

ADRIANTO

Work and Organizations Department
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RESEARCH INTERESTS

Strategic human resource management, future of work, technology adoption, employee ownership, employee well-being

EDUCATION

CARLSON SCHOOL OF MANAGEMENT, UNIVERSITY OF MINNESOTA, 2025 (expected)
Minneapolis, MN
Ph.D. Candidate - Business Administration (ABD)
Area: Work and Organizations

HEINZ COLLEGE, CARNEGIE MELLON UNIVERSITY, Pittsburgh, PA 2014
M.S. in Public Policy and Management (Highest Distinction)

FAKULTAS EKONOMI DAN BISNIS, UNIVERSITAS INDONESIA, Depok, 2007
Indonesia
Bachelor of Economics
Area: Management

DISSERTATION

Essays on the Effects of Automation Technology and Employee Ownership on the Organization of Work and Employee Well-Being
Committee: Avner Ben-Ner (Advisor), Alan Benson, Moshe Barach, Aaron Sojourner

SUBMITTED PAPERS

Adrianto, Ben-Ner, A., & Urtasun, A. *Robots and Work*. (*ILR Review, R&R*) – [Download paper](#)

Adrianto, Ben-Ner, A., Sockin, J., & Urtasun, A. *Sharing is Caring: Employee Stock Ownership Plans and Employee Satisfaction in U.S. Manufacturing*. (*ILR Review, R&R*) – [Download paper](#)

CONFERENCE PROCEEDINGS

Adrianto, Ben-Ner, A., & Urtasun, A. (2024). The effects of robots on the workplace. In *Academy of Management Annual Meeting Proceedings*, <https://doi.org/10.5465/AMPROC.2024.27bp>. (STR Best Paper)

Adrianto, A., Sockin, J., Ben-Ner, A., & Urtasun, A. (2024). Sharing is caring: Employee Stock Ownership Plans and employee satisfaction in US manufacturing. In *Academy of Management Proceedings*, <https://doi.org/10.5465/AMPROC.2024.17941abstract>.

Adrianto, A., Ben-Ner, A., & Urtasun, A. (2023). How Things are made matters: the effects of technology on the organization of work. In *Academy of Management Proceedings*, <https://doi.org/10.5465/AMPROC.2023.14745abstract>.

WORK IN PROGRESS

Adrianto, Avner Ben-Ner and Ainhoa Urtasun. *How things are made matters: The effects of technology on the organization of work* (working paper) – [Download paper](#)

Adrianto and Avner Ben-Ner. *Corporate governance, ownership, and the introduction of new technology* (preliminary results)

Adrianto, Avner Ben-Ner and Ainhoa Urtasun. *Does Employee Ownership Hamper or Facilitate the Adoption of New Technologies?* (preliminary results)

Adrianto and Dadang R Sunandar. *The effects of employee ownership on employee well-being: A systematic review* (data collection)

Adrianto and Avner Ben-Ner. *Artificial intelligence and the complementarity and substitution of skills: Evidence from job postings* (ideation)

PRESS

Business Scholarship Podcast - Ep.241 – Jason Sockin and Avner Ben-Ner on Employee Stock Ownership – [Link](#)

Sharing is caring: Employee stock ownership plans tied to higher job satisfaction, study shows, *Canadian HR Reporter*, 9/25/2024 – [Link](#)

Employee Stock Ownership Plans boost job satisfaction in U.S. manufacturing sector, *IZA Newsroom*, 9/9/2024 – [Link](#)

Talkshow Kanal Bea dan Cukai - Adrianto & Risqi Sita Novanti (in Indonesian), *Indonesian Customs and Excise*, 4/11/2017 – [Link](#)

Bangun Kemenkeu yang Dinamis dan Sehat (in Indonesian), *Directorate General of State Asset Management*, 8/11/2015 – [Link](#)

UNDERGRADUATE PUBLICATION

Adrianto and Buddi Wibowo (2019) Uji Empirik Strategi Struktur Modal Pecking Order pada Perusahaan-Perusahaan Non Keuangan LQ45 Bursa Efek Indonesia. *Inovasi: Jurnal Ekonomi, Keuangan, dan Manajemen*, 15(1), 12-25. (Indonesian) – [Download paper](#)

CONFERENCE PRESENTATIONS

2024

Robots and Work

Annual Meeting of the Academy of Management, Chicago, IL • Annual People and Organizations Conference, Philadelphia, PA • INFORMS Annual Meeting, Seattle, WA

Sharing is Caring: Employee Stock Ownership Plans and Employee Satisfaction in U.S. Manufacturing

The Annual Meeting of the Academy of Management, Chicago, IL • The Industry Studies Association Annual Conference, Sacramento, CA • Annual People and Organizations Conference, Philadelphia, PA

Are Employee-Owned Firms Luddites? Effects of Ownership on Adoption of Robots and Employment after Adoption

The Industry Studies Association Annual Conference, Sacramento, CA • Kelso Workshop, New Brunswick, NJ

2023

The Effects of Robots on the Workplaces

Work and Organizations Workshop Series, Minneapolis, MN

How things are made matters: The effects of technology on the organization of work

The Academy of Management Annual Meeting, Boston, MA • Industry Studies Association (ISA) Annual Conference, Columbus, OH

Are Workers Better Off Owning the Firm?

Industry Studies Association (ISA) Annual Conference, Columbus, OH

How robotics affects employment and skills of low and high-skill workers? Evidence from U.S. manufacturing plants 2010-2022

Industry Studies Association (ISA) Annual Conference, Columbus, OH

2022

How things are made matters: The multifaceted effects of contemporary technologies on complexity, interdependence, and the organization of work

Industry Studies Association (ISA) Conference, Philadelphia, PA • Work in the Age of Intelligent Machines (WAIM) Conference, Washington, DC

You have been muted: Communication, trust, and knowledge sharing in virtual work environments

Distances in Organizations Virtual Conference (online)

TEACHING EXPERIENCE

UNIVERSITY OF MINNESOTA, Minneapolis, MN

Instructor

Fall 2022

Business Principles for the HRIR Professional – first-semester core course for Master of Human Resources & Industrial Relations (2 sessions)

Teaching Assistant

Fall 2024 – Spring 2025 (scheduled)

Business Principles for the HRIR Professional • Organizational Theory Foundation of High-Impact HRIR • Change in the Workplace

Fall 2021 – Spring 2022

Negotiation Strategies • Management of Teams • HRIR in Practice: Strategy, Execution, and Ethics • Leading Others

CARNEGIE MELLON UNIVERSITY, Pittsburgh, PA

Teaching Assistant

Fall 2013 – Spring 2014

Applied Economic Analysis • Strategic Presentation Skills • Financial Analysis

MINISTRY OF FINANCE, Jakarta, Indonesia

Training Instructor 2010 – 2020
Teaching several training programs on workload analysis for employees of the Ministry of Finance

BTA GROUP, Jakarta, Indonesia

Part-Time Instructor 2006 – 2007
Part-time instructor for Economics and Accounting subjects at high schools in Jakarta

WORK EXPERIENCE

MINISTRY OF FINANCE, Jakarta, Indonesia

Head of Organization II B Subdivision September 2015 – August 2020
Led a 4-member team • Formulated organizational roadmaps • Developed organizational health measurement methodology • Conducted job evaluation and analysis • Analyzed organizational restructuring initiatives

Acting Head of Organization II C Subdivision September 2014 – August 2015
Led a 3-member team • Developed organizational health measurement methodology • Conducted job evaluation and analysis • Analyzed organizational restructuring initiatives

Organizational Analyst January 2009 – August 2012
Conducted job evaluation and analysis • Analyzed organizational restructuring initiatives

ACADEMIC SERVICE

Ad-hoc reviewer for the International Journal of Human Resource Management 2025
Ad-hoc reviewer for Annals of Public and Cooperative Economics 2025
Ad-hoc reviewer for the Annual Meeting of the Academy of Management 2024-2025
Ad-hoc reviewer for Organization Science 2024
Discussant in the Kelso Workshop, New Brunswick, NJ 2024

RESEARCH AND ACADEMIC FUNDING

Summer Fellowship, Carlson School of Management 2024
Ph.D. Student Conference Travel Fellowship, Carlson School of Management 2024
The Employee Ownership Foundation/Louis O. Kelso Fellowship, Rutgers University 2023 – 2024
Ph.D. Student Conference Travel Fellowship, Carlson School of Management 2023
Ph.D. Student Conference Travel Fellowship, Carlson School of Management 2022
Travel grant for the WAIM Conference, the Work in the Age of Intelligent Machine 2022
Research Coordination Network
Full scholarship from the Financial Education and Training Agency (FETA) 2020 – 2024
Scholarship for a Doctoral degree, the Ministry of Finance
Full scholarship from the Scholarship Program for Strengthening the Reforming Institutions (SPIRIT) for a Master's degree, the Ministry of Finance 2012 – 2014

AWARDS AND RECOGNITIONS

Best Paper in the Strategic Management Division at the Annual Meeting of the Academy of Management 2024
PhD Student Teaching Award, Carlson School of Management 2023
Outstanding Employee, the Ministry of Finance 2019

Best Participant in the Organization Development training, Oranye Development	2017
Highest Distinction, Carnegie Mellon University	2014
Top 20 New Employees in the Talent Scouting Program, the Ministry of Finance	2010

PROFESSIONAL AFFILIATIONS

Academy of Management (HR and STR Divisions)
 Industry Studies Association
 INFORMS

PHD-LEVEL COURSES

Data Mining and Personalization • Strategy II • Seminar in Technology Strategy • Econometric Analysis I • Econometric Analysis II • Core Seminar: Work and Organizations Research Methods • Core Seminar: Economic Analysis • PhD Seminar: Research Design • PhD Seminar: Theory Building • Special Topic in Work and Organizations: An Introduction to Behavioral and Experimental Economics • Special Topic in Work and Organizations: A Social Network Approach to Investigating Topics in HR & OB • Advanced Multivariate Regression Analysis • Core Seminar: Fundamentals of HR • Core Seminar: Organizational Behavior • Psychological Measurement • Seminar in Industrial and Organizational Psychology I

TRAINING AND CERTIFICATIONS

Fundamentals of Disability Accommodations and Inclusive Course Design • Eight Innovative Uses for Multiple Choice Questions • Finalizing Your Learning-Centered, Accessible Syllabus • Plan for Success: Crafting a Strong First Impression • Presentations That Stick • Vocal Strategies to Improve Clarity in Teaching • Which Teaching Practices are (and aren't) Supported by Pedagogical Literature? • Social / Behavioral or Humanist Research Investigators and Key Personnel • Digital Enterprise Architecture Awareness • People Management Program • Organization Development • HR Data Scientist for Financial Services Institution

COMPUTER SKILLS

R, LaTeX, SQL, Python, SPSS, UCINET, RapidMiner

REFERENCES

Avner Ben-Ner
 Professor
 Carlson School of Management
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Alan Benson
 Associate Professor
 Carlson School of Management
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Aaron Sojourner
 Senior Researcher
 W.E. Upjohn Institute for Employment
 Research
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 Associate Professor
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