

NYIMAK

Journal of Communication

Nyimak Journal of Communication

Vol. 9

No. 1

Pages 1 - 171

March 2025

ISSN 2580-3808



Published By:
Department of Communication Science
Faculty of Social and Political Science
Universitas Muhammadiyah Tangerang

Journal Address

Program Studi Ilmu Komunikasi Fakultas Ilmu Sosial dan Ilmu Politik

UNIVERSITAS MUHAMMADIYAH TANGERANG

Jl. Perintis Kemerdekaan I No. 33 Kota Tangerang, Banten 15118

Website : <http://jurnal.umt.ac.id/index.php/nyimak>

Email : journalnyimak@fisipumt.ac.id

NYIMAK

Journal of Communication

DAFTAR ISI (TABLE OF CONTENT)

Self-Disclosure in Toxic Relationship in Victims of Affairs Under the Suspicion of Rifka Annisa Foundation — Ardian Setio Utomo, Feysa Evina Sugih Harjo, Widhihatmini —	1 – 22
Religious Tourism Development through Policy Formulation: Synergy of Myth, Tradition, and Entrepreneurial Communication — Priyo Subekti, Diah Sri Rejeki, Ibrahim Wada, Hanny Hafiar —	23 – 50
The Role of Communication in Structuring Religionists and the Military for Blue Economy Development — Nurul Chamidah, Moch. Imron Rosyidi, Andri Azis Putra, Panji Suwarno —	51 – 69
To What Extent Do Online News Platforms Frame Environmental Issues? A Content News Analysis In Indonesia's Dompu Maize Development Program — Baskoro Wicaksono, Al Fauzi Rahmat, Fajar Rahmanto, M. Rafi, Lóránt Dénes Dávid —	70 – 97
The Ideological Upheaval of Stakeholders in Online News about AI as CEO — Rustono Farady Marta, Hana Panggabean, Monica Sri Sunaringsih, Fathul Qorib, Nurlina Bangun —	98 – 119
A Bibliometric Analysis of Cross-Cultural Communication on Digital Platforms: Mapping Collaboration, Citations, and Research Themes — Arroyya Nur Safitri, Rully Khairul Anwar, Yunus Winoto, Ninis Agustini Damayani, Kusnandar —	120 – 152

“Peringatan Darurat” as a Cancel Culture Social Movement through
Social Media in Indonesia

153 – 171

— **Jefri Audi Wempi, Chrisdina, Rully** —

The Ideological Upheaval of Stakeholders in Online News about AI as CEO

Rustono Farady Marta¹, Hana Panggabean², Monica Sri Sunaringsih³,
Fathul Qorib⁴, Nurlina Bangun⁵

¹Faculty of Social Science and Political Sciences, Universitas Satya Negara Indonesia, Kebayoran Lama South Jakarta 12240, Indonesia

^{1,2,3}Faculty of Psychology, Atma Jaya Catholic University of Indonesia, Karet Semanggi, South Jakarta 12930, Indonesia

⁴İletişim Bilimleri, Kocaeli Üniversitesi, Kabaoglu, Baki Komsuoglu bulvari No. 515, Umuttepe, 41001 İzmit/Kocaeli, Türkiye

⁴Faculty of Social Science and Political Sciences, University of Tribhuwana Tungadewi, Jl Telaga Warna, Malang, 65144 Indonesia

⁵Faculty of Communication Science, Institut Ilmu Sosial dan Ilmu Politik Jakarta,, Jagakarsa South Jakarta 12610, Indonesia

Corresponding Author Email: rustono.farady@usni.ac.id, rustono.farady@atmajaya.ac.id

ABSTRACT

In today's digital age, a more critical approach is needed to understand the social and ethical implications of Artificial Intelligence (AI) on future corporate governance, including human oversight in the application of AI itself. The aim of this study is to analyze how three international media outlets, DQ India, The Independent and Business Insider, portray the adoption of AI-based Chief Executive Officer or abbreviated as CEO's in the context of corporate governance. Using Entman's framing analysis, it identifies the themes, narratives and ideologies in the news about AI in corporate governance and examines how differences in media ideology influence the view of this technology. Stakeholder and shareholder theory is used to identify how the media connects AI to traditional theories in the world of corporate identity. The findings reveal the existence of the media's political economy as the main axis, showing that DQ India views AI as a solution to improve operational efficiency and reduce reliance on human managers. In contrast, The Independent takes a more cautious view, considering the potential risks and ethical implications of AI adoption. Business Insider, on the other hand, focused on the financial benefits that companies can realize by using AI in business management.

Keywords: Corporate identity; digital leadership, framing analysis, political economy of media, stakeholder theory

ABSTRACT

Di era serba digital saat ini perlu ada pendekatan yang lebih kritis dalam memahami dampak sosial dan etika Kecerdasan Artifisial (AI) dalam kepemimpinan masa depan, termasuk pengawasan manusia dalam penerapan AI itu sendiri. Penelitian ini bertujuan untuk menganalisis bagaimana tiga media internasional, DQ India, The Independent, dan Business Insider, membingkai adopsi Chief Executive Officer (CEO) berbasis AI dalam konteks kepemimpinan perusahaan. Penelitian ini menggunakan Analisis Framing Entman, diarahkan untuk mengidentifikasi tema, narasi, dan ideologi yang terkandung dalam berita tentang AI dalam kepemimpinan, serta bagaimana perbedaan ideologi media mempengaruhi perspektif terhadap teknologi ini. Teori pemangku kepentingan dan pemegang saham digunakan untuk melihat bagaimana media menghubungkan AI dengan teori tradisional terkait identitas korporasi. Hasilnya menunjukkan adanya pusara ekonomi politik media sebagai poros utama yang menunjukkan bahwa DQ India memandang AI sebagai solusi untuk meningkatkan efisiensi operasional dan mengurangi ketergantungan pada manajer manusia. Sebaliknya, The Independent menyajikan pandangan yang lebih hati-hati dengan mempertimbangkan potensi risiko dan

Submitted: 2024-11-16

Revised: 2025-02-28

Accepted: 2025-03-10

Available Online: March 2025

CITATION: Marta, R. F., Panggabean, H., Sunaringsih, M. S., Qorib, F., & Bangun, N. (2025). The Ideological Upheaval of Stakeholders in Online News about AI as CEO. *Nyimak Journal of Communication*, 9(1), 98-119.



Copyright (c) 2025 Nyimak Journal of Communication
This work is licensed under a Creative Commons Attribution-ShareAlike 4.0

penerapan etis dari adopsi AI. Sementara itu, Business Insider fokus pada manfaat finansial yang dapat diperoleh perusahaan dengan mengadopsi AI dalam kepemimpinan.

Kata Kunci: Analisis pembiasaan, ekonomi politik media, identitas korporasi, kepemimpinan digital, teori pemangku kepentingan

INTRODUCTION

In the modern business environment, AI has become a transformative force in corporate leadership, with more and more companies utilizing AI to improve decision-making processes and strategic operations. The integration of AI into business management enables greater automation, increased efficiency, and data-driven decision making, which is critical to long-term sustainability and growth. Companies are adopting AI systems for important managerial tasks, such as strategic forecasting, financial analysis, and supply chain optimization, all of which traditionally require human leadership (Dhareshwar, 2018; Hrustek, 2020; Saxena, 2020). This AI-based technology enables businesses to make more accurate predictions and respond quickly to market changes, thereby improving overall organizational performance (Wagner, 2020).

Unlike traditional business technology that focuses on marketing and customer engagement, AI in a leadership role is about automating managerial decision making and reshaping corporate governance. AI-powered systems now have the ability to analyze huge data sets, predict market trends, and even make strategic decisions in real-time, challenging the traditional role of the human CEO (Saxena, 2020). For example, AI is able to optimize business strategies by analyzing performance metrics and offering prescriptive recommendations to management, which is a significant shift in the way business approaches leadership (Prodea & Constantin, 2023). Digital information technology has revolutionized the way businesses interact with customers, but the role of AI in corporate leadership goes beyond that, directly influencing the decision-making process and overall corporate governance (Saxena, 2020). The capacity of AI to help businesses gather information at their fingertips, analyze data, and understand market dynamics is reshaping the corporate decision-making landscape (Hong & Tam, 2006; Scheepers & Middleton, 2013).

This shift in leadership dynamics challenges traditional business theories, particularly stakeholder and shareholder theories. Stakeholder theory emphasizes the need to balance the interests of the various groups affected by company decisions (Harrison et al., 2015), while shareholder theory focuses on maximizing shareholder value through increased dividends and share prices (Idowu et al., 2020). The emergence of AI-supported CEOs presents

a potential conflict with these theories, as AI can prioritize efficiency and profit maximization over the broader and more nuanced considerations of shareholder interests. A global survey found that although the public recognizes the significant social impact of AI, there are concerns about its social and political consequences, especially regarding algorithmic decision making and the loss of human oversight (Kelley et al., 2021).

The media plays an important role in shaping public perceptions of AI-powered CEOs, influencing the way people view the evolution of this technology. In particular, the emergence of China's first AI-powered CEO, which is in line with the country's strategic focus on AI innovation, has attracted significant media attention (Zhou, 2023). This study aims to explore how three major electronic media—DQ India, The Independent, and Business Insider—frame the emergence of AI-powered CEOs, using Entman's Framing Analysis.

The media were specifically selected for their influential reach and different regional and ideological perspectives on business and technology. DQ India, a leading publication in India, provides an in-depth look at the intersection of technology and business in the Indian context. The Independent, a respected British news, offers a global perspective with a focus on the ethical, social, and political implications of technological progress. Meanwhile, Business Insider serves a business-oriented global audience, focusing on the intersection of technology, finance, and corporate governance, providing valuable insights into how AI-supported leadership is perceived in Western markets (Fernando & Marta, 2018; Pembayun & Yuwono, 2023; Wahdan et al., 2023). By examining these three things, this study will highlight the various ways in which the role of AI in leadership is framed in the context of different cultures and ideologies, which contributes to a more nuanced understanding of the global discourse around the role of AI in business leadership (Mohamed et al., 2024).

The purpose of this study is to analyze how DQ India, The Independent, and Business Insider frame the role of AI-supported CEOs in the context of corporate leadership. This study will focus on identifying the main themes, narratives, and ideologies presented in these media regarding the impact of AI on leadership and decision making, as well as how these frames differ across regions and ideologies. The study will also examine how these media portrayals align with or challenge traditional business theories, such as stakeholder and shareholder theories.

This study is a new study focusing on the portrayal of AI-supported CEOs, a subject that has received little attention in existing media and academic literature. Although there is substantial research on the impact of AI on business operations, little research directly analyzes how the media frames AI in leadership roles. In addition, the comparative nature of this study, which examines media portrayals in three internationally recognized media, adds

to the understanding of how AI leadership is perceived in different cultural and media contexts. This study also contributes to the literature by integrating Entman's Framing Analysis with the theory of stakeholders and shareholders, which offers a deeper exploration of the ethical, social, and business implications of AI in leadership.

RESEARCH METHODS

In media studies, framing analysis has become a crucial method for comprehending how media influences and constructs our perception of reality. Essentially, it investigates the deliberate selection, emphasis, and portrayal of specific elements of an issue, while concurrently minimizing or excluding other aspects (Vishwanath, 2009). This approach allows researchers to uncover the underlying biases, agendas, and narrative frames that inform media coverage, revealing how the media can influence public opinion and policymaking. In line with the way framing refers to the process of "selecting and highlighting several aspects of an event or issue related to AI as a CEO, then looking at the relationship between several dictions that aim to promote certain interpretation, evaluation, and/or solution" (Entman, 1993; Hallahan, 1999). In presentation, framing emphasises certain elements while downplaying other perspectives related to AI as CEO so that the way the audience perceives, understands and responds to the information is consistent with the packaging of the media reporter as communicator (Lecheler & de Vreese, 2018). Based on this understanding, framing is not merely a neutral process of information transmission, but a strategic act of shaping the public's understanding of complex issues. Framing analysis can be applied to a wide range of media content. This theory provides a comprehensive framework for understanding how individuals and organizations interpret and communicate information, which can be valuable for stakeholder theory (Bolsen & Shapiro, 2017). Entman's approach to framing analysis involves four essential elements: (i) define problem/problem definition, (ii) diagnose cause/causal diagnosis, (iii) make moral judgment/ moral evaluation, and (iv) remedy (Entman, 1993).

One key aspect of Entman's work is the distinction between "emphasis framing" which refers to the selective presentation of certain aspects of an issue and involves highlighting specific elements to steer audience attention and interpretation, and "equivalency framing" which uses logical equivalent but is worded differently in terms of highlighting or covering certain aspects of AI as CEO. This framing focuses on presenting various elements in a balanced way to provide a comprehensive view of the issue (Kuehnhanss et al., 2015; Liu et al., 2024; Olsen, 2020; Vishwanath, 2009; Yao & Li, 2024). This instil the idea that framing is inherently a persuasive mechanism, where the communicator's choice of frames can shape

public opinion and policy outcomes (Hallahan, 1999).

(Entman, 1993) defined the problem definition as “the process of culling a few elements of perceived reality and assembling a narrative that highlights connections among them to promote a particular interpretation” (Vishwanath, 2009). This emphasises the active role of news producers as communicators of the three media in selecting and highlighting certain aspects of the issue of AI as CEO with the aim of downplaying other aspects (usually conditioned by media ideological factors) so that they are expected to be able to steer the audience’s understanding and interpretation of the problem (Atmadja et al., 2021; Scheufele, 1999). The concept of causal diagnosis in framing involves identifying and analysing the underlying reasons behind phenomena or events, particularly in communication and media (Hallahan, 1999). Understanding it helps reveal motivations, interests, and power dynamics that influence how news and information are constructed (Suharyo, 2018).

The media frame reporting AI as CEO is also intended to shape individuals’ perspectives in interpreting and assessing the moral implications of the issue at hand, so that it is hoped that in turn it can influence their understanding of what is right or wrong, good or bad, ethical and unethical (Moberg, 2006; Weaver, 2006). Remedy promotion refers to the advocacy or endorsement of specific solutions, actions, or responses to address the problem or issue framed in a communication text. The Framers engage in remedy promotion by presenting and justifying remedies or courses of action as effective or desirable in resolving the identified problem (Entman, 1993).

Stakeholders are defined as individuals, groups, and organizations such as employees, managers, shareholders, financiers, customers, and suppliers, as well as other stakeholder groups like communities, political groups, the media, or society, that have an interest in the processes and outcomes of a firm and upon whom the firm depends for the achievement of its goals. It concerns the interests and well-being of the stakeholders, and treating them with fairness, honesty, and generosity, puts extra effort and resources into meeting stakeholders’ needs and addressing their concerns. Importantly, stakeholder theory is aware that the stakeholders are heterogeneous (Harrison et al., 2015).

On the other side, shareholder Theory aims to maximize shareholders’ value. This theory asserts that shareholders are the ultimate owners of a corporation’s assets, and therefore, managers and boards should prioritize protecting and growing these assets for their benefit. Therefore, management decisions should aim to maximize the combined value of dividends and share price increases. However, it is noted that shareholders and corporations may have other objectives beyond financial performance, such as encouraging entrepreneurship, innovation, and community building. This broader perspective suggests that while shareholder value creation is important, it should be balanced with the interests of other stakeholders (Idowu et al., 2020).

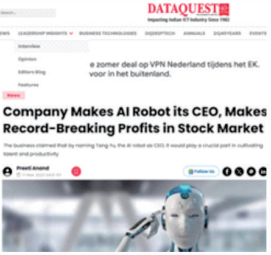
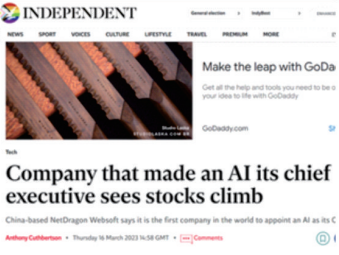

RESEARCH FINDING & DISCUSSION

In conjunction, Entman's framing analysis, stakeholder theory, and shareholder theory may be intertwined to incorporate wider perspectives, for stakeholders to make sense of corporate data and difficult-to-observe corporate practices. These behavioral aspects are closely linked to framing analysis, as they explore how cognitive biases and heuristics shape the interpretation and communication of information. Different stakeholders may have varying frames of reference, leading to different interpretations of corporate actions and decisions. By considering how framing and salience influence the interpretation of corporate actions, managers can develop more nuanced and effective strategies for engaging with and addressing the concerns of various stakeholders (Crilly, 2019).

Table 1. e-News Characteristics

e-news	Data Quest India (dqindia.com) India-Based	The Independent independent.co.uk – Asia edition UK-based	Business Insider Business Insider.com USA-Based
Established / Investor	1982 / India	1986 / British 2010 / Russia 2017/ Russia & Saudi	2007 / USA 2015 / German
Mission	To provide an in- depth analysis of market trends, fast- changing technologies, and the Indian IT market (Cyber Media Research and Services, 2024).	To provide trusted, progressive, and liberal journalism. Uphold values such as pluralism, reason, humanitarianism, modern atrocities, and social injustices, promoting a diversity of voices and viewpoints, rather than confirming their prejudices (Independent, 2024)	To inform and inspire its audience through stories by providing fast, accurate, and engaging news and analysis that covers a wide range of topics, including finance/markets, advertising/media, technology, retail, entrepreneurship and career strategy (Insider Inc., 2024)
Target Readers	IT professionals, IT entrepreneurs, decision-makers, and business leaders in the IT sector (MAGZTER, 2024).	Diverse, with intellectual curiosity, open-minded, progressive values, and a strong interest in global issues (Burrell, 2016).	Educated millennials with a strong interest in finance/markets, advertising/media, technology, retail, entrepreneurship, and career strategy (Simillarweb, 2024)

Table 2. Three e-News Articles

Images			
Publication Dates	March 17th, 2023	March 16th, 2023	March 16th, 2023
Sources	https://www.dqindia.com/company-makes-ai-robot-its-ceo-makes-record-breaking-profits-in-stock-market/	https://www.independent.co.uk/tech/ai-ceo-artificial-intelligence-b2302091.html	https://www.businessinsider.com/video-game-company-made-bot-its-ceo-stock-climbed-2023-3
Title	Company Makes AI Robots its CEO , Makes Record-Breaking Profits in Stock Market	Company that Made an AI Its Chief Executive Sees Stocks Climb	A Video game company made a bot the CEO , and its stock climbed.

The three e-news exposed a similar phenomenon, that is the emerging trend of AI-led in a company. They proposed different titles with similar sentence structures and content. DQ India: Company Makes AI Robots its CEO, Makes Record-Breaking Profits in Stock Market; The Independent: Company that Made an AI its Chief Executive Sees Stocks Climb; Business Insider: A Video game company made a bot the CEO, and its stock climbed. In all the titles, we find that the 'company' became the subject that takes the action of adopting AI in the leadership and gains financial growth. From the value perspective of the shareholder, the titles may assert an interesting value of the financial growth gained from AI-led, while from the value perspective of the Stakeholder, the titles may create a potential for AI-led in mainstream management to change the hierarchical structure and decision-making policy (Shrestha et al., 2019).

Table 3a. The Problem Definition

e-news	Problem Definition	Finding
Dataquest India	"Can artificial intelligence take the position of people? Yes, it can substitute them in some circumstances."	The problem framed is the potential for AI to replace humans' role in workplaces specifically in corporations.
Independent	"We believe AI is the future of corporate management."	The problem framed is that AI-led management is perceived as a future necessity in management. Implicitly, there is a need for innovation in management.
Business Insider	<p>"NetDragon Websoft appointed a bot as its CEO last year".</p> <p>"Insider previously reported that there are several jobs that could eventually be replaced by artificial intelligence, from software engineering to journalist. The chief executive was not on the list, however".</p>	<p>The problem is framed by the traditional business human-led as potentially outdated in the technological advancement era.</p> <p>The problem is framed by traditional business leadership as potentially outdated in technological advancement.</p>

The emergence of AI has significantly impacted the business landscape, challenged traditional leadership models, and encouraged a new approach to managing the "Artificially Intelligent Firm" (Wagner, 2020). From the lens of Entman's framing analysis, we can see how these three e-news reports framed the problem from varying perspectives. The DQ India article emphasized the threat of AI's capabilities to replace certain human roles. The negative frame of the innovation attracts a stronger psychological effect (Vishwanath, 2009). The Independent, emphasized the need for the evaluation of innovation in management, suggesting a more holistic approach to addressing the challenges posed by AI. The Business Insider framed the necessity of renewal in management, as traditional business leadership may be outdated in the era of technological advancement, where AI can replace many human roles, including CEOs.

This multifaceted approach to problem definition highlights the complexity of the framing process and the potential for it to be used both positively and negatively, depending on the communicator's intentions and the context of the issue (Hallahan, 1999; Suharyo, 2018; Vishwanath, 2009). AI-powered employment and even leadership may contribute to optimal business outcomes and higher profits that align with the shareholder's value. Meanwhile, the potential of AI for job replacement raises threats, particularly among employees as stakeholders.

Table 3b. The Causal Diagnosis/Interpretation

e-news	Causal Diagnosis	Finding
Dataquest India	"According to the industry, the AI chatbot was chosen as a pioneer in applying AI to change corporate administration and increase operational productivity." "Tang Yu was the first Leader of a business that operated continuously without payment".	Traditional corporate administration methods may be lacking in efficiency and productivity, leading to the need for AI intervention. The financial benefit gained from AI-bot that works 24/7 without paycheck.
Independent	"A video game company that appointed an artificial intelligence bot as its chief executive has announced a market-beating stock increase".	The causal diagnosis is implied rather than explicitly stated. It suggests that traditional human-led management is more outdated than AI-led management.
Business Insider	"The firm's stock has risen in recent months, outpacing the Hong Kong Market". "It said the bot will increase efficiency and make key decisions for the gaming company."	The AI-Led Lead to Financial Growth. The AI -led improves efficiency and effective decision-making.

By exploring the causal diagnosis, researchers can gain insights into why specific frames are chosen, how they affect audience perceptions, and the broader socio-political context that shapes information presentation. This approach encourages a deeper analysis beyond surface-level examination to comprehend the complexities of framing in communication

(Entman, 1993; König, 2021). Briefly DQ India, the Independent, and Business Insider emphasized similar causal diagnoses in their framing, which is the positive impact gained from the adoption of AI in management, increasing share value and the company's financial growth. When technology is presented as an effective way of doing, it creates higher demand and expectations for potential users (Vishwanath, 2009). The potential for AI to manage big data, improve decision-making, and create personalized products and services is appealing to shareholders seeking to maximize returns on investment (Hart & Zingales, 2017).

However, in closure, there are distinct differences in focus. The DQ India framed traditional corporate administration methods as lacking in efficiency and productivity, leading to the need for AI intervention. In other words, it seems to identify the core problem as a lack of efficiency and productivity in traditional corporate administration methods. The causal diagnosis points to the inherent limitations of these traditional approaches, suggesting a need for AI intervention to address these shortcomings (Shrestha et al., 2019). In contrast, the Independent explicitly claimed AI was a threat to traditional human roles but contributed to the financial growth of the company. The Independent framed the problem as the outdatedness of human-led management, implying a more fundamental issue with human capabilities in comparison to AI. Business Insider exposed a positive outcome in financial growth and efficiency in management, suggesting that the absence of AI is the underlying cause of the lack of financial growth and efficiency (Shrestha et al., 2019).

DQ India attributes the traditional administration, which aligns with the aims of Data Quest India to expose trends in technology, and as one leading IT companies in India. The Independent indicates a systemic issue with human-led management and a need for re-evaluation. It's aligned with their upholding values of humanities and promoting voices of diversity. Business Insider implies a causal link between the presence of AI-led and positive financial and management outcomes, which link with their company focus scope.

Table 3c. The Moral Evaluation

e-news	Moral Evaluation	Finding
Dataquest India	"The business claimed that by naming the AI robot as CEO, it would play a crucial part in cultivating talent and guaranteeing a productive workplace for all staff members".	This statement framed a positive moral evaluation of using AI in leadership, as a tool that is beneficial for improving talent development and workplace productivity. Projecting potential advantages for the employees
Independent	"The 'AI-powered virtual humanoid robot' has managed to outperform Hong Kong's Hang Seng Index in the six months since it was appointed".	The statement framed a positive moral evaluation of the AI's performance for quantitative financial growth.
	"Despite its abilities, open AI warned users to not use the tech for anything critical, as it has a tendency to "hallucinate" facts and is not fully reliable ..."	The statement framed a cautionary moral evaluation of AI to be potentially unreliable for important decision-making, indicating a limitation and fallacy of AI.

DQ India highly mentions AI as a great CEO, and it emphasizes the benefits of the implementation toward the stakeholders, particularly the employees, which became a strong interest in the stakeholder's value (Harrison et al., 2015). It's a strategy for DQ India, as a leading IT media corporation in India, to make the readers in the IT sector, including the employees as stakeholders be open-minded about the trend in AI-led adoption, rather than to be cautious. For the shareholder, it presented as a good moral implementation in business. The Independent exposed the dual challenges of AI implementation for shareholders as a promising agency for financial growth and as a reminder for stakeholders to be cautious about the possible fallacy of AI.

The media exposes a balanced view of morality, presenting the benefits and the fatality, to provide a comprehensive view of the issue (Vishwanath, 2009). The Business Insider presents AI as a prominent future leader in management promoting growth, implicitly labels traditional human-led management as outdated, and this may provoke the motivation of the shareholders. This strategic use of moral evaluation can be particularly influential in organizational contexts. Individuals may be susceptible to cognitive biases and blind spots that can distort their perception of moral considerations, leading to ethical lapses or a lack of moral awareness within organizational settings (Moberg, 2006).

Table 3d. The Remedy Promotion/Treatment Recommendation

e-news	Remedy Promotion	Finding
Dataquest India	"Speaking of the AI CEO, Dejian Liu, Chairman of NetDragon, stated that the organization thinks AI is the managerial technology of the future for businesses. They are dedicated to embracing AI to change their business practices. They have chosen Tang Yu to stand in for their dedication to this objective."	This statement explicitly promotes the use of AI in management as a solution for future business practices, encouraging its use to improve corporate performance.
Independent	"...AI is the managerial Technology of the future for business". "...our appointment of Ms Tang Yu represents our commitment to truly embrace the use of AI to transform the way we operate our business and ultimately drive our future strategic growth". "...in the future a robot will likely be on the cover of Time Magazine as the best CEO" "Great care should be taken when using language model outputs. Particularly in high stakes context, with the exact protocol (such as human review, grounding with additional context, or avoiding high-stakes uses altogether) matching the needs of a specific use-case".	The article promotes the use of AI in leadership roles as a solution for future business growth and innovation. Its framing of the risks associated with using language model outputs is particularly significant in high-stakes situations, where the consequences of errors or misuse could be severe. Concerning its limitation, reliability, accuracy, and ethical and social considerations.
Business Insider	"NetDragon said the bot would increase efficiency for decision-making and risk management, as well help 'ensure a fair and efficient workplace for all employee's'. "We believe AI is the future of corporate Management".	The article frames the use of AI in leadership roles as an innovative and potentially beneficial approach to business management, suggesting that it can lead to improved performance and efficiency.

DQ India framed AI roles in corporations as a grand solution for future business practices, which is on the side of the shareholder's values. The Independent framed AI as an effective tool to grow the business, but also concerned with the limitations, reliability, accuracy, and social and ethical values. The contrast proposition provides a balanced view for shareholders and stakeholders. Business Insider framed the valuable contribution of AI for shareholders to increase efficiency and risk management, as well for stakeholders in particular the employees for having a fair and efficient workplace. All e-news explicitly framed AI as a potential investment for financial growth and efficiency.

The differences in framing can significantly influence how readers perceive and understand the role of AI in management. The decision-making process for adopting AI, is a complex one, in the field of journalism where Media reliability was identified as the most significant factor affecting the acceptance of AI-generated news articles. Efforts should be made by media to emphasize organizational reliability, share relevant information, and promote and enhance communication to increase acceptance of AI-generated news articles. Overall, AI adoption can be related to both the positive benefits and the risks in various domains (Kim & Kim, 2020).

RESEARCH FINDING & DISCUSSION

The media plays an important role in shaping public perceptions of new technologies, such as AI. In the context of AI-supported CEOs, media such as DQ India, The Independent, and Business Insider each present unique perspectives on the implications of AI in corporate leadership. This framing is influenced by the organizational structure of the media, the ideological context, and the target audience, which ultimately shapes the narrative they create around AI adoption (Uren & Edwards, 2023).

DQ India, for example, frames the issue of AI adoption in leadership with a focus on AI's potential to replace humans in certain corporate roles, specifically emphasizing that AI can take over the CEO position in some situations. This framing shows that AI adoption is seen as a solution to improve business operations and management. The causal diagnosis presented in DQ India links this potential for replacement to inefficiencies in traditional corporate administration. By pointing to the use of AI as a "pioneer" in changing corporate governance, DQ India positions AI as a tool to increase productivity and reduce the human need for compensation (Sya & Marta, 2019). The framework is optimistic, promoting AI as a way to increase operational efficiency, especially in managing a business around the clock without financial burden.

This positive view of AI in leadership is supported by the moral evaluation in DQ India, which states that the adoption of AI is beneficial not only for increasing company efficiency but also for improving the workplace environment (García-Madurga et al., 2024; Souлами et al., 2024). This suggests that the use of AI in leadership can be beneficial for talent development and creating a productive workplace, which has positive moral connotations for employees and companies. In line with this framework, DQ India promotes the vision of AI as the future of management, emphasizing the importance of adopting this technology for future success. The article explicitly highlights the importance of embracing AI for business transformation (Rabhi et al., 2025; Zahidi et al., 2024).

On the other hand, The Independent presents a more balanced and cautious approach to AI in leadership. The problem framework here positions AI as a future necessity in corporate management, but recognizes its potential risks and limitations. While recognizing the benefits of AI in improving efficiency, it also raises concerns about its reliability and socio-ethical implications, suggesting that it may not be fully trustworthy for critical decision-making tasks (Al Asyari & Rahman, 2020). This framework directly involves uncertainty surrounding the application of AI in high-risk corporate decisions. The causal diagnosis provided in The Independent implies that traditional human-led management is outdated, suggesting that AI may be the key to achieving greater financial success, as exemplified by the performance of video game companies that beat the market by appointing AI bots as CEOs (Fan et al., 2022; Kelley et al., 2021). However, this positive view is tempered by warnings about AI's potential to "hallucinate" or provide inaccurate information, which can lead to poor decision-making in high-risk scenarios. Regarding treatment recommendations, The Independent takes a more cautious stance, emphasizing that although AI may be the future of corporate management, it must be applied with caution. It advocates for comprehensive human oversight, especially in the context of important decision-making, to reduce the risks posed by AI's limitations. This framework reflects the media's commitment to diversity of perspective and caution in the face of technological progress. Meanwhile, Business Insider focuses on the financial benefits of AI-supported leadership, framing the issue as a way to maximize company profits and operational efficiency. In this medium, the issue is framed around the potential obsolescence of traditional human-led management in the face of technological progress. Causal diagnosis shows that AI-supported leadership, such as NetDragon Websoft's appointment of an AI bot as CEO, has contributed to significant stock market growth, outperforming the Hong Kong market. This framework underlines the financial benefits that companies can derive from AI integration, particularly in the technology sector (Czarnitzki et al., 2023; Jamil et al., 2023; Marta et al., 2020).

The moral evaluation in Business Insider is very positive, highlighting the role of AI in increasing efficiency and improving key decision-making processes. AI is positioned as a tool to improve company performance, ensuring a “fair and efficient workplace” while driving financial growth. The positive framing of AI is further reinforced by handling recommendations that strongly advocate the adoption of AI to increase company efficiency and productivity (Gao & Feng, 2023; Kassa & Worku, 2025). There is no significant engagement with the potential weaknesses of AI leadership, such as ethical issues or social consequences, which marks a clear contrast to The Independent’s more balanced perspective. In short, the way these three media frame AI-powered CEOs shows important differences in editorial bias, shaped by their ideological context and target audience. DQ India frames AI as a solution to increase productivity and efficiency, focusing on the positive moral implications for business operations, while largely ignoring broader social and ethical issues. The Independent provides a more nuanced view, presenting the potential benefits of AI alongside cautionary notes about its limitations, especially issues of reliability and ethics. Meanwhile, Business Insider emphasizes the financial advantages of AI leadership, framing AI as an important tool for business growth and innovation, but without critically discussing the risks or ethical questions involved (Evanytha et al., 2022; Sya & Marta, 2019).

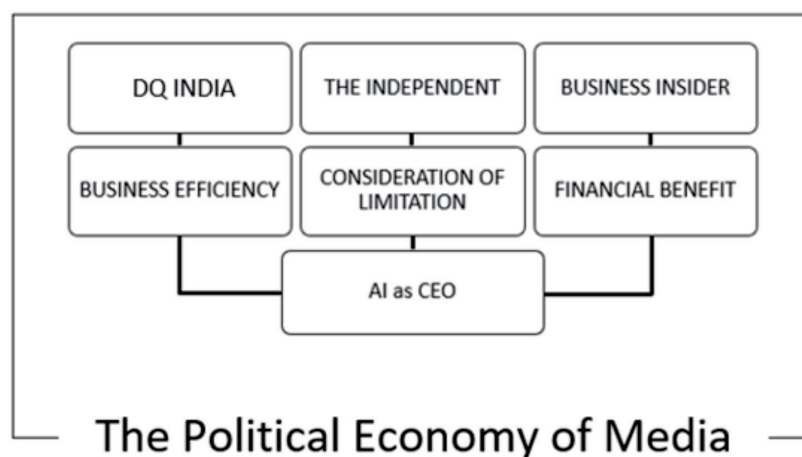


Figure 1. Three Media’s Framing about AI as CEO

Source : Researcher Processing

The framing strategy adopted by these media underscores the broader political economy of the media and its role in shaping public opinion on the adoption of technology. The differences in how each media presents the issue, diagnoses the causes, evaluates morality, and recommends a course of action not only reflect the unique editorial stance of each

publication but also the broader ideological and policy context in which they operate (Akihary et al., 2023; Anshori et al., 2022). DQ India's optimistic view of AI as a tool for business efficiency contrasts with the more cautious stance of The Independent, which advocates careful consideration of AI's limitations, while Business Insider focuses on the financial benefits of AI without questioning the broader social implications. This media framing ultimately shapes how AI in leadership is perceived by different audiences, highlighting the importance of engaging critically with technological advances and their potential consequences for society (Evanytha et al., 2022; Kim & Kim, 2020).

CONCLUSIONS

The findings of this study show how DQ India, The Independent, and Business Insider each frame the adoption of AI as a promising investment that improves financial turnover and operational efficiency. They also highlight the potential of AI to replace certain human roles in the workforce. However, these frames largely ignore broader social and ethical considerations, such as the impact of AI on human development in the workplace. As Deolindo (2024) points out, AI lacks the social skills necessary for effective leadership, which is a critical limitation. Meanwhile, human development is often seen as an expensive and time-consuming process (Michel & Buler, 2016). An overemphasis on AI efficiency and profitability, without sufficient empirical evidence to support this claim, can distort public and industry perceptions, influencing corporate strategies that prioritize technological solutions at the expense of human-centered leadership.

In the future, the transition to Artificial Social Intelligence (ASI), which integrates AI with human-like emotional and social intelligence, may be the next frontier in leadership technology (Fan et al., 2022). This development can help bridge the gap between the computational power of AI and the relational skills needed for effective management. The findings of this study contribute to framing theory by showing how media portrayals shape discourse around emerging technologies and influence public understanding. In the future, as ASI develops, it is important to keep track of how media framing evolves and how public and industry perceptions change. Furthermore, future research should examine the ethical implications of AI and ASI in leadership, focusing on issues such as bias, social equity, and long-term organizational impact, which offer valuable insights for responsible AI technology communication.

ACKNOWLEDGMENT

The researchers would like to thank the three online news media that were the subject of the study: (1) DQ India or the acronym for Dataquest is known as the “Bible of Indian IT”. It has been publish for more than 40 years by CyberMedia India Ltd. with the tagline “Impacting Indian ICT since 1982”, (2) The Independent has been managed professionally since 1986 by Independent Digital News and Media Limited in London, United Kingdom, and (3) Business Insider, which is part of Insider Inc. headquartered at One Liberty Plaza in Lower Manhattan, New York City, and was founded in 2015. It is hoped that this research will be useful for various parties to better understand cross-media perspectives from different backgrounds in the world (continents: Asia, UK and US) when it comes to placing technological advancements as AI plays its role as CEO today.

REFERENCES

- Akihary, S., Marta, R. F., & Panggabean, H. (2023). Media Framing of Identity Politics through Prejudice and Stereotype Towards the 2024 Election. *Jurnal Kajian Jurnalisme*, 7(1), 14. <https://doi.org/10.24198/jkj.v7i1.46191>
- Al Asy ari, M. K. H., & Rahman, M. (2020). Technology: Technological Advances and Changes in Human Lifestyles in a Socio-Cultural Perspective. *Proceeding International Conference on Science and Engineering*, 3, 721–730. <https://doi.org/10.14421/icse.v3.592>
- Anshori, M., Pawito, P., Kartono, D. T., & Hastjarjo, S. (2022). Comparative Framing: Media Strategy in Public Communication Policy. *KnE Social Sciences*. <https://doi.org/10.18502/kss.v7i5.10545>
- Atmadja, V., Menayang, A. P., Marta, R. F., & Widiyanto, Y. N. (2021). Mediamorphosis of Radio Broadcasting on a Drive-in Concert Event during Pandemic Era. *Nyimak Journal of Communication*. <https://api.semanticscholar.org/CorpusID:239677332>
- Bolsen, T., & Shapiro, M. A. (2017). Strategic Framing and Persuasive Messaging to Influence Climate Change Perceptions and Decisions. In *Oxford Research Encyclopedia of Climate Science*. Oxford University Press. <https://doi.org/10.1093/acrefore/9780190228620.013.385>
- Burrell, I. (2016, March 23). Profile: The Independent reader. *The Independent*. <https://www.independent.co.uk/news/media/press/profile-the-independent-reader-a6952941.html>

- Crilly, D. (2019). Behavioral Stakeholder Theory. In *The Cambridge Handbook of Stakeholder Theory* (pp. 250–255). Cambridge University Press. <https://doi.org/10.1017/9781108123495.016>
- Cyber Media Research and Services. (2024). *CyberMedia Group*. <https://cmrindia.com/cybermedia-group/>
- Czarnitzki, D., Fernández, G. P., & Rammer, C. (2023). Artificial intelligence and firm-level productivity. *Journal of Economic Behavior & Organization*, 211, 188–205. <https://doi.org/10.1016/j.jebo.2023.05.008>
- Deolindo, B. (2024, June 12). *The Future of Leadership: A Legal Perspective on Appointing AI as Your Next CEO*. LinkedIn.Com. <https://www.linkedin.com/pulse/future-leadership-legal-perspective-appointing-ai-your-deolindo-c6ccc/>
- Dhareshwar, C. (2018). *Technology utilization patterns and business growth in Small/Medium Enterprises*.
- Entman, R. M. (1993). Framing: Toward Clarification of a Fractured Paradigm. *Journal of Communication*, 43(4), 51–58. <https://doi.org/10.1111/j.1460-2466.1993.tb01304.x>
- Evanytha, Marta, R. F., Panggabean, H., & Amanda, M. (2022). Stigma Sosial Pengangguran di Media Daring Amerika Serikat pada Masa Pandemi COVID-19. *Jurnal Komunikasi*, 16(2), 169–186. <https://doi.org/10.20885/komunikasi.vol16.iss2.art5>
- Fan, L., Xu, M., Cao, Z., Zhu, Y., & Zhu, S.-C. (2022). Artificial Social Intelligence: A Comparative and Holistic View. *CAAI Artificial Intelligence Research*, 1(2), 144–160. <https://doi.org/10.26599/AIR.2022.9150010>
- Fernando, J., & Marta, R. F. (2018). Komodifikasi Budaya Pria Jawa di Iklan Djarum 76 Versi “Om Jin Buat Zaskia Gotik Jatuh Cinta.” *ULTIMACOMM*, 10(1), 53–72. <https://doi.org/10.31937/ultimacomm.v10i1.883>
- Gao, X., & Feng, H. (2023). AI-Driven Productivity Gains: Artificial Intelligence and Firm Productivity. *Sustainability*, 15(11), 8934. <https://doi.org/10.3390/su15118934>
- García-Madurga, M.-Á., Gil-Lacruz, A.-I., Saz-Gil, I., & Gil-Lacruz, M. (2024). The Role of Artificial Intelligence in Improving Workplace Well-Being: A Systematic Review. *Businesses*, 4(3), 389–410. <https://doi.org/10.3390/businesses4030024>
- Hallahan, K. (1999). Seven Models of Framing: Implications for Public Relations. *Journal of Public Relations Research*, 11(3), 205–242. https://doi.org/10.1207/s1532754xjpr1103_02

- Harrison, J., Freeman, R. E., & Cavalcanti Sá de Abreu, M. (2015). Stakeholder Theory As an Ethical Approach to Effective Management: applying the theory to multiple contexts. *Review of Business Management*, 858–869. <https://doi.org/10.7819/rbgn.v17i55.2647>
- Hart, O., & Zingales, L. (2017). Companies Should Maximize Shareholder Welfare Not Market Value. *Journal of Law, Finance, and Accounting*, 2(2), 247–275. <https://doi.org/10.1561/108.00000022>
- Hong, S.-J., & Tam, K. Y. (2006). Understanding the Adoption of Multipurpose Information Appliances: The Case of Mobile Data Services. *Information Systems Research*, 17(2), 162–179. <https://doi.org/10.1287/isre.1060.0088>
- Hrustek, L. (2020). Sustainability Driven by Agriculture through Digital Transformation. *Sustainability*, 12(20), 8596. <https://doi.org/10.3390/su12208596>
- Idowu, S., Schmidpeter, R., Capaldi, N., Zu, L., Del Baldo, M., & Abreu, R. (Eds.). (2020). *Encyclopedia of Sustainable Management*. Springer International Publishing. <https://doi.org/10.1007/978-3-030-02006-4>
- Insider Inc. (2024). *Inform and Inspire*. <https://www.insider-inc.com/who-we-are>
- Jamil, A., Briandana, R., & Marta, R. F. (2023). Social Movement in Framing Perspective: Omnibus Law Protest in Indonesia. *Jurnal Penyuluhan*, 19(02), 388–400. <https://doi.org/10.25015/19202343086>
- Kassa, B. Y., & Worku, E. K. (2025). The impact of artificial intelligence on organizational performance: The mediating role of employee productivity. *Journal of Open Innovation: Technology, Market, and Complexity*, 11(1), 100474. <https://doi.org/10.1016/j.joitmc.2025.100474>
- Kelley, P. G., Yang, Y., Heldreth, C., Moessner, C., Sedley, A., Kramm, A., Newman, D. T., & Woodruff, A. (2021). Exciting, Useful, Worrying, Futuristic: Public Perception of Artificial Intelligence in 8 Countries. *Proceedings of the 2021 AAAI/ACM Conference on AI, Ethics, and Society*, 627–637. <https://doi.org/10.1145/3461702.3462605>
- Kim, S., & Kim, B. (2020). A Decision-Making Model for Adopting AI-Generated News Articles: Preliminary Results. *Sustainability*, 12(18), 7418. <https://doi.org/10.3390/su12187418>
- König, P. D. (2021). A magic bullet in policy communication? On the ambiguous use of framing in policy research. *Policy Studies*, 42(1), 60–79. <https://doi.org/10.1080/01442872.2019.1581153>

- Kuehnhanss, C. R., Heyndels, B., & Hilken, K. (2015). Choice in politics: Equivalency framing in economic policy decisions and the influence of expertise. *European Journal of Political Economy*, 40, 360–374. <https://doi.org/10.1016/j.ejpoleco.2015.06.001>
- Lecheler, S., & de Vreese, C. H. (2018). News framing effects ... on what? In *News Framing Effects* (pp. 32–42). Routledge. <https://doi.org/10.4324/9781315208077-3>
- Liu, J., McLeod, D. M., & Lu, L. (2024). Equivalence Framing and the Construction of Advocacy Messages. *Journal of Behavioral Decision Making*, 37(4). <https://doi.org/10.1002/bdm.2409>
- MAGZTER. (2024). *DataQuest- All Issues*. <https://www.magzter.com/IN/Cyber-Media-Group/DataQuest/Technology/All-Issues>
- Marta, R. F., Prasetya, A. A., Laurensia, B., Stevani, S., & Syarnubi, K. L. (2020). Imbalance Identity in E-Sports News Intersectionality on Covid-19 Pandemic Situation. *Jurnal ASPIKOM*, 5(2), 206. <https://doi.org/10.24329/aspikom.v5i2.769>
- Michel, N. A., & Buler, S. (2016). Maximizing The Benefits Of Corporate Social Responsibility. How Companies Can Derive Benefits From Corporate Social Responsibility. *European Scientific Journal* .
- Moberg, D. J. (2006). Ethics Blind Spots in Organizations: How Systematic Errors in Person Perception Undermine Moral Agency. *Organization Studies*, 27(3), 413–428. <https://doi.org/10.1177/0170840606062429>
- Mohamed, E. A. S., Osman, M. E., & Mohamed, B. A. (2024). The Impact of Artificial Intelligence on Social Media Content. *Journal of Social Sciences*, 20(1), 12–16. <https://doi.org/10.3844/jssp.2024.12.16>
- Olsen, A. (2020). Equivalency Framing in Political Decision Making. In *Oxford Research Encyclopedia of Politics*. Oxford University Press. <https://doi.org/10.1093/acrefore/9780190228637.013.1249>
- Pembayun, E. C., & Yuwono, A. I. (2023). The conventional media's political economy practices in the media convergence era: Case study of labor commodification in TV industry. *Informasi*, 53(1), 55–68. <https://doi.org/10.21831/informasi.v53i1.57013>
- Prodea, B. M., & Constantin, C. P. (2023). The Role of Augmented Reality in Digital Marketing Strategy. *Bulletin of the Transilvania University of Brasov. Series V: Economic Sciences*, 39–46. <https://doi.org/10.31926/but.es.2023.16.65.1.5>

- Rabhi, F., Beheshti, A., & Gill, A. (2025). Business transformation through AI-enabled technologies. *Frontiers in Artificial Intelligence*, 8. <https://doi.org/10.3389/frai.2025.1577540>
- Saxena, A. (2020). THE GROWING ROLE OF ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCE. *EPRA International Journal of Multidisciplinary Research (IJMR)*, 152–158. <https://doi.org/10.36713/epra4924>
- Scheepers, R., & Middleton, C. (2013). Personal ICT Ensembles and Ubiquitous Information Systems Environments: Key Issues and Research Implications. *Communications of the Association for Information Systems*, 33. <https://doi.org/10.17705/1CAIS.03322>
- Scheufele, D. A. (1999). Framing as a Theory of Media Effects. *Journal of Communication*, 49(1), 103–122. <https://doi.org/10.1111/j.1460-2466.1999.tb02784.x>
- 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>
- Simillarweb. (2024). *businessinsider.com Web Traffic by Country*. <https://www.similarweb.com/website/businessinsider.com/#geography>
- Soulami, M., Benchekroun, S., & Galiulina, A. (2024). Exploring how AI adoption in the workplace affects employees: a bibliometric and systematic review. *Frontiers in Artificial Intelligence*, 7. <https://doi.org/10.3389/frai.2024.1473872>
- Suharyo, S. (2018). Penelitian Bahasa dengan Analisis Framing. *Nusa: Jurnal Ilmu Bahasa Dan Sastra*, 13(4), 676. <https://doi.org/10.14710/nusa.13.4.676-686>
- Sya, M., & Marta, R. F. (2019). Framing “Tong Ngin Fan Ngin Jit Jong” Slogan as Construction of Three Online Media Framing at Bangka. *Jurnal Studi Komunikasi (Indonesian Journal of Communications Studies)*, 3(3), 332. <https://doi.org/10.25139/jsk.v3i3.1701>
- Uren, V., & Edwards, J. S. (2023). Technology readiness and the organizational journey towards AI adoption: An empirical study. *International Journal of Information Management*, 68, 102588. <https://doi.org/10.1016/j.ijinfomgt.2022.102588>
- Vishwanath, A. (2009). From Belief-Importance to Intention: The Impact of Framing on Technology Adoption. *Communication Monographs*, 76(2), 177–206. <https://doi.org/10.1080/03637750902828438>
- Wagner, D. N. (2020). Strategically managing the artificially intelligent firm. *Strategy & Leadership*, 48(3), 19–25. <https://doi.org/10.1108/SL-08-2019-0119>

- Wahdan, M., Dessy, L., & Febriana, B. (2023). Relasi Kuasa Dan Dinamika Isi Media Studi Ekonomi Politik Media Di Metro TV Pada Program Metro Siang. *Jurnal Interaksi: Jurnal Ilmu Komunikasi*. <https://doi.org/10.30596/ji.v7i1.13117>
- Weaver, G. R. (2006). Virtue in Organizations: Moral Identity as a Foundation for Moral Agency. *Organization Studies*, 27(3), 341–368. <https://doi.org/10.1177/0170840606062426>
- Yao, S., & Li, H. (2024). Equivalence framing and its effects on truth judgments: evidence from China. *Chinese Journal of Communication*, 17(3), 343–359. <https://doi.org/10.1080/17544750.2024.2306559>
- Zahidi, F., Kaluvilla, B. B., & Mulla, T. (2024). Embracing the new era: Artificial intelligence and its multifaceted impact on the hospitality industry. *Journal of Open Innovation: Technology, Market, and Complexity*, 10(4), 100390. <https://doi.org/10.1016/j.joitmc.2024.100390>
- Zhou, L. (2023). A Historical Overview of Artificial Intelligence in China. *Science Insights*, 42(6), 969–973. <https://doi.org/10.15354/si.23.re588>