge based on their feelings about AI technology rather than the possibility of using it as a benefit. Social change implications for some older adults, there must be solutions to problems to observable truths that command their thoughts to process acceptance or a whole-hearted truth that AI technology will expand their growth potential. Optimizing AI technology for business leaders helps them to adapt to all kinds of AI technologies to make them intuitively understand, creates environments that respect cultural aspirations, are environmentally responsible, integrate emerging technologies, educate local populations, and affirm the latent spirit of underrepresented people.

With AI technology, the future for senior women in business is bright and stronger than ever. When observation is used profoundly to collect data and information, utilizing knowledge to make decisions comprehensively can be positively impactful. Accuracy can be resolved through the process of truth. Having a repeatable process methodology that is accurate can build upon and focus on sustainable development through an opportunity for seniors to become stewards of communities while striving to make achievements for growth. AI technology solutions have automated management processes through mathematics in AI technology programming analytics that works fast, quickly, and in real-time based on a frequency algorithm from a knowledgebase that answers questions, thus saving time and money and empowering business growth.

This transcendental phenomenological research study is about growing, building, being an agent of change, and bringing ideas to life. The experiences of female senior business leaders directly reflect the lens through which they see things in their

experiences with using AI technology. Human intelligence information is the most critical resource to the human species. To simplify social constructs in the community, AI technology can continue influencing information to propel the increase in leadership and decision making.

Implications for Practice

This qualitative research process's methodological foundations were balanced by transforming the analysis process through systematic, well-documented, and transparent characteristics for practice. The COVID-19 pandemic clarified that comfortable relationships with technology are essential for older adults (DeAngelis, 2021). Inconsonant with Dr. Boot, older adults do not want to be a burden on society; however, many studies that involve older adults in planning and strategic management strategies undersell the real impact that technology can have on older adults, whereas the standardized measures of loneliness and social isolation do not adequately capture in a quantitative study the importance for acceptance and adaptability for older adults (DeAngelis, 2021). Sometimes, it is okay to redirect and expose success. When females can respond to their ability to adopt and adapt to IT technology through an opportunity of going above and beyond, it can lead to empowerment from barriers, such as:

(1) Resistance to change due to lack of motivation.

(2) Need help to adopt or adapt due to skill levels.

(3) Developing new technology tools for those over 50 is only sometimes followed by global adoption.

(4) Service and actions can become compromised due to self-exclusion from AI technology usage.

According to Lehoux and Grimard (2018), AI technology has, in recent years, received acclamation to be the solution that can support older adults to live independently. The growing interest in AI technology continues to raise the attention of scholars. It has increased awareness of a few underlying social, ethical, and health management assumptions that support the claim that AI technology should only supplement the performance of specific tasks. Research findings show that seniors accept new knowledge and enjoy the experience of having a quality of life. AI technology helps aid, predict, and build the future through AI process automation initiatives.

The pace of digital AI technology is unstoppable. Business models are all a result of the vision of AI technology built from the chipset industry that started over 50 years ago (Intel Newsroom, 2021). Businesses are created to solve problems, requiring leadership and decision making skills. Business acumen is about solutions. Living life is about people and making things better for humans in society. Despite the increasing number of older adults in the community, adjusting to changes is needed because of social, environmental, and new technological innovations. AI technology supports businesses to improve services, collect data, communicate effectively, and solve problems efficiently (Belitski et al., 2021). Some business leaders have adopted and adapted to using AI technology and integrating it into their everyday life; however, only some seniors want to continue adopting it because of the rising cost of AI technology and the feeling that retail organizations need more secure data features.

Senior business leaders operate processes successfully using AI technology because they have extensive computer experience and are our society's backbone and strength, increasing their independence (Marimuthu et al., 2022). Business models are all a result of the vision of AI technology built from the chipset industry that started over 50 years ago. According to Geisinger, the pace of digital AI technology is unstoppable (Intel Newsroom, 2021). Every aspect of business operation models transforms digitally though AI technology, and continued education is appropriate for making the community more prosperous and vibrant (Intel Newsroom, 2021). Technology is increasingly critical in every aspect of human existence, is accompanied by how we live in society and interact in communities (Intel Newsroom, 2021).

According to Marimuthu et al. (2022), older adults are hesitant to move to the digital world on two pretexts: a lack of digital education and a fear of the technology itself, stemming from doubts about its effectiveness regarding security and privacy. DeAngelis (2021) stated that AI technology will never be a substitute for human interaction; however, it is feasible when AI technology can benefit older adults when augmenting the delivery of management programs and services, especially to the senior community who have the willingness to learn. Advantageously, older adults are positive influencers for enriching culture in society as they hold solution-driven business aspects. Older adults generally hold positive views about technology and are open to using it in their daily lives and are more proficient as younger adults at some tasks when given the appropriate training. (DeAngelis, 2021).

Conclusions

The purpose of this transcendental phenomenological study was to examine the experiences that some female senior business leaders, ages 55 - 95, may face using AI technology in decision making. The phenomenon for this study was the use of AI technology delivering critical benefits for decision making to support and improve the way female senior business leaders make choices for improvements in business and their personal lives. This study revealed a range of factors for female senior business leaders to consider the advancement of AI technology for business management processes and to set the tone in information technology management. AI technology management involves communication, leadership, and controlling business processes that can evolve into advancing computational advancements that reference human intelligence to close gaps in learning and decision making.

The fundamental essence of the study findings of this transcendental phenomenological study extended the knowledge in the discipline of AI technology management to enhance and support less experienced seniors to delegate tasks and set goals with a platform of knowledge and creative problem solving skills from other seniors who are business owners and managing their personal experiences through technology and knowledge sharing through a repeatable process. Seniors see the outlook of their futures prosperously and that AI technology will assist with delivering continued use critical benefits for decision making support. This type of support helps improve how they make choices, optimize those choices, and be of value to society.

AI technology is an intelligent digital technology that science discovered through quantum physics and imagined as a century of deep human connections, expanding the awareness of energetic waves of change. It takes energy to evaluate, develop a temple of neutrality, and align to change into a single human experience of the mass appeal of the human intellect. The alignment of female senior business owners sharing knowledge with other seniors not using AI technology is critical; however, it accelerates business growth and profits which out performs the intelligence for creative thinking and decision making used when seniors are willing to integrate AI technology into their daily lives. Giving value to the future is about embracing the ability to cross index information in providing a roadmap that can influence the opinions of others for an increase in learning technology and to make better decisions.

Five themes emerged from the data analysis for this study, which were: AI technology is beneficial, leadership and change management, technology adaptation and acceptance, decision making and communication, and information sharing and privacy. My recommendations are to further this research by expanding the scope to various management functions with a different methodology to implement successful strategies and manage processes with AI technology that drives innovation for organizational creativity and benefits to enhance the lives of others.

Successfully managing AI technology as a leader is about being creative and having the creativity to lead by example. It’s not about discussing what a leader does but focus on putting effort behind values, loyalty, unspoken honor, what they do to manage and execute processes. Sometimes leaders can hold aggressive goals; however,

identifying challenges and adopting solutions may take time; however, following through confidently motivates and inspires others. It's important to lead by example. It would be best always to have someone who can inspire you and make your dreams come true.

Senior business leaders are investing in AI tools and technologies that deliver business goals by enabling collaborative efficient business enterprise through solutions. The future of businesses long term will be to maintain a competitive edge through the critical importance of AI technology use and adaptability (Intel Newsroom, 2021). Senior business leaders embody the passion for harnessing AI technology as the foundation and force for their growth and success. AI technology capabilities fundamentally enable the world's leading ecosystem to ignite and inspire the next generation of seniors.

AI technology in an organization is a business phenomenon that can support the growth of businesses and communities worldwide, providing new opportunities for decisions and solutions. Female senior business leaders are working as world-class problem solvers, invested and inspired each day to make shaping the future of business with AI technology a success. This study may contribute to positive social change by setting goals that inspire by dreaming big and promoting the importance of lived experiences and successful management strategies that can inspire seniors who have not adapted to AI technology.

References

Aanstoos, C. W. (2021). Power and social psychology. *Salem Press Encyclopedia of Health,* (pp. 1-5).

Abakah, E. (2018). Participation without a voice? Rural women's experiences and participation in local governance activities in Abura-Asebu-Kwamankese district of Ghana. *Congent Social Sciences, 4*(1), 1-19. http://doi.org/10.1080/23311886.2018.1549768

Adu, P. (2019). A step-by-step guide to qualitative data coding. Routledge.

Agrawal, A., Gans, J., & Goldfarb, A. (2019). *The economics of artificial intelligence: An agenda*. University of Chicago Press.

Ainin, S., Akma Mohd Salleh, N., Bahri, S., & Mohd Faziharudean, T. (2015). Organization's performance, customer value, and the functional capabilities of information systems. *Information Systems Management, 32*(1), 2-14. https://doi.org/10.1080/10580530.2015.983012

Akinola, S. (2021). *What is the biggest benefit technology will have on ageing and longevity?* World Economic Forum. https://www.weforum.org/agenda/2021/03/what-is-the-biggest-benefit-technology-ageing-longevity-global-future-council-tech-for-good/

Akkılıç, S. (2020). Understanding the representation of artificial intelligence and methodology across disciplines. *Interactions: Studies in Communication & Culture, 11*(1), 109-113. https ://doi-org/10.1386/iscc_00011_7

Aldridge, J. (2019). “With us and about us”: Participatory methods in research with “vulnerable” or marginalized groups. In Pranee Liamputtong (Ed.). *Handbook of Research Methods in Health Social Sciences.* (pp.1919-1934). https://doi-org/10.1007/978-981-10-5251-4_126

Alexander Di Pofi, J. (2002). Organizational diagnostics: Integrating qualitative and quantitative methodology. *Journal of Organizational Change Management*, *15*(2), 156-168. https://doi.org/10.1108/09534810210423053

Alexandrakis, D., Chorianopoulos, K., & Tselios, N. (2020). Older adults and Web 2.0 storytelling technologies: Probing the technology acceptance model through an age-related perspective. *International Journal of Human-Computer Interaction*, *36*(17), 1623-1635. https://doi-org/10.1080/10447318.2020.1768673

Alexandru, A., Coardos, D., & Tudora, E. (2019). Acceptance of the technologies deployed for the development of online public services and systems used by elderly. *2019 11th International Conference on Electronics, Computers and Artificial Intelligence (ECAI)*, 1-4. https://doi-org/10.1109/ECAI46879.2019.9042058

Akkılıç, S. (2020). Understanding the representation of artificial intelligence and methodology across disciplines. *Interactions: Studies in Communication & Culture, 11*(1), 109-113. https://doi-org.ezp.waldenulibrary.org/10.1386/iscc_00011_7

Allen, S. J., Rosch, D. M., & Riggio, R. E. (2022). Advancing leadership education and development: Integrating adult learning theory. *Journal of Management Education*, *46*(2), 252-283. https://doi.org/10.1177/10525629211008645

Alrawi, K., Hamdan, Y., Al-Taie, W., & Ibrahim, M. (2013). Organizational culture and the creation of a dynamic environment for knowledge sharing. *International Journal of Management & Innovation*, *5*(1), 1-11.

Al-Tarawneh, C. N. Z., Russell, G., & Bystrov, A. (2012). Statistical leakage power modeling of manufacturing process variations at system level. *2012 Power Engineering and Automation Conference, Power Engineering and Automation Conference (PEAM)*, 1-4. https://doi.org/10.1109/PEAM.2012.6612432

Altschuller, S., & Benbunan-Fich, R. (2010). Trust, performance, and the communication process in ad hoc decision-making virtual teams. *Journal Of Computer-Mediated Communication*, *16*(1), 27-47. https://doi.org/10.1111/j.1083-6101.2010.01529.x

Anandakumar, K. R., & Ashwinkumar, U. M. (2012). A web-based patient support system using artificial intelligence to improve health monitoring and quality of life, *2012 Second International Conference on Advanced Computing & Communication Technologies*. (101-105). http://doi.org//10.1109/ACCT.2012.16

Andrejuk, K. (2020). Online qualitative research in immigrant communities: Opportunities and challenges during the pandemic. *Ask*, *29*(1), 55–73. https://doi.org/10.18061/ask.v29i1.0004

Apostolescu, J., & Serban, C. (2022). *Husserl, Kant, and transcendental phenomenology*. (1st ed.). De Gruyter.

Attar, M. M. (2020). Organizational culture, knowledge sharing, and intellectual capital: Directions for Future Research. *International Journal of Business and Economics Research*, *9*(1), 11-20. https://doi-org/10.11648/j.ijber.20200901.1

Babbie, E. (2017). *Basics of Social Research* (7th ed.). Cengage Learning.

Bennett, B. (2019). Technology, aging, and human rights: Challenges for an aging world. *International Journal of Law and Psychiatry*, *66*. https://doi.org/10.1016/j.ijlp.2019.101449

Barnett, D. (2023). Martin Heidegger. In *Salem Press Biographical Encyclopedia, 4*. https://searchworks.stanford.edu/articles/ers__88801982

Barron, M. (2019). *Senior-level African American women, underrepresentation, and career decision-making* (Publication No. 6305). [Doctoral dissertation, Walden University). ScholarWorks. https://scholarworks.waldenu.edu/dissertations/6305

Basaffar, A. A., Niehm, L. S., & Bosselman, R. (2018). Saudi Arabian women in entrepreneurship: Challenges, opportunities, and potential. *Journal of Developmental Entrepreneurship*, *23*(2). https://doi.org/10.1142/S1084946718500139

Bauzon, J., Murphy, C., & Wahi-Gururaj, S. (2021). Using macros in Microsoft Excel to facilitate cleaning of research data. *Journal of Community Hospital Internal Medicine Perspectives*, *11*(5), 653-657. https://doi.org/10.1080/20009666.2021.1954282

Belitski, M., Guenther, C., Kritikos, A. S., & Thurik, R. (2021). Economic effects of the COVID-19 pandemic on entrepreneurship and small business. *Small Business Economics, 58*(2), 593-609. https://doi.org/10.1007/s11187-021-00544-y

Berente, N., Bin Gu, Recker, J., & Santhanam, R. (2021). Managing artificial intelligence. *MIS Quarterly*, *45*(3), 1433-1450. https://doi.org/10.25300/MISQ/2021/16274

Betts, L. R., Hill, R., & Gardner, S. E. (2019). There's not enough knowledge out there: Examining older adults' perceptions of digital technology use and digital inclusion classes. *Journal of Applied Gerontology*, *38*(8), 1147-1166.

Blichfeldt, H., & Faullant, R. (2021). Performance effects of digital technology adoption and product & service innovation - A process-industry perspective. *Technovation, 105*(102275). https://doi.org/10.106/j.technovation.2021.102275

Bloomberg, L. D., & Volpe, M. (2019). Completing your qualitative dissertation. *A Roadmap from Beginning to End* (4th ed.). Sage Publications

Booth, W. C., Colomb, G. G., Williams, J. M., Bizup, J., & Fitzgerald, W. T. (2016). *The Craft of Research* (4th ed.). The University of Chicago Press.

Borges, A. F. S., Laurindo, F. J. B., Spínola, M. M., Gonçalves, R. F., & Mattos, C. A. (2021). The strategic use of artificial intelligence in the digital era: Systematic literature review and future research directions. *International Journal of Information Management*, *57*. https://doi.org/10.1016/j.ijinfomgt.2020.102225

Brey, P. (2018). The strategic role of technology in a good society. *Technology in Society*, *52*, 39-45. https://doi-org/10.1016/j.techsoc.2017.02.002

Burkholder, G. J., Crawford, L. M., & Cox, K. A. (2016). *The Scholar-Practitioner's Guide to Research Design*. Laureate Publishing.

Calhoun, D., & Lee, S. B. (2019). Computer usage and cognitive capability of older adults: Analysis of data from the health and retirement study. *Educational Gerontology, 45*(1), 22–33. https://doi-org/10.1080/03601277.2019.1575026

Camp, N., Lewis, M., Hunter, K., Johnston, J., Zecca, M., Di Nuovo, A., & Magistro, D. (2021). Technology used to recognize activities of daily living in community-dwelling older adults. *International Journal of Environmental Research and Public Health, 18*(163), 163. https://doi.org/10.3390/ijerph18010163

Campolo, A., Sanfilippo, M., Whittaker, M., & Crawford, K. (2018). AI Now 2017 report. *AI Now 2017 Symposium and Workshop.* New York University.

Carney, D. R. (2021). Ten things every manager should know about nonverbal behavior. *California Management Review*, *63*(2), 5-22. https://doi-org/10.1177/0008125620982663

Cavusoglu, H., Mishra, B., & Raghunathan, S. (2005). The value of intrusion detection systems in information technology security architecture. *Information Systems Research, 16*(1), 28.

Chaffey, D. (2014). *E-business and e-commerce management: Strategy, implementation, and practice* (6th ed.). Pearson. https://bookshelf.vitalsource.com/books/9781323252451

Chelstrom, E. (2013). *Social phenomenology: Husserl, intersubjectivity, and collective intentionality*. Lexington Bookstore.

Chu, L., Chen, H-W., Cheng, P-Y., Ho, P., Weng, I-T., Yang, P-L., Chien, S-E., Tu, Y-C., Yang, C-C., Wang., T-M., Fung. H.H., & Yeh, S-L. (2019). Identifying features that enhance older adults' acceptance of robots: A mixed methods study. *Gerontology*.*65*(4), 441-450. https://doi.org/10.1159/000494881

Chui, Y. P., Helander, M. G., & Qiu Y. F. (2006). Knowledge identification and management in product design. *Journal of Knowledge Management*, *10*(50), 1367-3270.

Colnar, S., Dimovski, V., Grah, B., Rogelj, V., & Bogataj, D. (2020). Gerontechnology: Literature review and research agenda. *2020 59th Annual Conference of the Society of Instrument and Control Engineers of Japan (SICE*), 391-396. https://doi.org/10.23919/SICE48898.2020.9240225

Colombo, A., Haase, J., Karnouskos, S., Kaynak, O., Luo, R., Leitao, P., Ribeiro, L., Shi, Y., & Yu, X. (2021). A 70-year industrial electronics society evolution through industrial revolutions: The rise and flourishing of information and communication technologies. *IEEE Industrial Electronics Magazine*, *15*(1), 115-126. https://doi.org/10.1109/MIE.2020.3028058

Conway, J. R., Bird, G., & Catmur, C. (2019). Understanding individual differences in theory of mind via representation of minds, not mental states. *Psychonomic Bulletin & Review.* https://doi.org/10.3758/s13423-018-1559-x

Cooper, A. (2019). How robots change the world. *Economic Outlook*, *43*(3), 5-8. Oxford Economics. https://doi.org/10.1111/1468-0319.12431

Cope, B., Kalantzis, M., & Searsmith, D. (2021). Artificial intelligence for education: Knowledge and its assessment in AI-enabled learning ecologies. *Educational Philosophy and Theory*, *53*(12), 1229-1245. https://doi.org/10.1080/00131857.2020.1728732

Cotton, S. R., Yost, E., Berkowsky, R., Winstead, V., & Anderson, W. (2017). *Designing technology training for older adults in continuing care retirement communities.* Taylor & Francis Group.

Cristiano, A., Musteata, S., De Silvestri, S., Bellandi, V., Ceravolo, P., Cesari, M., Azzolino, D., Sanna, A., & Trojaniello, D. (2022). Older adults' and clinicians' perspectives on a smart health platform for the aging population: Design and evaluation study. *JMIR Aging*, *5*(1), e29623. https://doi.org/10.2196/29623

Daoust, J. F. (2020). Older adults and responses to COVID-19 in 27 countries. *PLOS ONE*, *15*(7), 1-13. https://doi.org/10.1371/journal.pone.0235590

Davenport, T. H., Gupta, A., Grewal, D., & Bressgott, T. (2020). How artificial intelligence will change the future of marketing. *Journal of the Academy of Marketing Science*, *48*(1), 24-42.

Davenport, T., & Kalakota, R. (2019). The potential for artificial intelligence in healthcare. *Future Healthcare Journal*, *6*(2), 94-98. https://doi.org/10.7861/futurehosp.6-2-94

Davenport, T. H. (2018). *The AI advantage: How to put the artificial intelligence revolution to work.* The MIT Press.

Davidson, A. & Wood, C. (2021). *Women in Business*. Trinity U.

DeAngelis, T. (2021). Optimizing tech for older adults. *American Psychological Association, 52*(5), 54 . https://www.apa.org/monitor/2021/07/tech-older-adults

DeCuir-Gunby, J. T., Marshall, P. L., & McCulloch, A. W. (2011). Developing and using a codebook for the analysis of interview data: An example from a professional development research project. *Field Methods, 23*(2), 136-155. https://doi.org/10.1177/1525822X10388468

De Juan Pardo, Ma. Á., Russo, M. T., & Roqué Sanchez, M. V. (2018). A hermeneutic phenomenological exploration of living in old age. *Geriatric Nursing*, *39*(1), 9-17. https://doi-org/10.1016/j.gerinurse.2017.04.010

den Haan, M., Brankaert, R., Kenning, G., & Lu, Y. (2021). Creating a social learning environment for and by older adults in the use and adoption of smartphone technology to age in place. *Frontiers in Public Health*, *9*. https://doi.org/10.3389/fpubh.2021.568822

Denzin, N. K., & Lincoln, Y. S. (2018). *The Sage Handbook of Qualitative Research.* (5th ed.) Sage Publications.

Diesing, G. (2018). Artificial intelligence can support health care leaders, but it's not a complete solution, expert says. *States News Service*.

Duan, Y., Edwards, J. S., & Dwivedi, Y. K. (2019). Artificial intelligence for decision-making in the era of big data - evolution, challenges, and research agenda. *International Journal of Information Management*, *48*, 63-71. https://doi-org/10.1016/j.ijinfomgt.2019.01.021

Durdella, N. (2019*). Qualitative dissertation methodology: A guide for research design and methods.* Sage Publications. https://doi.org/10.4135/9781506345147

Dziak, M. (2020). Phenomenological psychology. *Salem Press Encyclopedia.*

East L., & Peters, K. (2019). Theoretical framework in qualitative research: Finding the right approach. *Nurse Researcher, 27*(1), 6-7. https://doi.org10.7748/nr.27.1.6.s2

Eckstein, S. (2017). More seniors to repurpose; caregivers should prepare. *Journal of Business (10756124), 32*(16), 17.

Edwards, J. R. (2020). The peaceful coexistence of ethics and quantitative research. *Journal of Business Ethics, 167*(1), 31-40. https://doi.org/10.1007/s10551-019-04197-6

Elliott, V. (2018). Thinking about the coding process in qualitative data analysis. *The Qualitative Report, 23*(11), 2850-2861. https://nsuworks.nova.edu/tqr/vol23/iss11/14

Errasti-Ibarrondo, B., Jordan, J., Diez-Del-Corral, M., & Aranzamendi, M. (2018). Conducting phenomenological research: Rationalizing the methods and rigor of the phenomenology of practice. *Journal of Advanced Nursing 4V, 74*(7), 1723-1724. https://doi.org/10.1111/jan.13569

Ertell, W. (2017). *Introduction to artificial intelligence.* (2nd ed.). Springer International Publishing.

Esmaeilzadeh, P. (2020). Use of AI-based tools for healthcare purposes: a survey study from consumers' perspectives. *BMC Medical Informatics and Decision Making, 20*(1), 170. https://doi.org/10.1186/s12911-020-01191-1

Etemad-Sajadi, R., & Gomes Dos Santos, G. (2019). Senior citizens' acceptance of connected health technologies in their homes. *International Journal of Health Care Quality Assurance (09526862), 32*(8), 1162-1174.

Fast, N. J., & Schroeder, J. (2020). Power and decision-making: New directions for research in the age of artificial intelligence. *Current Opinion in Psychology, 33*, 172-176. http://doi-org/10.1016/j.copsyc.2019.07.03

Faverio, M. (2022). Share of those 65 and older who are tech users has grown in the past decade. *Pew Research Center*. https://pewrsr.ch/3HZd2ao

Flair, I. (2021). Women in technology in the United States. *Salem Press Encyclopedia*.

Flamez, B., Lenz, A. S., Balkin, R. S., & Smith, R. L. (2017). A counselor's guide to the dissertation process: Where to start and how to finish. *American Counseling Association.* https://ebookcentral.proquest.com/lib/waldenu/reader.action?docID=4875219&ppg=109

Flick, U. (2018). *The sage handbook of qualitative data collection.* Sage Publications.

Fox, J. (2022). Evolution of decision-making (1/3): The rational revolution. *The Decision Lab*. https://thedecisionlab.com/insights/society/evolution-behavioral-economics-rational-revolution-part-1

Fritz, R. L., & Dermody, G. (2019). A nurse-driven method for developing artificial intelligence in "smart" homes for aging-in-place. *Nursing Outlook, 67*(2), 140-153. https://doi-org/10.1016/j.outlook.2018.11.004

Gaggioli, A. (2017). Bringing more transparency to artificial intelligence. *CyberPsychology, Behavior & Social Networking, 20*(1), 68. https://doi.org/10.1089/cyber.2016.29060.csi

Garvey, C. M., & Jones, R. (2021). Is there a place for theoretical frameworks in qualitative research? *International Journal of Qualitative Methods, 20*. https://doi.org/10.1177/1609s406920987959

Gawdt, M. (2021). *Scary smart: The future of artificial intelligence and how you can save our world.* PanMacmillian Publishing

Geetter, J. S., & Van Demark, D. C. (2017). Artificial intelligence: Real leadership. *Health Forum 70*(10), 43-44. Trustee.

Gessl, A. S., Mevenkamp, N., & Schlögl, S. (2019). On the perceptions and acceptance of artificially intelligent robotics and the psychology of the future elderly. *Behaviour & Information Technology, 38*(11), 1068-1087. https://doi-.org/10.1080/0144929X.2019.1566499

Ghimire, A., Thapa, S., Jha, A. K., Adhikari, S., & Kumar, A. (2020). Accelerating business growth with big data and artificial intelligence. *2020 Fourth International Conference on I-SMAC (IoT in Social, Mobile, Analytics, and Cloud)*, 441-448. https://doi.org/10.1109/I-SMAC49090.2020.9243318

Giorgi, A. P. (2009). *The descriptive phenomenological method in psychology: A modified Husserlian approach.* Duquesne University Press.

Giorgi, A. P. (2012). The descriptive phenomenological psychological method. *Journal of Phenomenological Method, 43*(1), 3-12.

https://doi-org/10.1163/156916212X632934

Gipson, A. N., Pfaff, D. L., Mendelsohn, D. B., Catenacci, L. T., & Burke, W. W. (2017). Women and leadership: Selection, development, leadership, style, and performance. *The Journal of Applied Behavioral Science, 53*(1), 32-65. https://doi-org/10.1177/0021886316687247

Goleman, D. (2013). *Leadership qualities: The focused leader.* Harvard Business Review. https://hbr.org/2013/12/the-focused-leader

Gordon, J. (2017). *The power of positive leadership: How and why positive leaders transform teams and organizations and change the world.* John Wiley & Sons, Inc.

Graham, S. A., Lee, E. E., Jeste, D. V., Van Patten, R., Twamley, E. W., Nebeker, C., Yamada, Y., Kim, H.-C., & Depp, C. A. (2020). Artificial intelligence approaches to predicting and detecting cognitive decline in older adults: A conceptual review. *Psychiatry Research, 284*. https://doi.org/10.1016/j.psychres.2019.112732

Green, H. E. (2014). Use of theoretical and conceptual frameworks in qualitative research. *Nurse Researcher, 21*(6), 34-38. https://doi-org/10.7748/nr.21.6.34.e1252

Haan, Md., Brankaert, R., Kenning, G. & Lu, Y., (2021). Creating a Social Learning Environment for and by Older Adults in the Use and Adoption of Smartphone Technology to Age in Place. *Public Health*, 9:568822. https://doi: 10.3389/fpubh.2021.568822

Hafezi, R. (2020). How artificial intelligence can improve understanding in challenging chaotic environments. *World Future*, *12*(2), 219-228. Sage Publications. https://doi-org/10.1177/1946756719880539

Hart, J. G. (2020). Some moments of wonder emergent within transcendental phenomenological analyses. *Open Theology*, *6*(1), 27-34. https://doi.org/10.1515/opth-2020-0004

Hastie, R., & Dawes, R. M., (2010). *Rational choice in an uncertain world: The psychology of judgment and decision-making* (2nd ed.). Sage Publications.

Heidegger, M. (1962). *Being and time.* Harper & Row Publishers.

Heidegger, M. (2013). *The questions concerning technology and other essays.* Harper Perennial Modern Thought.

Herold, E. (2016). *Beyond human: How cutting-edge science is extending our lives*. St. Martin's Press.

Hill, L. A., Tedards, E., Swan, T., & Balsamini, M. (2021). Drive innovation with better decision-making. *Harvard Business Review*, *99*(6), 70-79.

Ho, S. H., & Lin, C. J. (2020). The assisted living technology for older adult users - Current application, challenges, and future development. *Gerontology, 19.* https://doi.org/10.4017.gt.2020.19.s70129

Hottenstein, K. N., Ph.D. (2018). American institutional review boards: Safeguards or censorship? *Journal of Research Administration*, *49*(1), 31-42.

Huang, MH., Rust, R., & Maksimovic, V. (2019). The feeling economy: Managing in the next generation of artificial intelligence (AI). *California Management Review*, *61*(4), 43-65. https://doi-org/10.1177/0008125619863436

Huang, T. Y., & Huang, C. W. (2020). Older people's acceptance of robot-assisted activities of daily living. *Gerontechnology, 19*(0), 1-1. https://doi.org/10.4017/gt.2020.19.s.69863

Husserl, E. (1931). *Transcendental ideas.* George Allen & Unwin.

Husserl, E. (1967). *The thesis of the natural standpoint and its suspension: Phenomenology* (pp. 68-79). Doubleday.

Husserl, E. (1970). *Logical investigations: Transcendental* (J. N. Findlay). Humanities Press.

Husserl, E. (1977). *Cartesian dedications: An introduction to metaphysics* (M. Nijhoff). Springer.

Idhe, D. (1990). Technology and the lifeworld: From garden to earth. Indiana University Press.

Intel Newsroom (2021). Intel Breaks Ground on Two Arizona Fabs with Pat Geisinger (Event Replay). [Video]. https://youtu.be/lQUhgoZ1DQM

Jefferson, R.S. (2019). *More seniors are embracing technology. But can they use it? UCSD researchers suggest asking them.* UC San Diego.

Jerath, R., & Beveridge, C. (2018). Top mysteries of the mind: Insights from the default space model of consciousness. *Frontiers in Human Neuroscience,12*(162). https://doi.org/10.3389/fnhum.2018.00162

Jokisch, M. R., Scheling, L., Doh, M., & Wahl, H. W. (2020). Internet adoption among older adults: What role does self-efficacy play in the technology acceptance model? *International Society for Gerontechnology's (ISG) 12th World Conference of Gerontechnology, October 6-9, 2020 (Virtual). Gerontechnology, 19*(48). https://doi.org/10.4017/gt.2020.19.s.69880.3

Jones, Stacy H. (2017). Assembling a 'we' in critical qualitative inquiry. In Norman K. Denzin & Michael D. Giardini (Eds.), *Qualitative Inquiry in Neoliberal Times*, 130-135. Routledge.

Kaczynski, T. J. (2020). *Anti-tech revolution: Why and how.* (2nd ed.). Fitch & Madison Publishers.

Kaczynski, T. J. (2020). *Industrial society and its future*. Graphyco Editions.

Kaczynski, T. J. (2019). *Technological slavery.* (1). Fitch & Madison Publishers.

Kadylak, T., & Cotton, S.R. (2020). United States older adults' willingness to use emerging technologies. *Information, Communication & Society, 23*(5), 736-750. https://doi-org/10/1080/136911X.2020.1713848

Kahneman, D., Lovallo, D., & Sibony, O. (2011). Before you make that big decision. *Harvard Business Review*, *89*(6), 50-60.

Keeler, L. W., & Bernstein, M. J. (2021). The future of aging in intelligent environments: Four scenarios of the United States in 2050. *Futures, 133.* https://doi.org/10.1016/j.futures.2021.102830

Khalyasmaa, A. I., & Zinovieva, E. L. (2017). Intelligent decision support system for technical solutions efficiency assessment. *2017 IEEE II International Conference on Control in Technical Systems (CTS)*, pp. 247-250. https://doi-org/10.1109/CTSYS.2017.8109537

Khaund, N. (2022). NSLS leadership month live: NSLS President and CEO Neil Khaund. *The National Society of Leadership and Success.* https://www.facebook.com/theNSLS/videos/290290229754428

Klichowski, M. (2020). People copy the actions of artificial intelligence. *Frontiers in Psychology*, *11*(1).

Köhler, T., Smith, A., & Bhakoo, V. (2021). Templates in qualitative research methods: Origins, limitations, and new directions. *Organizational Research Methods, 1*. https://doi.org/10.1177/10944281211060710

Kornbluh, M. (2015). Combatting challenges to establishing trustworthiness in qualitative research. *Qualitative Research in Psychology*, *12*(4), 397-414. https://doi-org/10.1080/14780887.2015.1021941

Krell, D. F. (2008). *Martin Heidegger Basic writings from being in time (1927) to the task of thinking (1964)*. Harper Perennial Modern Thought.

Lambert, J. (2019). How robots change the world. *Oxford Economics*. http://resources.oxfordexonomics.com/how-robots-chnge-the-world

Larsen, H. G., & Adu, P. (2021). *The theoretical framework in phenomenological research.* (1st ed.). Routledge.

Leadership Charlotte (2021). Rev. Dr. Major Stewart Leadership Charlotte (LC) Class:

LC40. Encounter Charlotte. https://leadershipcharlotte.org/2021/11/29/major-stewart/

Leavy, P. (2017). *Research design: Quantitative, qualitative, mixed methods, arts-based, and community-based participatory research approaches.* Guilford Publications.

Leedahl, S. N., Brasher, M. S., LoBuono, D. L., Wood, B. M., & Estus, E. L. (2020). Reducing ageism: Changes in students' attitudes after participation in an intergenerational reverse mentoring program. *Sustainability, 12*(17), 6870. https://doi.org/10.3390/su12176870

Leedy, P. D., & Ormrod, J. E. (2015). *Practical research: Planning and design* (11th ed.). Pearson.

Lehoux, P., & Grimard, D. (2018). When robots care: Public deliberations on how technology and humans may support independent living for older adults. *Social Science & Medicine*. https://doi.org/10.1016/j.socscimed.2018.06.038

Lenhoff, A. (2018). The clock is ticking: Toward biomarkers for aging? *MLO: Medical Laboratory Observer*, *50*(2), 4.

Li, Y., & Tan, C.-H. (2013). Matching business strategy and CIO characteristics: The impact on organizational performance. *Journal of Business Research*, *66*(2), 248-259. https://doi.org/10.1016/j.jbusres.2012.07.017

Lichtenstein, B. B., Uhl-Bien, M., Marion, R., Seers, A., Orton, J. D., & Schreiber, C. (2006). Complexity leadership theory: An interactive perspective on leading in complex adaptive systems. *Emergence: Complexity & Organization*, *8*(4), 2-12.

Lindström, J., Samuelsson, S., & Hägerfors, A. (2010). Business continuity planning methodology. *Disaster Prevention and Management, 19*(2), 243-255.

Liphadzi, M., Aigbavboa, C. O., & Thwala, W. D. (2017). A theoretical perspective on the difference between leadership and management. *Procedia Engineering*, *196*, 478-482. https://doi.org/10.1016/j.proeng.2017.07.227

Littman, M. L., Ajunwa, I., Berger, G., Boutilier, C., Currie, M., Doshi-Velez, F., Hadfield, G., Horowitz, M. C., Isbell, C., Kitano, H., Levy, K., Lyons, T., Mitchell, M., Shah, J., Sloman, S., Vallor, S., & Walsh, T. (2021). *Gathering strength, gathering storms: The one hundred year study on artificial intelligence (AI100) 2021 Study Panel Report*. Stanford University. http://ai100.stanford.edu/2021-report

Liu, C., Vlaev, I., Fang, C., Denrell, J., & Chater, N. (2017). Strategizing with biases: Making better decisions using the Mindspace approach. *California Management Review*, *59*(3), 135-161. https://doi-org/10.1177/0008125617707973

Liu, R., Li, X., & Chu, J. (2021). More love, more behavioral intention: Understanding elderly's acceptance of smartphone applications. *2021 14th International Symposium on Computational Intelligence and Design (ISCID)*, 181-185. https://doi.org/10.1109/ISCID52796.2021.00050

Liu, S., & Nam, C. S. (2018). Quantitative modeling of user performance in multitasking environments. *Computers in Human Behavior*, *84*, 130-140. https://doi.org/10.1016/j.chb.2018.02.035

Manh Do, H., Sheng, W., Harrington, E. E., & Bishop, A. J. (2021). Clinical screening interview using a social robot for geriatric care. *IEEE Transactions on Automation Science & Engineering*, *18*(3), 1229-1242. https://doi.org/10.1109/TASE.2020.2999203

Marimuthu, R., Gupta, S., Stapleton, L., Duncan, D., & Pasik-Duncan, B. (2022). Challenging the Digital Divide: Factors Affecting the Availability, Adoption, and Acceptance of Future Technology in Elderly User Communities. *Computer*, *55*(7), 56-66. https://doi.org/10.1109/MC.2022.3172026

Marston, H. R., Shore, L., & White, P. J. (2020). How does a (smart) age-friendly ecosystem look in a post-pandemic society? *International Journal of Environmental Research and Public Health,17*, 8276. http://doi-org/10.3390/ijerph17218276

Marston, H. R., & van Hoof, J. (2019). "Who doesn't think about technology when designing urban environments for older people?" A case study approach to a proposed extension of the WHO's age-friendly cities model. *International Journal of Environmental Research and Public Health, 16*(19). https://doi.org/10.3390/ijerph16193525

Martino, A. S., & Schormans, A. F. (2018). When good intentions backfire: University research ethics review and the intimate lives of people labeled with intellectual disabilities. *Forum Qualitative Sozialforschung / Forum: Qualitative Social Research, 19*(3), Art. 9. http://dx.doi.org/10.17169/fqs-19.3.3090

Mason, M. (2010). Sample size and saturation in Ph.D. studies using qualitative interviews. *Forum: Qualitative Social Research*, *11*(3), 1-19.

Maxwell, J.A. (2013). *Qualitative research design: An interactive approach* (3rd ed.). Sage Publications.

McGowan, L. J., Powell, R., & French, D. P. (2020). How can use of the theoretical domains framework be optimized in qualitative research? A rapid systematic review. *British Journal of Health Psychology*, *25*(3), 677-694. https://doi.org/10.1111/bjhp.12437

Meltzoff, J. (1988). Critical thinking about research: Psychology and related fields. *American Psychological Association*.

Mercadal, T. (2021). Aging and the U.S. workforce. *Salem Press Encyclopedia.*

Miles, M. B., Huberman, A. M., & Saldanã, J. (2020). *Qualitative data analysis: A methods sourcebook* (4th ed.). Sage Publications.

Mirzaeifar, M., Abdolvand, M.a., Hanzaee, K. H., & Khounsiavash, M. (2020). Providing a service quality model based on self-service electronic technologies perceived by vulnerable consumers in the banking industry. *Women's Psychological Social Studies*, *18*(4), 163-200. https://doi.org/10.22051/jwsps.2021.33400.2309

Moja-Strasser, L. (2016). Considering The epoché as an attitude rather than as a method. *Existential Analysis: Journal of the Society for Existential Analysis*, *27*(1), 49-57.

Moustakas, C. (1994). Transcendental phenomenology: Conceptual framework. *Phenomenological Research Methods* (pp. 25-42). Sage Publications.

https://www-doi-org/10.4135/9781412995658

Mpungose, C. B. (2020). Student teachers' knowledge in the era of the fourth industrial revolution. *Education and Information Technologies, 25*(6), 5149-5165.

Nagarajan, K. (2015). *A brief course on technology management. New Age International (P).* Ltd. Publishers.

National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research (1978). *The Belmont Report: Ethical Principles and Guidelines for the Protection of Human Subjects of Research.* https://videocast.nih.gov/pdf/ohrp_belmont_report.pdf

Neufeind, M., O'Reilly., & Ranft, F. (2018). *Work in the digital age. Challenges of the fourth industrial revolution*. Rowman & Littlefield International Ltd.

Nicol, A. A. M., & Pexman, P. M. (2010). *Presenting your findings: A practical guide for creating tables.* (6th ed.) American Psychological Association.

Nilsen, K. M., Medvene, L. J., Ofei-Dodoo, S., Smith, R., DiLollo, A., Graham, A., & Nance, A. (2018). Aging in community: Home-and community-based services clients' use of computers as a protective factor for social isolation and loneliness. *Educational Gerontology, 44*(10), 648-661. http://doi.org/10.1080/03601277.2018.1524082

Noecker, A., Hartsell, Z., Anen, T., Casey, P., Kaplan, A. S., Liesching, T., & Rissmiller, S. (2021). Advanced practice provider leadership: The evolution of a well-defined structure. *Physician Leadership Journal, 8*(3), 74-78.

Norma Ruth, A. R. (2020). Reflections on a post-qualitative inquiry with children/young people: Exploring and furthering a performative research ethics. *Forum: Qualitative Social Research, 21*(1) https://doi.org/10.17169/fqs-21.1.3360

Nunn, R. (2018). Workforce diversity can help banks mitigate AI bias. *American Banker*. *183*(104), 1.

Ocker, R., Huang, H., Benbunan-Fich, R., & Hiltz, S. R. (2011). Leadership dynamics in partially distributed teams: An exploratory study of the effects of configuration and distance. *Group Decision & Negotiation, 20*(3), 273-292. https://doi.org/10.1007/s10726-009-9180-z

Onufrey, K., & Bergek, A. (2021). Transformation in a mature industry: The role of business and innovation strategies. *Technovation, 105*. https://doi.org/10.1016/j.technovation.2020.102190

Orazulike, J. (2022). Successful information technology project process management best practices. *Research Gate*. https://doi.org/10.13140/RG.2.2.19021.51683

Ortlipp, M. (2008). Keeping and using reflective journals in the qualitative research process. *The Qualitative Report, 13*(4), 695-705. https://doi.org/10.46743/2160-3715/2008.1579

Packer, T. L., Fracini, A., Audulv, Å., Alizadeh, N., van Gaal, B. G. I., Warner, G., & Kephart, G. (2018). What we know about the purpose, theoretical foundation, scope, and dimensionality of existing self-management measurement tools: A scoping review. *Patient Education and Counseling, 101*(4), 579-595. https://doi.org/10.1016/j.pec.2017.10.014

Pak, R., & Mclaughlin, A. (2018). *Aging, technology, and health*. Academic Press. https://doi.org/10.1016/C2015-0-06164-0

Paliukas, V., & Savanevičienė, A. (2018). Harmonization of rational and creative decisions in quality management using AI technologies. *Economics and Business*, *32*(1), 195-208. https://doi-org/10.2478/eb-2018-0016

Pathiranage, Y. L., Jayatilake, L. V. K., & Abeysekera, R. (2020). Case study research design for exploration of organizational culture towards corporate performance. *Review of International Comparative Management / Revista de Management Comparat International*, *21*(3), 361-372. https://doi.org/10.24818/RMCI.2020.3.361

Patten, R. M. (2023). *Intentional leadership: The big 8 capabilities setting leaders apart*. University of Toronto Press.

Patton, M. Q. (2015). *Qualitative research & evaluation methods: Integrating theory and practice* (4th ed.). Sage Publications.

Peoples, K. (2020). How to write a phenomenological dissertation. A step-by-step guide. *Qualitative Research Methods.* Sage Publications.

Petrovcic, A., Boot, W. R., Burnik, T., & Dolnicar, V. (2019). Improving the measurement of older adults' mobile device proficiency: Results and implications from a study of older adult smartphone users. *IEEE Access, 7,* 150412-150422. https://doi.org/10.1109/ACCESS.2019.2947765

Pew Research Center. (2017). *Tech adoption climbs among older adults*.

Pickard, S. (2018). Health, illness, and frailty in old age: A phenomenological exploration. *Journal of Aging Studies*, *47*, 24-31. https://doi.org/10.1016/j.jaging.2018.10.002

Pietersen, W. (2015). What Nelson Mandela taught the world about leadership. *Leader To Leader*, 60-66. https://doi-org/10.1002/ltl.20180

Prada, G.-I., Nacu, R. M., Kozma, A., & Herghelegiu, A. M. (2018). Gerontechnology: Technology for older people. *Buletin Stiintific*, 117-122.

Pugliese, A. (2019). The Impact of AI. *California CPA*, *88*(2), 4.

Qasem, A., Bunde, D. P., & Schielke, P. (2021). A module-based introduction to heterogeneous computing in core courses. *Journal of Parallel & Distributed Computing*, *158*, 56-66. https://doi.org/10.1016/j.jpdc.2021.07.011

Queirós, A., Faria, D., & Almeida, F. (2017). Strengths and limitations of qualitative and quantitative research methods. *European Journal of Education Studies*, *3*(9), 367-369. http://dx.doi.org/10.5281/zenodo.887089

Rahwan, I., Cebrian, M., Obradovich, N., Bongard, J., Bonnefon, J.-F., Breazeal, C., Crandall, J. W., Christakis, N. A., Couzin, I. D., Jackson, M. O., Jennings, N. R., Kamar, E., Kloumann, I. M., Larochelle, H., Lazer, D., McElreath, R., Mislove, A., Parkes, D. C., Pentland, A.,…Wellman, M. P. (2019). Machine behavior. *Nature* (568), 477-486.

Ravitch, S. M., & Carl, N. M. (2016). *Qualitative research: Bridging the conceptual, theoretical, and methodological*. Sage Publications.

Ravitch, S. M., & Riggen, M. (2017). *Reason & rigor: How conceptual frameworks guide research*. Sage Publications.

Redding, M. (2023). Technology for seniors. http://seniorliving.org/tech/

Rigano, C. (2018). A brief history of artificial intelligence. *National Institute of Justice.* https://nij.ojp.gov/topics/articles/brief-history-artificial-intelligence

Robbins, T. (Host). (2021). *It's not science fiction, it's tomorrow's technology here today. The future of food, energy, and space: Finding solutions to global problems* [Audio Podcast]. Robbins Research International. https://www.tonyrobbins.com/podcasts/future-food-energy-space/

Robbins, T. (Host). (2020a). *How to protect your business: The small business resiliency kit for economic winter* [Audio Podcast]. Robbins Research International. https://www.tonyrobbins.com/podcasts/the-small-business-resiliency-kit/

Robbins, T. (2020b). *Artificial intelligence: The future is automated* [Audio Podcast]. Robbins Research International. https://www.tonyrobbins.com/artificial-intelligence/

Rubin, H.J., (2022). *Behind the scenes in social research: How practical and personal matters affect a project* (1st ed.). Routledge.

Rubin, H. J., & Rubin, I. S. (2012). *Qualitative interviewing: The art of hearing data* (3rd ed.). Sage Publications.

Ryan, I. (2018). From "blue sky" to real-world research. *Qualitative Research in Organizations & Management*, *13*(3), 235-249. https://doi.org/10.1108/QROM-10-2016-1452

Sadeghmoghadam, L., Foroughan, M., Shahboulaghi, E. M. Ahmadi, F., Nazari, S., Farhadi, A., Delui, M. (2020). The lived experiences of aging in older adults: A phenomenological study. *Iranian Journal of Aging*, *14*(4), 478-493. http://doi.org/10.32598/sija.13.10.400

Saldanã, J. (2016). *The coding manual for qualitative researchers* (3rd ed.). Sage.

Schlomann, A. (2020). Age-sensitive adaptations of technology acceptance models: Linking gerontological theories to technology. *Gerontechnology*, *19*(0), 1-1. https://doi.org/10.4017/gt.2020.19.s.69880.5

Sejnowski, T. J. (2018). The deep learning revolution. *The Massachusetts Institute of Technology.* Library of Congress. http://lccn.loc.gov/2017044863

Shrestha, Y. R., Ben-Menahem, S. M., & von Krogh, G. (2019). Organizational decision-making structures in the age of artificial intelligence. *California Management Review*, *61*(4), 66-83. https://doi-org/10.1177/0008125619862257

Sherwood, J. (2021). Edmund Husserl. *Salem Press Biographical Encyclopedia*.

Siefert, A., Hofer, M., & Rossel, J. (2018). Older adults' perceived sense of social exclusion from the digital world. *Educational Gerontology*, *44*(12), 775-785 http://doi-org/10.1080/03601277.2019.1574415

Shkedi, A. (2019). *Data analysis in qualitative research: Practical and theoretical methodologies with optional use of a software tool.*

Smith, W. K. (2014). Dynamic decision-making: A model of senior leaders managing strategic paradoxes. *Academy of Management Journal*, *57*(6), 1592-1623. https://doi-org/10.5465/amj.2011.0932

Sturge, J., Meijering, L., Jones, C. A., Garvelink, M., Caron, D., Nordin, S., Elf, M., & Légaré, F. (2021). Technology to improve autonomy and inform housing decisions for older adults with memory problems who live at home in Canada, Sweden, and the Netherlands: Protocol for a multipronged mixed methods study. *JMIR Research Protocols*, *10*(1), e19244. https://doi.org/10.2196/19244

Suddick, K. M., Cross, V., Vuoskoski, P., Galvin, K. T., & Stew, G. (2020). The work of hermeneutic phenomenology. *International Journal of Qualitative Methods,* (19), 1-14. SAGE Publications.

Sunderman, H., & Hastings, L. (2021). Theory-Driven Approaches to Targeting Socially Responsible Leadership in Emerging Adults: Consciousness of Self. *Journal of Campus Activities Practice and Scholarship*, *3*(2), 30-38. https://eric.ed.gov/?id=EJ1330736

Talwar, R. & Koury, A. (2017). Artificial intelligence – The next frontier in IT security? *Network Security*, (4), 14-17. https://doi.org/10.1016/S1353-4858(17)30039-9

Taylor, K. (2021). The past and future of AI. *Boston Review*, *46*(2), 139-162.

Theofanidis, D., & Fountouki, A. (2018). Limitations and delimitations in the research process. *Perioperative Nursing*, *7*(3), 155-163. https://doi.org/10.5281/zenodo.2552022

Townsend, A. M., and Hunt, R. A. (2019). Entrepreneurial action, creativity, and judgment in the age of artificial intelligence. *Journal of Business Venturing Insights*, (11), e00126. https://doi.org/10.1016/j.jbvi.2019.e00126

Tsai, H.-Y. S., Rikard, R. V., Cotten, S. R., & Shillair, R. (2019). Senior technology exploration, learning, and acceptance (STELA) model: A longitudinal randomized controlled trial from exploration to use. *Educational Gerontology, 45*(12), 728-743. https://doi.org/10.1080/03601277.2019.1690802

Tsertsidis, A., Kolkowska, E., & Hedström, K. (2019). Factors influencing seniors' acceptance of technology for ageing in place in the post-implementation stage: A literature review. *International Journal of Medical Informatics*, *129*, 324-333. https://doi.org/10.1016/j.ijmedinf.2019.06.027

United States Census Bureau (2021). Older population and aging. https://www.census.gov/topics/population/older-aging.html

United States Department of Labor (2021). Older workers. https://www.dol.gov/agencies/odep/program-areas/individuals/older-workers

Vagle, M.D. (2018). *Crafting phenomenological research*. (2nd ed.). Taylor & Francis.

van Manen, M. (2017a). But is it phenomenology? *Qualitative Health Research*, *27*(6), 775-779. https://doi-org/10.1177/1049732317699570

van Manen, M. (2017b). Phenomenology in its original sense. *Qualitative Health Research*, *27*(6), 810-825. https://doi-org/10.1177/1049732317699381

Venturini, F. (2022). Intelligent technologies and productivity spillovers: Evidence from the fourth industrial revolution. *Journal of Economic Behavior and Organization*, *194*, 220-243. https://doi.org/10.1016/j.jebo.2021.12.018

Vogels, E. A. (2019). Millennials stand out for their technology use, but older generations also embrace digital life. https://pewrsr.ch/2A3kD6X

Vojvodic, M., & Hitz, C. (2019). Governance team leadership and business user participation - organizational practices for innovative customer engagement in data compliance project. *Central European Business Review, 8*(2), 15-45. https://doi.org/10.18267/j.cebr.214

von Delft, S. & Shao, Y. (2021). Business models in process industries: Emerging trend and future research. *Technovation, 105*, 10295. https://doi.org/10.1016/j.technovation.2020.102195

Vytautas, P. & Asta, S. (2018). Harmonization of rational and creative decisions in quality management using AI technologies. *Economics and Business, 32*(1), 195-208. https://doi.org/10.2478/eb-2018-0016

Wang, S., Bolling, K., Mao, W., Reichstadt, J., Jeste, D., Kim, H.-C., & Nebeker, C. (2019). Technology to support aging in place: Older adults' perspectives. *Healthcare, 7*(2), 60. https://doi.org/10.3390/healthcare7020060

Wang, K. H., Chen, G., & Chen, H.-G. (2018). Understanding technology adoption behavior by older adults. *Social Behavior and Personality: An International Journal, 46*(5), 801-814. https://doi.org/10.2224/sbp.6483

Wang, K. H., Chen, G., & Chen, H. G. (2017). A model of technology adoption by older adults. *Social Behavior and Personality, 45*(4), 563–572. https://doi-org/10.2224/sbp.5778

Webster, E.; Johnson, C.; Johnson, M.; Kemp, B.; Smith, V. & Townsend, B. (Eds). (2019). Engaging Aboriginal people in research: Taking a decolonizing

gaze. *Handbook of research methods in health social sciences*, 1563-1578. Springer.

Weick, R. (2015). Enriching older adult lives through technology. *Grand Rapids Business Journal*, *33*(26), 17.

Williams, E. D. (2015). Transformational strategic choice: The generational succession effect on small businesses. *ScholarWorks*.

Wilson, C., & van der Velden, M. (2022). Sustainable AI: An integrated model to guide public sector decision-making. *Technology in Society*, *68*. https://doi.org/10.1016/j.techsoc.2022.101926

Wirawan, R., & McIntyre-Mills, J. J. (Eds.). (2019). Innovation for social and environmental justice: A way forward? *Democracy and Governance for Resourcing the Commons*, (447-460). Springer.

Wright, L. (2013). Quality improvement and organizational change initiatives: Analysis of the U.S. Army's warrior transition unit (WTU). *Academy of Strategic Management Journal*, *12*(2), 95-111.

Yang, K.-C., & Shih, P.-H. (2020). Cognitive age in technology acceptance: At what age are people ready to adopt and continuously use fashionable products? *Telematics and Informatics*, *51*. https://doi.org/10.1016/j.tele.2020.101400

Yang, D., Zhang, A. N., & Yan, W. (2017). Performing literature review using text mining, Part I: Retrieving technology infrastructure using Google Scholar and APIs. *2017 IEEE International Conference on Big Data (Big Data)*, 3290-3296. https://doi.org/10.1109/BigData.2017.8258313

Yao, J. J. (2020). Elderly seniors vs. youthful seniors: Attributions and reshaping of aging expectations. *The Qualitative Report, 25*(8), 3047-3066. https://nsuworks.nova.edu/tqr/vol25/iss8/13

Yasasin, E., Prester, J., Wagner, G., Schryen, G. (2019). Forecasting IT security vulnerabilities – An empirical analysis. *Computers and Security, 88,* 10610. https://doi.org/10.1016/j.cose.2019.101610

Yob, I. & Brewer, P. (n.d.). *Working toward the common good: An online university's perspectives on social change*, 1-25.

Zhou, H. (2020). On the development of continuing education technology in an aging society. *2020 8th International Conference on Orange Technology (ICOT)*, 1-4. https://doi.org/10.1109/ICOT51877.2020.9468732

Zhu, L. (2010). Applying the hive Mind Space model to foster creative collaboration. *2010 International Symposium on Collaborative Technologies and Systems*, 657-659. https://doi.org/10.1109/CTS.2010.5478446

Appendix A: Request for Participants

Dear Potential Research Participant,

I am Leslie Gilliam, a doctoral candidate in the Management Technology–Information Systems Management program at Walden University, conducting a research study on the lived experiences and management practices among senior business leaders utilizing Artificial Intelligence (AI) technology. AI technology *uses* a robust, transparent decision making process through robotics, machine learning, and predictive analysis to process information through computing systems that do more work faster. The purpose of this study is to examine the lived experiences that some female business leaders face using AI technology in decision making.

I am kindly seeking participation in this study with eligibility to include the following criteria: (a) Female business leaders in the United States with past or present experience in leadership, (b) Use AI technology in professional and personal lives for decision making, (c) Ages 55 - 95.Participation in this research study is voluntary, and you may withdraw from the study at any time. Participation in this research study involves the completion of a criteria questionnaire, one open-ended interview, one central research question, and seven interview questions at your preferred location and time. The study is completely confidential, and the researcher will plan to conduct research interviews online or via telephone.

The study aims to add to the literature about The Lived Experiences of Female Senior Business Leaders. This study can fill a gap in the research by assisting other seniors in facilitating management practices and making decisions while utilizing AI technology. The research findings will provide information to inspire other seniors to adopt and adapt to AI technologies for positive social change. The central research question in this study will focus on the lived experiences of female senior business leaders managing AI technology successfully and how they adopt and adapt to AI technologies. In addition, the seven interview questions will examine female senior business leaders and how they use AI technology.

If you are interested in participating in this study, please contact me at the number below:

Respectfully,

Leslie Gilliam, Ph.D. Candidate
Management Technology, Specialization: Information Systems Management
Walden University, College of Management and Technology
Email address:
Phone:

Appendix B: Interview Protocol Guide

The Lived Experiences of Female Senior Business Owners

Date:
Participant Code:

The purpose of the study is to examine the experiences of some female senior business leaders, ages 55 - 95, who use AI technology in their professional and personal lives for decision making in the United States. The study aims to add to the literature about The Lived Experiences of Female Senior Business Owners. The research findings can provide information that can inspire other seniors to adopt AI technologies for positive social change.

The central research question in this study will focus on the lived experiences of female senior business leaders managing AI technology successfully and how they adopt and adapt to AI technologies. In addition, the seven interview questions will examine the perceptions of some female senior business owners have as business owners and how they manage the use of AI technology.

Participating in this study is strictly voluntary, and the interviews will discontinue at any time should the participant request. Participants can opt out with minimal fear of retaliation or other negative consequences. Leslie Gilliam, the interviewer, will not include your identity in this study. A participant code will be used, and all information obtained is confidential.

The Central Research Question with the Associated Interview Questions

Research Question 1. What are the lived experiences that some female senior business leaders, ages 55 - 95 years old, face using Artificial Intelligence (AI) technology in decision making?

Interview Question 1. Why are you using AI technology, and describe the nature of the relationship?

Interview Question 2. Can you describe one episode, event, experience, or situation, which stands out in your mind when using AI technology in decision making, that made you feel recognized, accepted, or valued?

Interview Question 3. What specific AI technologies do you feel are helpful in decision making, and why?

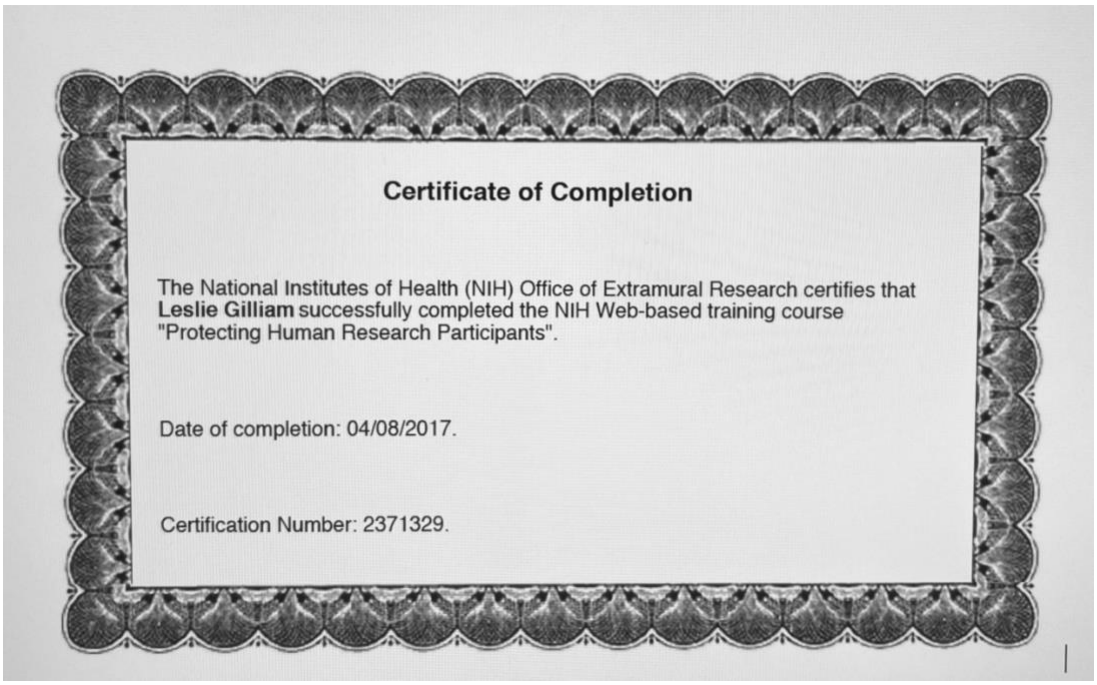
Interview Question 4. How has your experience as a senior business leader been with AI technology that you feel has had a beneficial or positive impact?

Interview Question 5. How has your experience as a senior business leader been with AI technology that you feel has had a harmful or negative impact?

Interview Question 6. How has AI technology been an inspiration to continue utilizing AI technology in the future?

Interview Question 7. What are some other details or information that you feel can be valued by other female leaders based on your experience in managing a business?

Appendix C: Research Certification



Certificate of Completion

The National Institutes of Health (NIH) Office of Extramural Research certifies that **Leslie Gilliam** successfully completed the NIH Web-based training course "Protecting Human Research Participants".

Date of completion: 04/08/2017.

Certification Number: 2371329.