

UNDERSTANDING AI ADOPTION INTENTION IN ORGANIZATIONS: EVIDENCE FROM THAILAND

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ABSTRACT

Artificial Intelligence (AI) has become a key driver of organizational innovation and competitiveness. However, limited empirical evidence exists regarding the factors influencing AI adoption intention, particularly in emerging economies. This study examines the effects of AI awareness, perceived AI benefits, and AI readiness on AI adoption intention among organizations in Thailand. Data were collected from 108 respondents representing a diverse range of industries and organizational sizes. Descriptive findings indicate that AI adoption has become increasingly widespread among Thai organizations, with approximately 80% of respondents reporting regular or occasional use of AI in their work. Furthermore, 40.7% of organizations had already implemented AI for one to three years. ChatGPT (72.0%) and Gemini (61.7%) emerged as the most widely used AI tools, while customer and market analysis (69.4%) and content creation and advertising (68.5%) were identified as the most desired areas for future AI application. Multiple regression analysis was employed to test the proposed relationships. The results indicate that the regression model is statistically significant and explains 51.4% of the variance in AI adoption intention ($R^2 = 0.514$). Among the examined factors, AI readiness was found to be the strongest predictor of AI adoption intention ($\beta = 0.485$, $p < 0.001$), followed by AI awareness ($\beta = 0.332$, $p = 0.001$). In contrast, perceived AI benefits did not exhibit a significant effect on AI adoption intention ($\beta = -0.035$, $p = 0.697$). The findings highlight the importance of organizational readiness and AI awareness in shaping AI adoption intention. The study contributes to AI adoption research and provides practical insights for accelerating organizational AI adoption.

Keywords: Artificial Intelligence, AI Adoption Intention, AI Awareness, AI Readiness, Perceived AI Benefits, Thailand

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INTRODUCTION

Artificial Intelligence (AI) has emerged as one of the most transformative technologies of the digital era, reshaping business operations, decision-making processes, and organizational competitiveness across industries. Recent advances in generative AI, machine learning, natural language processing, and predictive analytics have significantly expanded the potential applications of AI in organizations, enabling improvements in productivity, innovation, customer engagement, and strategic decision-making (Ooi et al., 2023; Thakkar et al., 2024). Consequently, organizations worldwide are increasingly investing in AI technologies to enhance operational efficiency and gain competitive advantages in rapidly changing business environments. Despite the growing recognition of AI's potential benefits, organizational adoption of AI remains uneven across firms and industries. While some organizations have successfully integrated AI into their business processes, many others struggle to move beyond experimentation and pilot projects toward broader implementation (Enholtm et al., 2021). Previous studies suggest that AI adoption is influenced not only by technological factors but also by organizational capabilities, managerial perceptions, and readiness to embrace digital transformation (Nguyen et al., 2025; Ştefan et al., 2024). As a result, understanding the determinants that drive organizations' intention to adopt AI has become an increasingly important research and managerial concern. Existing literature has identified several factors that may influence adoption of AI. First, organizational awareness of AI plays a crucial role in shaping managerial understanding of AI opportunities and strategic value. Organizations that recognize the potential impact of AI are more likely to explore and invest in AI-related initiatives (Siddiqui et al., 2025). Second, perceived benefits of AI, including increased efficiency, improved decision quality, and enhanced business performance, have been widely recognized as important drivers of technology adoption (Oyekunle & Boohene, 2024). Third, organizational readiness, which reflects the availability of technological infrastructure, human capabilities, data resources, and organizational support, has been consistently identified as a critical prerequisite for successful digital innovation and technology implementation (Zomer et al., 2020). Although these factors have been widely discussed in the technology adoption literature, empirical findings remain inconclusive. Limited research has simultaneously examined the relative influence of AI awareness, perceived AI benefits, and organizational readiness on AI adoption intention within a single framework. Furthermore, most prior studies have been conducted in developed economies, while evidence from emerging economies remains scarce. Given the unique characteristics of emerging markets, including differences in technological infrastructure, organizational capabilities, and digital maturity, findings from developed countries may not be directly applicable to other contexts (Gupta et al., 2021; Jalan, 2025). Thailand provides an important context for examining AI adoption. In recent years, the Thai government has actively promoted digital transformation and artificial intelligence (AI) development through various national strategies and policy initiatives aimed at strengthening the country's digital competitiveness. At the same time, organizations across industries are increasingly exploring AI applications to improve productivity, innovation, and competitive advantage. Recent evidence suggests that AI awareness and adoption in Thailand have expanded rapidly. A nationwide survey conducted by BBDO Thailand found that 73.8% of Thai consumers already use AI in their daily lives, primarily because AI enhances convenience, saves time, and improves work efficiency (BBDO Thailand, 2024). More recently, the SCBX thAI Consumer AI Adoption 2026 report revealed that more than 80% of Thais regularly use AI technologies; however, only 16% are considered advanced users who fully utilize AI capabilities (SCBX, 2026). Similarly, the Stanford AI Index Report 2025 reported that 77% of Thai citizens believe that AI provides more benefits than risks, reflecting a generally positive attitude toward AI technologies. Despite this favorable perception, actual adoption remains relatively limited. According to the Microsoft AI Economy Institute, the adoption rate of generative AI among Thailand's working-age population was only 10.7% in 2025, placing Thailand 89th among 147 surveyed countries and below the global average of 16.3% (Microsoft AI Economy Institute, 2026). These findings suggest a substantial gap between awareness, positive perceptions, and actual utilization of AI technologies. At the organizational level, the situation appears even more challenging. Taken together, these findings

indicate that although awareness of AI and positive attitudes toward its potential benefits are widespread, actual adoption remains constrained by organizational readiness and implementation capabilities. Despite growing awareness of AI and increasing interest in its applications, empirical evidence regarding the factors that influence AI adoption intention among Thai organizations remains limited. Understanding these factors is therefore essential for both researchers and practitioners seeking to accelerate AI-driven transformation and maximize the value of AI investments in Thailand. Drawing upon the Technology–Organization–Environment (TOE) framework and technology adoption literature, this study investigates the effects of AI awareness, perceived AI benefits, and AI readiness on AI adoption intention among organizations in Thailand. The study contributes to literature in three important ways. First, it extends current understanding of AI adoption by simultaneously examining awareness, perceived benefits, and readiness within a unified model. Second, it provides empirical evidence from an emerging economy where AI adoption research remains relatively limited. Third, it offers practical insights for managers and policymakers by identifying the key organizational factors that facilitate future AI adoption. The findings are expected to support organizations in developing more effective strategies for leveraging AI technologies and achieving sustainable competitive advantages in the digital economy.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

AI Awareness and AI Adoption Intention

Artificial Intelligence (AI) awareness refers to the extent to which organizational members recognize the importance, capabilities, and strategic implications of AI technologies for business operations and competitiveness. Awareness is considered an essential prerequisite for technology adoption because organizations must first understand the opportunities and potential value of an innovation before committing resources to its implementation (Reim et al., 2020). According to the Diffusion of Innovation (DOI) theory, awareness represents the initial stage of the innovation-decision process, during which individuals and organizations acquire knowledge about an innovation and develop perceptions regarding its usefulness and relevance (Alonso et al., 2017; Franceschinis et al., 2017). Organizations with higher levels of AI awareness are more likely to recognize the strategic importance of AI, monitor technological developments, and identify opportunities for AI-enabled innovation. Consequently, such organizations are expected to demonstrate stronger intentions to adopt AI technologies. Previous studies have shown that awareness and knowledge of emerging technologies positively influence technology adoption decisions (Alsheibani et al., 2020; Yuniawan et al., 2025). Organizations that actively monitor AI developments tend to exhibit greater willingness to invest in AI initiatives and integrate AI into their business processes. Therefore, the following hypothesis is proposed:

H1: AI awareness has a positive effect on AI adoption intention.

Perceived AI Benefits and AI Adoption Intention

Perceived AI benefits refer to the extent to which organizations believe that AI technologies can improve organizational performance, operational efficiency, decision quality, innovation capability, and competitive advantage. Technology adoption theories consistently suggest that perceived benefits are among the most important determinants of innovation adoption decisions (Ismail et al., 2025). The Technology–Organization–Environment (TOE) framework posits that the perceived advantages of a technology influence organizational decisions regarding technology adoption (Lu et al., 2024). Organizations are more likely to adopt technologies that are perceived to provide substantial benefits and strategic value. In the context of AI, perceived benefits may include increased productivity, reduced operating costs, improved customer experiences, and enhanced business intelligence capabilities (Oyekunle & Boohene, 2024). Empirical studies have found that perceived usefulness and expected benefits positively influence organizational adoption of digital technologies and AI applications (Eboigbe et al., 2023; Ying et al., 2017).

When managers perceive AI as beneficial to organizational performance, they are more likely to support and promote AI adoption initiatives. Therefore, the following hypothesis is proposed:

H2: Perceived AI benefits have a positive effect on AI adoption intention.

AI Readiness and AI Adoption Intention

AI readiness refers to the degree to which an organization possesses the resources, capabilities, infrastructure, data availability, and managerial support necessary for successful AI implementation. Organizational readiness is widely regarded as one of the most critical factors influencing technology adoption and digital transformation initiatives (Arunachalam, 2025). Within the TOE framework, organizational readiness represents a key organizational context factor that determines whether firms possess sufficient internal capabilities to adopt and utilize new technologies effectively (Hirtranusi et al., 2026; Michelotto & Jóia, 2024). Even when organizations recognize the benefits of AI, adoption may not occur unless adequate technological infrastructure, skilled personnel, financial resources, and organizational support mechanisms are available. Prior research has consistently demonstrated that organizational readiness significantly influences the adoption of information technologies, digital innovations, and AI systems (Arunachalam, 2025). Organizations with greater readiness are more likely to overcome implementation barriers and exhibit stronger intentions to adopt AI technologies. Therefore, the following hypothesis is proposed:

H3: AI readiness has a positive effect on AI adoption intention.

The conceptual framework of this study is illustrated as figure 1.

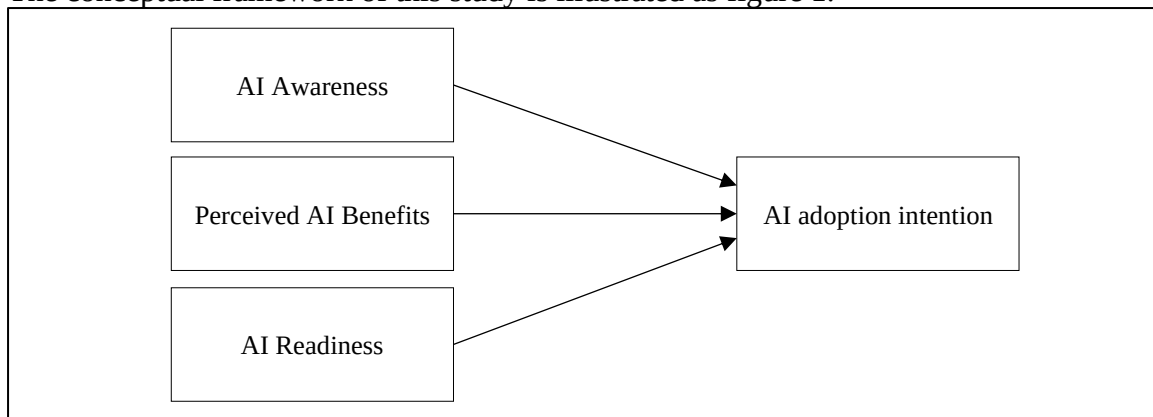


Figure 1 Conceptual Framework

RESEARCH METHODOLOGY

Research Design

This study employed a quantitative research approach to investigate the factors influencing AI adoption intention among organizations in Thailand. Specifically, the study examined the effects of AI awareness, perceived AI benefits, and AI readiness on organizational intention to expand AI adoption in the future. A cross-sectional survey design was adopted to collect data from organizational members at a single point in time. This approach is appropriate for examining relationships among variables and testing theoretically derived hypotheses in organizational and technology adoption research. The conceptual framework was developed based on the Technology–Organization–Environment (TOE) framework (Tornatzky & Fleischer, 1990), which posits that organizational technology adoption is shaped by technological, organizational, and environmental contexts. However, this study does not aim to test the full TOE framework. Instead, it selectively focuses on the technological and organizational dimensions of TOE, namely AI awareness, perceived AI benefits, and AI readiness. This narrower focus was adopted because prior studies suggest that internal organizational capabilities are particularly critical during the early stages of AI adoption. Environmental factors remain important and should be incorporated in future research. This study focuses on selected technological and organizational dimensions of the framework, namely AI awareness, perceived AI benefits, and AI readiness, as antecedents of AI adoption intention.

Population, Sample, and Data Collection

The target population consisted of employees, managers, executives, business owners, and organizational decision-makers working in organizations operating in Thailand. Respondents were required to possess sufficient knowledge of organizational operations and technology usage to provide informed opinions regarding AI adoption and utilization within their organizations. Data were collected through a structured online questionnaire distributed via professional networks, social media platforms, and business communities. A convenience sampling technique was employed due to the exploratory nature of the study and the lack of a comprehensive sampling frame of AI users across Thai organizations. Data collection was conducted during May–June 2026. After screening for completeness and consistency, a total of 108 valid responses were retained for analysis. The sample represented a diverse range of industries, including manufacturing, trade and retail, services, information technology, logistics and transportation, agriculture, and food processing. Respondents also represented organizations of different sizes and revenue levels, providing a broad perspective on AI adoption practices among Thai organizations. The sample of 108 respondents was considered adequate for the purposes of this study. Previous methodological guidelines suggest that regression models with a small number of predictors can be reliably estimated with sample sizes of this magnitude (Green, 1991). Furthermore, the sample size satisfies commonly accepted recommendations for multivariate statistical analysis (Hair et al., 2019).

Measurement Development

The measurement instrument was developed based on an extensive review of the literature on artificial intelligence adoption, technology adoption, organizational readiness, and digital transformation (Alsheibani et al., 2020; Chiu et al., 2021; Ghani et al., 2022; Sanusi et al., 2023; Upadhyay et al., 2021). The questionnaire consisted of four latent constructs, namely AI Awareness, Perceived AI Benefits, AI Readiness, and AI Adoption Intention. All constructs were measured using multiple-item scales adapted from prior studies and modified to fit the organizational AI adoption context. All measurement items were assessed using a five-point Likert scale ranging from 1 = Strongly Disagree to 5 = Strongly Agree. AI Awareness was measured using four items that assessed the extent to which organizations recognize the importance and strategic relevance of AI. Perceived AI Benefits was measured using four items evaluating the perceived contribution of AI to organizational efficiency, effectiveness, and decision-making. AI Readiness was measured using four items reflecting organizational

preparedness in terms of human resources, technological infrastructure, data availability, and managerial support. AI Adoption Intention was measured using four items assessing the organization's intention to increase investment in AI, expand AI implementation, and integrate AI into future organizational strategies. Table 1 presents the measurement items used in this study.

Table 1 Measurement Items of the study

Construct	Code	Measurement Item
AI Awareness	AW1	Our organization is aware of the importance of AI for business operations.
	AW2	Our organization recognizes that AI can improve work efficiency.
	AW3	Our organization continuously monitors AI trends and developments.
	AW4	Our organization believes that AI will play an important role in future competitiveness.
Perceived AI Benefits	PB1	AI improves organizational operational efficiency.
	PB2	AI reduces the time required to perform tasks.
	PB3	AI enhances the quality and accuracy of work outcomes.
	PB4	AI supports better business decision-making.
AI Readiness	AR1	Our organization has personnel who are ready to learn and use AI.
	AR2	Our organization has technological infrastructure that supports AI implementation.
	AR3	Our organization possesses data that are suitable for AI applications.
	AR4	Our organization has policies or guidelines that support AI adoption.
AI Adoption Intention	AI1	Our organization plans to increase the use of AI in the future.
	AI2	Our organization intends to invest more in AI technologies.
	AI3	Our organization intends to expand AI implementation across multiple departments.
	AI4	Our organization intends to integrate AI into its future organizational strategy.

Source: Developed by the authors

RESULTS

Sample Profile and Descriptive Results

A total of 108 valid responses were included in the analysis. Female respondents accounted for 58.3% of the sample, while males represented 41.7%. The largest age group was 25–34 years (32.4%), followed by 45–54 years (27.8%) and 55 years and above (22.2%). Most respondents held a master's degree or higher (68.9%), whereas 31.1% held a bachelor's degree. Regarding occupational positions, business owners constituted the largest group (28.7%), followed by operational employees (21.3%), first-line managers (12.0%), middle managers (12.0%), and senior executives (11.1%). Nearly half of the respondents (46.7%) reported having more than 15 years of work experience. The respondents represented a diverse range of industries and organizational characteristics. The largest proportion of organizations operated in the service sector (23.1%), followed by trade and wholesale-retail businesses (20.4%), manufacturing (15.7%), and information technology and digital businesses (12.0%). Large organizations employing more than 200 employees accounted for the highest proportion (41.0%), while organizations with annual revenue exceeding 400 million THB represented the largest revenue category (34.0%). The detailed demographic and organizational characteristics are presented in Table 2.

Table 2 Demographic and Organizational Profile of Respondents (n = 108)

Variable	Category	Frequency	Percentage (%)
Gender	Male	45	41.7
	Female	63	58.3
Age	Below 25 years	4	3.7
	25–34 years	35	32.4
	35–44 years	15	13.9
	45–54 years	30	27.8
	55 years and above	24	22.2
Education	Bachelor's degree	33	31.1
	Master's degree or higher	73	68.9
Work Experience	Less than 3 years	13	12.1
	3–5 years	15	14.0
	6–10 years	18	16.8
	11–15 years	11	10.3
	More than 15 years	50	46.7
Organization Size	≤ 50 employees	38	36.2
	51–100 employees	12	11.4
	101–200 employees	12	11.4
	> 200 employees	43	41.0

The descriptive findings indicate that AI adoption has become increasingly widespread among Thai organizations. More than three-fourths of respondents reported using AI either regularly (38.0%) or occasionally (41.7%) in their work, accounting for a combined proportion of 79.7% of the sample. Only a small proportion of respondents reported having no experience with AI. Furthermore, 40.7% of organizations indicated that they had implemented AI for one to three years, while an additional 12.0% reported more than three years of AI usage. These findings suggest that AI adoption has progressed beyond the experimentation stage and has become integrated into organizational operations in many Thai organizations. The detailed results are presented in Table 3.

Table 3 Current AI Usage Status and Duration of AI Adoption (n = 108)

Variable	Category	Frequency	Percentage (%)
Current AI Usage	Regularly use AI	41	38.0
	Occasionally use AI	45	41.7
	Used personally but not for organizational work	15	13.9
	Never used but interested	5	4.6
	Never used and not interested	1	0.9
Duration of AI Adoption	No AI implementation	18	16.7
	Less than 3 months	6	5.6
	3–6 months	9	8.3
	6–12 months	18	16.7
	1–3 years	44	40.7
	More than 3 years	13	12.0

Regarding AI tools, ChatGPT emerged as the most widely adopted platform, with 72.0% of respondents indicating that their organizations had used the tool. Gemini ranked second at 61.7%, followed by Canva AI (35.5%) and Microsoft Copilot (34.6%). These findings highlight the

dominant role of Generative AI technologies in the current organizational AI landscape. In contrast, specialized AI tools such as DeepSeek (8.4%), Perplexity (7.5%), Midjourney (4.7%), and Copy.ai (2.8%) demonstrated substantially lower adoption rates. This pattern suggests that organizations tend to prioritize AI platforms that are easy to use, widely accessible, and applicable across multiple business functions, while adoption of more specialized AI applications remains at an early stage. The detailed results are presented in Table 4.

Table 4 AI Tools Used by Organizations (n = 107)

AI Tool	Frequency	Percentage (%)
ChatGPT	77	72.0
Gemini	66	61.7
Canva AI	38	35.5
Microsoft Copilot	37	34.6
NotebookLM	23	21.5
DeepSeek	9	8.4
Perplexity	8	7.5
Grammarly	7	6.5
Midjourney	5	4.7
Copy.ai	3	2.8

Respondents also reported high levels of awareness of AI tools. ChatGPT achieved universal recognition (100.0%), followed by Gemini (98.1%), Canva AI (84.5%), Claude (75.5%), and Microsoft Copilot (71.7%). These findings indicate that Generative AI technologies have become widely recognized among organizational members in Thailand. In contrast, awareness of more specialized AI tools remained considerably lower, particularly for DeepSeek (57.7%), Perplexity (37.9%), Midjourney (30.9%), and Copy.ai (15.2%). The results suggest that AI awareness is currently concentrated on mainstream AI platforms that receive extensive media attention and offer broad applicability across business functions, whereas awareness of niche or specialized AI applications remains relatively limited. The detailed results are presented in Table 5.

Table 5 Awareness of AI Tools Among Respondents

AI Tool	Awareness (%)
ChatGPT	100.0
Gemini	98.1
Canva AI	84.5
Claude	75.5
Microsoft Copilot	71.7
NotebookLM	59.0
DeepSeek	57.7
Grammarly	44.4
Perplexity	37.9
Midjourney	30.9
Copy.ai	15.2

In terms of future AI applications, respondents expressed the strongest interest in using AI for customer and market analysis (69.4%), followed by content creation, media design, and advertising (68.5%), product and service innovation (61.1%), marketing planning and promotion (59.3%), strategic planning and decision-making (55.6%), and business analytics and sales forecasting (53.7%). Conversely, human resource management (21.3%) and inventory, purchasing, and supply chain management (27.8%) received comparatively lower levels of interest. These findings indicate that organizations primarily view AI as a strategic tool for enhancing decision-making,

innovation, and market intelligence rather than solely as an operational efficiency tool. The detailed results are presented in Table 6.

Table 6 Areas Where Respondents Most Want to Use AI (n = 108)

Area of Application	Frequency	Percentage (%)
Customer and Market Analysis	75	69.4
Content Creation, Design and Advertising	74	68.5
Product, Service and Innovation Development	66	61.1
Marketing Planning and Promotion	64	59.3
Strategic Planning and Decision-Making	60	55.6
Business Analytics and Sales Forecasting	58	53.7
Accounting and Documentation	45	41.7
Customer Service and Communication	40	37.0
Inventory and Supply Chain Management	30	27.8
Human Resource Management	23	21.3

Multiple Regression Analysis and Hypothesis Testing

Prior to hypothesis testing, the reliability of the measurement scales was assessed using Cronbach's alpha. According to Hair et al. (2019), Cronbach's alpha values above 0.70 indicate satisfactory internal consistency reliability. The results showed that all constructs demonstrated good to excellent reliability. Specifically, AI Awareness achieved a Cronbach's alpha of 0.887, Perceived AI Benefits reported a value of 0.871, AI Readiness recorded a value of 0.921, and AI Adoption Intention exhibited the highest reliability at 0.933. These findings indicate that all measurement scales possessed adequate internal consistency and were suitable for further statistical analysis. Subsequently, the assumptions of multiple regression analysis were examined. The correlation coefficients among the independent variables ranged from 0.529 to 0.625, which were below the recommended threshold of 0.80 (Hair et al., 2019), suggesting that multicollinearity was unlikely to be a serious concern. This conclusion was further supported by the Variance Inflation Factor (VIF) values, which ranged from 1.727 to 2.040, well below the recommended cut-off value of 5.0. In addition, the Durbin-Watson statistic was 1.834, indicating no significant autocorrelation problem. The dependent variable also demonstrated acceptable normality, with skewness (-0.856) and kurtosis (0.666) values falling within acceptable ranges. Therefore, the data satisfied the assumptions required for conducting multiple regression analysis. Multiple Regression Analysis (MRA) was then performed to examine the effects of AI Awareness, Perceived AI Benefits, and AI Readiness on AI Adoption Intention. The results indicated that the overall model was statistically significant ($F = 36.658$, $p < 0.001$). The model explained 51.4% of the variance in AI Adoption Intention ($R^2 = 0.514$; Adjusted $R^2 = 0.500$), indicating a moderate to substantial explanatory power. As shown in Table 7, AI Readiness emerged as the strongest predictor of AI Adoption Intention ($\beta = 0.485$, $p < 0.001$), followed by AI Awareness ($\beta = 0.332$, $p = 0.001$). These findings suggest that organizations with higher levels of readiness and awareness are more likely to demonstrate stronger intentions to expand AI adoption in the future. In contrast, Perceived AI Benefits did not have a statistically significant effect on AI Adoption Intention ($\beta = -0.035$, $p = 0.697$). The findings imply that merely recognizing the benefits of AI may not be sufficient to drive adoption intentions unless organizations possess the necessary awareness and readiness to implement AI successfully.

Table 7 Multiple Regression Results for AI Adoption Intention

		Coefficients ^a			t	Sig.	Collinearity Statistics	
Model		Unstandardized Coefficients		Standardized Coefficients			Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	1.140	.347		3.282	.001		
	Awareness	.326	.096	.332	3.396	.001	.490	2.040
	Benefit	-.043	.111	-.035	-.390	.697	.578	1.730
	Readiness	.458	.085	.485	5.393	.000	.579	1.727

a. Dependent Variable: Adoption Intention

Note: $R^2 = 0.514$; $F = 36.658$ ($p < 0.001$); Durbin–Watson = 1.834.

Table 8 Hypothesis Testing Results Summary

Hypothesis	Relationship	β	p-value	Result
H1	AI Awareness → AI Adoption Intention	0.332	0.001	Supported
H2	Perceived AI Benefits → AI Adoption Intention	-0.035	0.697	Not Supported
H3	AI Readiness → AI Adoption Intention	0.485	<0.001	Supported

The results reveal that organizational readiness is the most influential factor driving AI adoption intention, followed by AI awareness. Conversely, perceived AI benefits do not significantly influence adoption intention. These findings suggest that organizations are more likely to pursue AI adoption when they possess sufficient organizational capabilities, resources, and awareness, rather than merely recognizing the potential benefits offered by AI technologies.

DISCUSSION

This study examined the effects of AI awareness, perceived AI benefits, and AI readiness on AI adoption intention among organizations in Thailand. The findings provide several important insights into the factors driving organizational AI adoption in an emerging economy context. First, the results reveal that AI readiness is the strongest predictor of AI adoption intention. This finding supports H3 and is consistent with the Technology–Organization–Environment (TOE) framework, which emphasizes the importance of organizational resources, capabilities, infrastructure, and managerial support in facilitating technology adoption (Badghish & Soomro, 2024; Kumar et al., 2025). Organizations that possess adequate technological infrastructure, skilled personnel, data availability, and supportive policies are more likely to pursue AI initiatives and expand AI implementation. The finding is consistent with previous studies that identified organizational readiness as a critical success factor for digital transformation and AI adoption (Alsheibani et al., 2020; Jöhnk et al., 2020; Uren & Edwards, 2022). The result suggests that organizational capability is more important than technological attractiveness in determining future AI adoption decisions. Second, AI awareness was found to have a significant positive effect on AI adoption intention, supporting H1. Organizations that recognize the strategic importance of AI, continuously monitor AI developments, and understand the potential role of AI in enhancing competitiveness are more likely to invest in AI initiatives. This finding is consistent with Diffusion of Innovation theory (Alsheibani et al., 2020; Costa et al., 2025), which argues that awareness and knowledge constitute the first stage of innovation adoption. The result also supports previous studies suggesting that managerial awareness and technological understanding positively influence organizational willingness to adopt emerging technologies (Chaudhuri et al., 2023; Jackson & Allen, 2023). Third, contrary to expectations, perceived AI benefits did not significantly influence AI adoption intention, leading to the rejection of H2. This finding differs from many previous technology adoption studies that identified perceived usefulness and

expected benefits as key determinants of adoption decisions (Alshammari & Al - Mamary, 2025). One possible explanation is that AI benefits may have evolved into hygiene factors rather than motivators. As generative AI applications such as ChatGPT and Gemini become increasingly mainstream, managers may already assume that AI offers productivity, efficiency, and decision-support benefits. Consequently, perceived benefits no longer differentiate organizations with strong adoption intentions from those with weaker intentions. Instead, the key differentiating factor appears to be organizational readiness. Organizations that possess adequate infrastructure, skilled personnel, data resources, and supportive policies are more capable of translating perceived benefits into actual adoption initiatives. The descriptive findings further support this interpretation. More than three-fourths of respondents reported using AI either regularly or occasionally, while ChatGPT and Gemini demonstrated widespread adoption and awareness across organizations. These findings indicate that Thai organizations have already moved beyond the initial awareness stage and entered a phase where implementation capability becomes the primary determinant of future adoption decisions. The findings suggest that organizational readiness and awareness play a more critical role in driving AI adoption intention than merely recognizing the benefits of AI technologies. Therefore, organizations seeking to accelerate AI adoption should focus on developing internal capabilities, strengthening digital infrastructure, enhancing employee competencies, and promoting organizational understanding of AI rather than solely communicating the potential advantages of AI technologies. The findings also provide several practical implications for managers and policymakers. Given that AI readiness emerged as the strongest predictor of AI adoption intention, organizations should move beyond merely recognizing the benefits of AI and focus on building implementation capabilities. Specifically, Thai SMEs should prioritize investments in digital infrastructure, data management systems, employee AI training, and internal policies that support AI experimentation and deployment. Furthermore, organizations may achieve early AI adoption success by focusing on application areas that respondents identified as having the greatest potential value, including customer and market analysis, content creation and advertising, product and service innovation, and strategic decision-making. These findings suggest that successful AI adoption depends less on awareness of AI benefits and more on an organization's ability to develop the capabilities required to translate those benefits into operational outcomes.

CONCLUSION, LIMITATIONS, AND FUTURE RESEARCH DIRECTIONS

This study examined the effects of AI awareness, perceived AI benefits, and AI readiness on AI adoption intention among organizations in Thailand. Based on data collected from 108 respondents representing diverse industries and organizational sizes, the findings reveal that AI readiness is the most influential determinant of AI adoption intention, followed by AI awareness. In contrast, perceived AI benefits were not found to have a significant effect on AI adoption intention. The regression model explained 51.4% of the variance in AI adoption intention, indicating substantial explanatory power. The findings suggest that organizational decisions regarding future AI adoption are driven primarily by internal preparedness rather than by perceptions of technological benefits alone. Organizations that possess appropriate technological infrastructure, capable personnel, data resources, and supportive policies are more likely to expand AI implementation in the future. Similarly, organizations that recognize the strategic importance of AI and actively monitor AI developments tend to exhibit stronger adoption intentions. These results imply that awareness and readiness have become critical organizational capabilities in the AI era. This study contributes to the growing literature on organizational AI adoption by providing empirical evidence from Thailand, an emerging economy where AI adoption research remains relatively limited. The findings also offer practical implications for managers and policymakers by highlighting the importance of strengthening organizational readiness, digital capabilities, and AI-related competencies to accelerate AI adoption and digital transformation.

Despite these contributions, several limitations should be acknowledged. First, the study employed a cross-sectional research design, which limits the ability to establish causal relationships among variables. Second, convenience sampling was used, which may restrict the generalizability of the findings to all organizations in Thailand. The use of convenience sampling may limit the generalizability of the findings beyond the study sample. Although respondents were drawn from diverse industries, organizational sizes, and managerial positions, the results should be interpreted with caution. Future studies should employ probability-based or more systematic sampling approaches and larger sample sizes to enhance external validity and generalizability. Third, the study relied on self-reported perceptions from individual respondents, which may be subject to response bias. Finally, the model focused on a limited set of organizational factors and did not incorporate external environmental influences, organizational culture, technological complexity, or competitive pressures that may also affect AI adoption decisions. Although environmental factors constitute an important component of the TOE framework, they were intentionally excluded from the present study in order to focus on internal organizational determinants of AI adoption intention. Future studies should incorporate environmental variables such as government support, competitive pressure, and regulatory conditions to provide a more comprehensive test of the TOE framework. Future research should extend this study by employing longitudinal research designs to examine how AI adoption intentions evolve into actual implementation over time. Researchers may also incorporate additional variables derived from the Technology–Organization–Environment framework, such as competitive pressure, government support, organizational culture, digital transformation orientation, and technological complexity. Comparative studies across industries, organizational sizes, and national contexts would further enhance understanding of AI adoption behavior. In addition, future studies may employ Structural Equation Modeling (SEM) to investigate more complex relationships, including mediating and moderating mechanisms, thereby providing deeper insights into the factors that facilitate successful AI adoption within organizations.

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Data Availability Statement: This study includes preliminary data from a pilot test; however, full-scale data collection will be conducted in future research.

Conflicts of Interest: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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