

CALL FOR PAPERS

Artificial intelligence in organisations, how to (better) work with it?

Perceptions, attitudes, and behaviours of stakeholders regarding the deployment of AI in the workplace

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Presentation of the Call for Contributions

Organisations are at the heart of a major shift, known as the fourth industrial revolution (Schwab, 2017) or the age of algorithms (Dahner et al., 2017). Artificial intelligence (AI), defined as a technology enabling a machine to "reproduce behaviours related to humans, such as reasoning, planning, and creativity," plays a significant role here, with the development of technologies now widely deployed within organisations (Haesevoets et al., 2021). Among these technologies is Machine Learning (ML), which encompasses a set of predictive methods based on algorithms that "learn" cumulatively from training data and build algorithmic decision support systems (ADSS).

The applications of these technologies integrating AI are widely distributed within organisations, leading to a transformation of practices and processes, both at the team and individual levels.

- First, the development of AI has changed **how individuals collaborate with algorithmic systems and how these systems interact with each other**. For instance, in recruitment, AI is used at every stage, from relatively simple tasks like extracting information from CVs to highly complex and subjective tasks like automated interview analysis or multi-criteria selection of the "best candidate" (Nawaz, 2020). The term "augmented recruitment," defined as a process in which individuals work closely with AI to accomplish a task (Raisch & Krakowski, 2021), raises new questions (Langer et al., 2021), especially about **the perceptions and behaviour of recruiters interacting with AI-integrated systems** (chatbots, automatic recommendations of candidates, automatic analyses of asynchronous video interviews). Generative AIs are another example of a tool introduced into organisations; they can autonomously create content (texts, images, and videos) and change interactions between humans and machines, prompting contributions related to **ethics, intellectual property, organisational efficiency, and employee well-being and engagement** (Budhwar et al., 2023). The deployment of vir-

Artificial intelligence in organisations

tual agents within teams to coordinate tasks also has unexplored effects on job satisfaction, perceptions of conflict, and trust (Dennis et al., 2023).

- Secondly, some tasks traditionally assigned to managers are now sometimes automated: automatic performance evaluation, task assignment, and decision-making on pay or even potential sanctions (Gagné et al., 2022). Here again, research is needed to analyse **how this "algorithmic management" changes managers' roles** (Sutherland et al., 2021) in terms of power, the development of new algorithmic skills, and the effects on their employees in terms of **algorithmic aversion attitudes** (Dietvorst et al., 2015) or, conversely, **machine heuristics** (Lee, 2018; Sundar & Kim, 2019). Few studies have been conducted to date, and they tend to conclude that employees perceive algorithmic decisions as less fair and reliable, eliciting more negative emotions than human decisions (Lee, 2018).
- Furthermore, today there is extensive literature on using algorithmic systems in **human-machine interfaces** from various scientific fields such as psychology, computer science, and information systems management. In all published work on the **use of algorithmic decision-making systems**, trust is studied as a crucial predictor of individuals' choices to use or follow the advice provided (Lacroux & Martin-Lacroux, 2022). Several integrative models of **organisational trust** have been proposed, including concepts like perceived control over the process and risk aversion (Mayer et al., 1995; Solberg et al., 2022).
- Finally, **the introduction of algorithms and AIs entails significant changes in the organisation, in terms of the transformation of expertise, the redefinition of tasks, coordination, and control** (Faraj et al., 2018). These changes can potentially lead to individual or collective resistance reactions (Kellogg et al., 2019). The issue of work design becomes essential in a context of transformation (Parker & Grote, 2020), both in how AI can change work and how individuals and organisations can be actors and stakeholders in work design.

Contributions

Expected contributions can range from **studies in real-life situations involving decision support tools** (Glikson & Woolley, 2020; Solberg et al., 2022) **to the use of conceptual frameworks that integrate variables related to trust in human-machine collaboration** (Solberg et al., 2022).

- Tools that integrate AI also disrupt **how work is changing within organisations** (Brynjolfsson et al., 2018) and how employees perceive the implemen-

tation of these tools **regarding the potential loss of qualifications, the redefinition of their work flexibility** to adapt to collaboration with intelligent systems, while maintaining a certain form of authority over them. Individuals may have to redefine and rethink their work, especially with job crafting behaviours (Perez et al., 2022; Wrzesniewski & Dutton, 2001) to align it with their expectations and values. Contributions are therefore expected related to **work design** in a multi-level perspective, including how individuals, teams, organisations, or sectors contribute to the redefinition of work.

With this special issue, we hope to showcase research that provides insights into the effects of AI on organisational behaviour, aimed at both researchers and practitioners. This research will provide theoretical and empirical elements that guide managers' choices regarding adopting and integrating these technologies in contemporary work environments. We hope this special issue will address several of the questions below:

- What are the consequences of deploying AI tools on employees working in organisations regarding beliefs, perceptions of ethics and justice, emotions, stress, behaviour, and attitudes (algorithmic aversion, machine heuristics)?
- What mechanisms underlie individuals' trust and behaviour towards tools integrating AI?
- What can be the effects of introducing these tools on workplace health and well-being?
- How do individuals redefine their room for manoeuvre regarding skills acquisition and power? How do professional practices evolve with AI?
- How do individuals view their careers with the advent of AI, particularly regarding skill development, specialisation choices, or career paths?
- How do they give new meaning to their work when they are "augmented" (or not) by AI?
- How does teamwork change in contexts where AI tools (virtual assistants, automatic decision support systems, etc.) are introduced?
- What are the effects of AI on group functioning in terms of power, leadership, and intergroup behaviours?
- What are the levers for successfully implementing AI-integrated solutions within organisations? How can organisations rethink job content and facilitate individuals' approaches to shaping their work?
- What individual strategies do actors use to maintain meaning and identity at work?

This special issue calls for all forms of contributions that improve understanding of the links between AI deployment in all its diversity and individuals' behaviour within organisations. This call is open to a wide variety of methodologies: narrative, systematic, meta-analytic, or bibliometric literature reviews; empirical, experimental, cross-sectional, or longitudinal analyses.

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