

## 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  
[benne001@umn.edu](mailto:benne001@umn.edu)

**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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 Universidad Pública de Navarra  
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