Managing technological change in a New Zealand rural and farm supply business: "A case study involving AI technology adoption"

Emily CHRISTENSEN[1], Xiaomeng K.S. LUCOCK[1]*, David DEAN[1] and Meike ROMBACH[1]

[1]*Faculty of Agribusiness and Commerce, Lincoln University, New Zealand*

*Corresponding author: Sharon.lucock@lincoln.ac.n

Highlights

Rural and farm supply businesses are essential to New Zealand's agrifood sector, serving over 45,000 farms. The present study is dedicated to advisors working in one of New Zealand's businesses that provide supplies for pasture management. This qualitative case study explores how farm advisors' perceive changes in their current practices towards a new AI-based platform designed to aid them in supporting farmers and their decision-making. Further, the study is dedicated to factors that drive and hinder the adoption of this platform.

Using a qualitative case study to represent the voices of this stakeholder group is suitable, as it highlights how these individuals perceive, interpret and react to the change situation. The case study builds on a variety of data sources including webpage materials, responses to an open-ended questionnaire and a transcript from a 45-minute in-depth interview with an individual leading the AI transition within the rural and farm supply business. A purposive sampling frame was chosen, and a total of 51 farm advisors responded to the questionnaire.

Results show that advisors involved in the study had mixed feelings about the adoption and were critical towards their corporate management. They believed their daily pressures of fieldwork, the requirements for, and nuances within, their work were not fully understood and accommodated within the change process. Advisors' trust and willingness to adapt appeared somewhat limited, due to shortcomings of prior systems and change management experiences. They viewed the change as an added burden, requiring double-handling of data. Further, advisors believed that the top-down approach towards change management hindered success. The implementation of training and focusing on peer-to-peer support would have been preferred. Solving these internal issues is necessary to ensure that digital investments successfully support staff and farmers.

Keywords: adoption, agribusiness, artificial intelligence (AI), rural and farm supply businesses, resistance to change

Background

Rural and farm supply businesses are an important contributor to New Zealand's agrifood sector, assisting over 45,000 farms in the country. Rural and farm supply businesses contribute approximately $1.5 billion to New Zealand's GDP, and jointly with other industry services, $60 billion in annual export revenues (Caradus 2024). Their support for pasture management and the wider agricultural production entails supplying products such as agrochemicals, fertilisers, pasture seeds, soil testing and other farm services (Rubenstein et al. 2023; Chapman et al. 2025, Odlin and Earl 2025). Farmers value the products and services provided by these businesses, such as on-farm consultancy by agronomists who assist them with evaluating paddock performance and grazing strategies (Casey et al. 2015). In recent years, artificial intelligence (AI) based software and hardware have become more prevalent in agriculture and measuring pasture performance (Eastwood et al. 2026), with farmers either rejecting, embracing or cautiously observing these developments (Wang et al. 2026). While farmers' perceptions of and attitudes towards AI-based technology adoption and risk evaluation are a hot academic topic (Xue et al. 2023), the extant literature on AI adoption within rural and farm supply businesses that support farmers in New Zealand is relatively scant.

Given that New Zealand farmers often rely on advisors to help them work through digital technologies, reporting and providing grounds for informed decision-making (Hayden et al. 2023; Kirk 2025; Nettle et al. 2025), the voice of these actors (advisors and agents) is essential. Their frontline work allows them to establish longstanding and trust-based relationships with farmers (High et al. 2025). Farm advisors support farmers by facilitating knowledge transfer, providing advice with respect to policy compliance and translating policy requirements and mandates into practical management strategies (Sutherland and Labarthe, 2022). Consequently, advisors' perception, experience and acceptance of digital changes, such as working with

ISSN 2463-2872 (Print) ISSN 2463-2880 (Online) https://doi.org/10.33584/jnzg.2026.88.3909

AI-based platforms for farm advice, may impact their wider acceptance among farmer communities (High et al. 2026). The adoption of AI-based platforms in rural and farm supply businesses presents a substantial change impacting the established work procedures of advisors. In New Zealand, the perspectives of advisors have yet to be more widely explored. However, the body of literature on technological change suggests that unfavourable advisor perspectives stem from previous experience related to change, uncertainties and imperfections of early versions of new technologies (Te Huurne et al. 2022; Charatsari et al. 2022). Additionally, farm advisors are often well aware of the initial high costs and uncertain returns on investment for new technologies (Chen et al. 2023; Georgopoulos et al. 2023). Reasons for favourable views, on the other hand, are global market alignment, knowledge evaluation, ease of use, climate adaptability, legitimacy, and impacts on production (Gardezi et al. 2023; Cao et al. 2026).

Building on this background, the present study aims to explore how farm advisors within a New Zealand rural and farm supply business perceive and respond to an organisational change, namely a transition to an AI-based platform within their business. The following two objectives are to be achieved:

1) Analyse farm advisors' perceptions and experiences of the transition towards the AI-based platform.
2) Explore the organisational and contextual factors that drive and hinder farm advisors' adoption of the AI-based platform.

Methods

As the study is focused on presenting the voices of farm advisors in a rural and farm supply business, a qualitative case study following Stake (1995) was deemed appropriate (Baxter and Jack 2008; Mott and Haddad 2025). The business operates country-wide, supplies agricultural inputs, technical expertise, and advisory services for farmers in New Zealand's grassland production systems. For confidentiality reasons, the names of the business, products and specific production systems it supported had to be omitted. The business builds on a service model comprised of an agronomist network who work as advisors to farmers, and prides itself for their success in farm decision-making support and productivity outcomes. At the point of investigation, the business was undergoing a digital change process, introducing an AI-enabled advisory platform intended to expand their traditional advisory practices. The new platform was intended to replace their current one, which was not well managed or updated. This context provides the bounded setting within which farm advisors' experiences, perceptions, and readiness for AI adoption are studied.

Accordingly, this study is a single case study, which allows for in-depth exploration within a real organisational context, presenting the lived experiences and providing contextualised insights and richness in terms of results (Stapelton et al. 2026; Stake 1995). Stake (1995)'s work reflects interpretivist assumptions, highlighting the meanings people construct, the acknowledgement of the researchers' role in making sense of and interpreting experiences and the underlying multiple realities, as well as the importance of particularity and context (Tummons et al. 2024). Stake (1995) and others encourage multiple sources of qualitative evidence (Miller et al. 2023), and the current research followed accordingly. Webpage materials, internal documents, responses to an open-ended questionnaire, and a transcript from a 45-minute in-depth interview with a key informant (project lead for the AI transition within the business) have been included in the analysis (see Table 1).

Data triangulation represents a rigour consideration for qualitative research, which aligns with the case approach. The face-to-face interview with the project lead was audio-recorded, and the transcription followed the rules of a simple transcript, including who spoke and the content; slang was modified to more formal language (Kowal and Connell 2014). Fillers and unrelated off-topic conversations were omitted. Notes were taken by the interviewer during the interview, which were then reviewed alongside the open-ended questionnaire answers. Recruitment of the questionnaire and interview participants was facilitated through the first author of the study. The sampling frame included 200 farm advisors and technical representatives, all of whom were invited to participate in the study. While technically a census at the company level of analysis, at the industry level of analysis, it can be viewed as purposive sampling, as the firm was chosen due to its importance in the industry. Consequently, the 51 completed questionnaires from advisors (25.5%) and the project lead on the AI platform allow thick and richness of the results. No questionnaire responses had to be omitted. The open-ended questions were dedicated to the advisors' and project lead's work realities, asking about their experiences, perceptions, and organisational changes in the context of AI as a new technology. Other topics covered key factors impacting the process and AI acceptance. The questions were open-ended, asking how, why and what, allowing participants to express themselves in their own words. The analysis was conducted with spreadsheets and standard qualitative data analysis software packages such as NVIVO. The analysis process was inductive and interpretative as suggested by Stake's case study approach (Stake 1995). Themes, codes and categories stem from accounts of participants of the interview and questionnaire, and

Table 1 Data sources, participants and sample size

Data sources	Webpage materials
	In-depth interview
	Open-ended questionnaire responses
	Internal documents
Participant groups	Farm advisors
	Project lead (AI Platform)
Sample Size	52

Source: Authors (2026)

results were developed through a 4-step process (see Figure 1). It is important to note that the analysis process is iterative and recursive, and ultimately, insights from the case are grounded in the accounts of participants, which aligns with the credibility of interpretation for rigour criteria in qualitative research. Also, moving back and forth between data, interpretation, and themes is further evidence of rigorous qualitative research.

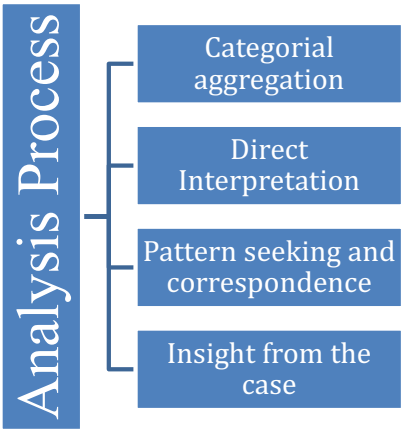


Figure 1 Steps of the case analysis
Source Authors (2026) based on Stake (1995)

Results

Results show that advisors' perceptions about the change towards an AI platform were diverse. Some participants outlined benefits they attribute to their working routines; They discussed examples of task automation, time-saving, and reduced evening hours.

"If this can automate my nutrient budget data, it's a win. I'm excited to spend less time in front of a laptop at night (Technical Specialist, Waikato, 30s)."

Others questioned the need for digital change and a new tool for farm advice.

"They've had an online tool before, but it just added more clicks. This feels like a change for the sake of change (*Technical Field Representative, Canterbury, 60s)."*

Some participants were more reserved towards embracing the new platform, as their perspectives were impacted by prior experiences with technological change within the business. Among the advisors reporting hesitations, some mentioned change management and technology fatigue. Others indicated that they were not necessarily resistant to the new technology itself, but rather uncertain about what was expected of them and the functionality of the software.

Advisors emphasised that getting familiar with a new platform and becoming a competent user requires extra time and mental energy. They described this as a concern, as their workload was already at maximum capacity.

"It's hard to find the headspace to learn a new app when you're already flat out (Technical Field Representative, Canterbury, 50s)."

Some advisors weren't as concerned about learning or workloads but doubted that the new AI platform would be sufficiently relevant to their everyday work or a justifiable investment benefiting the business, themselves and ultimately New Zealand farmers. They were unsure whether the new platform was fit for purpose and critiqued that the technology may have been "built for an office" rather than for the paddock. They indicated that if the new system did not meet their job requirements, they had little interest. Many participants stated that an important part of their work is the physical presence with farm owners and managers and interaction that takes place in the field. To them, stronger reliance on the new platform and reducing personal one-on-one interactions with farmers presents a major concern.

"Farmers don't pay for me to stare at a tablet in their paddock. They pay for my eyes on the crop and my advice (Technical Field Representative, Otago, 40s)."

The responses from most advisors imply that willingness to accept the new technology is interlinked with advisors' ability to see how the platform benefits various aspects of their role and obligations. It is expected that the new technology may not support, and possibly interfere with, the practical and interpersonal aspects of the advisor's role.

When respondents were asked what would encourage them to embrace the new AI platform, practical value, internal communication and training opportunities were brought up. While some participants expressed interest in being shown its potential and its practical value, others saw the value and benefits but were unhappy with limited communication and training options provided within the rural and farm supply business. One participant expressed themself frankly: *"Your staff are not morons, and if they cannot see any benefit, they will not use it no matter how many emails and PDF's you send out."*

Several participants requested a combination of group sessions, video tutorials and cheat sheets, indicating a preference for different forms of learning and support. One participant emphasised the importance of basic training and relevance: "*[…] Keeping explanations and training simple and straightforward. It doesn't need to be a whole lot of unnecessary information in there that is unlikely to be used."*

In addition to internal communication and training preferences, some participants addressed a wider organisational issue, a perceived disconnect between decision-makers at the top, who fostered the technology, and the advisors expected to use it for their work with the farmers. They suggested that advisors' role and responsibilities were not fully understood by those driving the change.

Discussion

The case study results are well aligned with organisational theory and change. Time and mental energy-related results are well-aligned with the extant literature in organisational behaviour, indicating prior organisational experiences and workload impact the advisors' attitudes and perceptions of the new AI-based platform. Yet it is important to note that although the findings are most applicable to the specific case, they provide generalisable insights into how advisors make sense of and react to prior organisational experiences and workload perceptions when being introduced to a new technology.

Participants' perceptions of the effort required to learn how to use the new AI-based platform under time- and resource-restrained conditions indicate potential workload pressures. According to Demerouti et al. (2025), who discuss job demands and resources, the new AI-based platform represents an additional job task. This new task may not be given high priority by advisors, due to the imbalance of job-related demands and constrained resources (Bakker and Demerouti 2007). Similarly, the perception that the AI-based platform was designed for an office setting, rather than for on-farm use, may reflect a mismatch between the advisors' current work reality and the new AI-based platform that they feel is being imposed upon them. Consequently, this mismatch may be perceived as a reduction in person-environment fit for the individual advisor (Nettle et al. 2018; Van Vianen 2018). With respect to the advisors' impressions that their existing platform is poorly maintained and overall unpopular, or that change is conducted for the sake of change, it speaks to the concept of psychological contract in organisations (Herrera and De Las Heras-Rosas 2021). Advisors' doubts and reluctance to engage with the new AI-based platform could suggest a lack of trust, possibly based on their perception of prior experiences and organisational history (Kinney et al. 2024). Such experiences contextualise how advisors understand and react to change.

In contrast, advisors who are somewhat more positive, communicate their preferences, and indicate a need for training, show trust and organisational alignment. These requests for changes and more practical training formats represent a desire for role-relevant learning support, empowerment and a potential enabler of adoption and successful implementation of the new platform within the business (Gribben et al. 2025).

Within any organisational change involving technology, in this case the new AI-based platform, the technology won't be evaluated solely on the grounds of its respective merits. Perceived support, workload feasibility, and confidence in the change processes all impact advisors' perception and willingness to adopt a new platform, and ultimately the change process itself (Song et al. 2025).

Advisors' concerns about an increase in screen time and a reduction of one-on-one interactions with farmers are indicative of a disconnect between the relational aspect of their work and technological requirements. Advisors within this case study appear to view on-farm interaction as the major aspect of their role, and they seem to value this part of their work more than office-based responsibilities. Likely, the new AI-based platform may be perceived as an inconvenience or concern, as changes arriving via the platform may impact work allocation and shift the balance between office and on-farm work. For advisors valuing the relational aspects of their work, perhaps as the core of their role, this shift may be challenging. Advisors' fears included going from traditional advising to technical compliance and knowledge brokering. This aligns well with role theory (Anglin et al. 2022; Greer and Egan 2012).

Similarly, the quality of relationships between employees and management impacts engagement in organisational initiatives (Willie 2025). This is apparent through the rather blunt statement questioning organisational communication practices and implying that staff members won't commit to the new platform

without tangible benefits. Indeed, to foster and champion changes, there needs to be organisational alignment, where organisational values, the relevance of the new technology, and transparent communication are all given equal importance.

The case results shed light on advisors' perspective on AI platform adoption, but also reveal how farm advisors view themselves, their role expectations, and their relationships with New Zealand farmers. The case provides insights on organisational and digital change, although it is important to note that advisors' accounts and their interpretation are rooted in the specific occupational and organisational context of the investigated rural and farm supply business.

Conclusion

The results of the present case study are of value to farm advisors, agents and technical representatives in New Zealand. The transferability and contextualisation of the results are somewhat limited due to the confidentiality requirement with respect to the rural and farm supply business providing the context for the single case study. However, the findings relate to AI platforms, technological and organisational change, are of value to the wider rural community, especially firms that support farmers in pasture-based management decisions. In general, the results contribute to change management and how to facilitate it. As such, the following practical suggestions for informed decision-making may be valuable for other New Zealand organisations.

Businesses that introduce an AI platform or other new technologies should specify how it will be embedded into the work reality of their employees. It is important to consider both employees and clients; in this case, advisors and farmers whom they support regarding pasture management. For example, businesses should outline the direct, tangible benefits and impacts to various parts of the role expected from the change process, and highlight that it will not require extra work beyond the initial familiarisation. Within any change processes, workloads and training needs should be considered. Involving multiple hierarchical levels in the change and implementation process may be helpful for acceptance, satisfaction and ownership. Regarding implementation, it is important to note that AI implementation is a likely paradigm changer, and learning a very different and quickly changing technology requires time and mental energy. Different learning formats, such as guides, videos and demonstrations, alongside multiple forms of communication, will be helpful. In rural and farm supply business communities, acceptance of change and adoption is easier to facilitate when peers approve or actively champion the change. Therefore, training should be region- and role-specific.

Finally, the authors acknowledge their theoretical sensitivity as qualitative researchers. Potentially, their disciplinary backgrounds: agribusiness, plant production, and organisational theory and development, are likely to have shaped data interpretation. This is recognised as both a limitation and strength of the work. The iterative, recursive, and reflective analytical process requires the researchers to rethink and challenge initial understandings of results. The process allows the researchers to improve their understanding of the context and depth of findings. Ultimately, findings need to be seen as contextually grounded, interpreted and theory-informed. Future research may be broadened into a multi-case study comparing the phenomenon across multiple rural and farm supply businesses. Additionally, adding the perspectives of middle managers to those of farm advisors would be an original and laudable path to extend the existing body of literature. Lastly, the focus could be further expanded to include the developers of technology solutions in the research conversation and examine their procedures for incorporating rural and farm specific issues into their product offerings.

REFERENCES

Anglin AH, Kincaid PA, Short JC. Allen DG. 2022. Role theory perspectives: Past, present, and future applications of role theories in management research. *Journal of Management 48*: 1469-1502. https://psycnet.apa.org/doi/10.1177/01492063221081442

Bakker AB, Demerouti E. 2007. The job demands-resources model: State of the art. *Journal of Managerial Psychology 22*: 309-328. https://doi.org/10.1108/02683940710733115

Baxter P, Jack S. 2008. Qualitative case study methodology: Study design and implementation for novice researchers. The *Qualitative Report 13*: 544-559. https://doi.org/10.46743/2160-3715/2008.1573

Cao K, Wang P, Kong S, Zhang C. 2026. Driving factors of agricultural artificial intelligence adoption intention: an empirical study in Shandong province based on innovation characteristics, technology commitment, and individual heterogeneity. *Frontiers in Artificial Intelligence 9*: 1-26. https://doi.org/10.3389/frai.2026.1630717

Caradus JR. 2024. Challenges and opportunities impacting New Zealand's economic foundation – pastoral agriculture. *Journal of NZ Grasslands 86*: 17-31. https://doi.org/10.33584/jnzg.2024.86.3710

Casey M, Stevens D, Moot D, Phiskie R, Wall A, Thompson B. 2015. Lessons learned in delivering an extension programme for grazing lucerne in Central Otago, New Zealand. *Rural Extension and Innovation Systems Journal 11*: 165-172.

Charatsari C, Lioutas ED, Papadaki-Klavdianou A, Michailidis A, Partalidou M. 2022. Farm advisors

amid the transition to Agriculture 4.0: Professional identity, conceptions of the future and future-specific competencies. *Sociologia Ruralis 62(2)*: 335-362. https://doi.org/10.1111/soru.12364

Chapman DF, Mackay AD, Caradus JR, Clark DA, Goldson SL. 2025. Pasture productivity in New Zealand 1990–2020: trends, expectations, and key factors. *New Zealand Journal of Agricultural Research 68*: 1221-1264. https://doi.org/10.1080/00288233.2024.2425071

Chen K, Cate A, Cheren H. 2023. Communicating Agriculture AI Technologies: How American Agricultural Producers' Perception of Trustworthiness, Risk Perception, and Emotion Affect Their Likelihood of Adopting Artificial Intelligence in Food Systems. *Environmental Communication 17(8)*: 1004-1019. https://doi.org/10.1080/17524032.2023.2211746

Demerouti E. 2025. Job demands-resources and conservation of resources theories: How do they help to explain employee well-being and future job design?. *Journal of Business Research 192*: 1-11. https://doi.org/10.1016/j.jbusres.2025.115296

Eastwood CR, Rue BD, Hall L. 2026. Farmer experiences with virtual fencing: Adoption, adaptation, and farm-system change in New Zealand pasture-based dairy systems. *JDS Communications*: 1-7. https://doi.org/10.3168/jdsc.2025-0983 (In Press)

Gardezi M, Joshi B, Rizzo DM, Ryan M, Prutzer E, Brugler S, Dadkhah A. 2023. Artificial intelligence in farming: Challenges and opportunities for building trust. *Agronomy Journal 116*: 1217-1228. https://doi.org/10.1002/agj2.21353

Georgopoulos VP, Gkikas DC, Theodorou JA. 2023. Factors Influencing the Adoption of Artificial Intelligence Technologies in Agriculture, Livestock Farming and Aquaculture: A Systematic Literature Review Using PRISMA 2020. *Sustainability 15*: 1-19. https://doi.org/10.3390/su152316385

Greer TW, Egan TM. 2012. Inspecting the hierarchy of life roles: A systematic review of role salience literature. *Human Resource Development Review 11*: 463-499. https://psycnet.apa.org/doi/10.1177/1534484312445322

Gribben L, Burrell A, Dean M, Regan Á. 2025. Adaptation, delivery and evaluation of a behaviour change training programme for farm advisors. *The Journal of Agricultural Education and Extension*: 1-19. https://doi.org/10.1080/1389224X.2025.2559585

Hayden MT, Mattimoe R, Jack L. 2023. The sensegiving role of advisors in farmer decision-making. *Irish Journal of Agricultural and Food Research 62*: 62-74. https://doi.org/10.15212/ijafr-2023-0105

Herrera J, De Las Heras-Rosas C. 2021. The organizational commitment in the company and its relationship with the psychological contract. *Frontiers in Psychology 11*: 1-17. https://doi.org/10.3389/fpsyg.2020.609211

High C, Singh N, Nemes G. 2025. Artificial Intelligence for Agricultural Extension: Supporting Transformative Learning Among Smallholder Farmers. *Journal of Development Policy and Practice 11*: 61-80. https://doi.org/10.1177/24551333251345224

Kinney M, Anastasiadou M, Naranjo-Zolotov M, Santos V. 2024. Expectation management in AI: A framework for understanding stakeholder trust and acceptance of artificial intelligence systems. *Heliyon 10*: 1-22. https://doi.org/10.1016/j.heliyon.2024.e28562

Kirk N. 2025. The drivers and agents of on-farm change in Aotearoa New Zealand. *Impact Connector 16*: 1-7.

Kowal S, O'Connell DC. 2014. Transcription as a crucial step of data analysis. *The SAGE handbook of qualitative data analysis 7*: 64-79.

Miller EM, Porter E, Barbagallo MS. 2023. Simplifying qualitative case study research methodology: A step-by-step guide using a palliative care example. *The Qualitative Report 28*: 2363-2379. https://doi.org/10.46743/2160-3715/2023.6478

Mott R, Haddad B. 2025. A call to better Qual: A philosophical and methodological examination to advance case study research. *Journal of Agricultural Education 66*: 41-41. https://doi.org/10.5032/jae.v66i1.2762

Nettle R, Ingram J, Ayre M. 2025. Digiwork: how agriculture 4.0 is changing work for farm advisers. *Frontiers in Sustainable Food Systems 9*: 1-17. https://doi.org/10.3389/fsufs.2025.1542007

Nettle R, Crawford A, Brightling P. 2018) How private-sector farm advisors change their practices: an Australian case study. *Journal of Rural Studies 58*: 20-27. https://doi.org/10.1016/j.jrurstud.2017.12.027

Odlin D, Earl A. 2025. *Southern stations wagyu – Disruption in New Zealand's beef industry*. In Sage Business Cases. SAGE Publications, Ltd., https://doi.org/10.4135/9781071960622

Rubenstein JM, Hulme PE, Rolston MP, Stewart AV, Hampton JG. 2023. A century of weed change in New Zealand's forage seed multiplication industry. *NeoBiota 85*: 167-195. https://doi.org/10.3897/neobiota.85.100825

Song Y, Qiu X, Liu J. 2025. The impact of artificial intelligence adoption on organizational decision-making: An empirical study based on the technology acceptance model in business management. *Systems 13*: 1-15. https://doi.org/10.3390/systems13080683

Stake RE. 1995. *The art of case study research.* Thousand Oaks, California, United States of

America, SAGE Publications.

Stapleton A, Moore B, Stynes G, Richardson N, Russell T, McHugh L. 2026. Single case experimental designs in agricultural advisor training: A novel method for evaluating capacity building in farmer mental health interventions. *Advancements in Agricultural Development 7*: 75-90. https://doi.org/10.37433/aad.v7i2.657

Sutherland L-A, Labarthe P. 2022. Introducing 'microAKIS': a farmer-centric approach to understanding the contribution of advice to agricultural innovation. *The Journal of Agricultural Education and Extension 28*: 525-547. https://doi.org/10.1080/1389224x.2022.2121903

Ter Huurne R, Scholtenhuis LO, Dorée A. 2022. Change Triggers in Early Innovation Stages: How Technology Pilots Enable Routine Reflection. *Journal of Construction Engineering and Management 148*: 1-10. https://doi.org/10.1061/(asce)co.1943-7862.0002307

Tummons J, Mott R, Bagnell R. 2024. "The Lost Boys": A Case Study of Male Agricultural Education Teacher Certification Students Who Changed Their Career Trajectories. *Journal of Agricultural Education 65*: 276-291. https://doi.org/10.5032/jae.v65i3.2499

Van Vianen AE. 2018. Person–environment fit: A review of its basic tenets. *Annual Review of Organizational Psychology and Organizational Behavior 5*: 75-101. https://doi.org/10.1146/annurev-orgpsych-032117-104702

Wang L, Renwick A, Dynes R, Thomas S.(2026. Transforming Land Use: Using Machine Learning Methods to Decode Farmers' Choices in New Zealand. *New Zealand Journal of Agricultural Research 69*: 1-14. https://doi.org/10.1002/jag2.70019

Willie MM. 2025. Leader-member exchange and organisational performance: A review of communication, biases, and personality challenges. *Golden Ratio of Human Resource Management 5*: 120-132. https://doi.org/10.52970/grhrm.v5i1.697

Xue B, Green R, Zhang M. 2023. Artificial Intelligence in New Zealand: applications and innovation. *Journal of the Royal Society of New Zealand 53*: 1-5. https://doi.org/10.1080/03036758.2023.2170165