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How workers let artificial intelligence recruit and dismiss?

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How workers let artificial intelligence recruit and dismiss?

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Abstract

As artificial intelligence (AI) advances, it has become involved in decision-making that can significantly affect people's lives. Organizations have adopted AI in their human resource planning which makes decisions over workers and impacts their livelihoods. For the impact of decisions, it can potentially lead to conflicting opinions within organizations. When workers form their opinions on AI decision-making, how do the counterparts surrounding them, namely the organization and the AI, affect their opinions? To answer this question, we analyze how workers' trust created by the organization and their perceptions arising from the AI influence their opinions on allowing AI to make decisions of recruitment and dismissal. We find that workers' trust in organizational management of AI significantly affects their permission for AI to decide who is recruited and dismissed. Also, we confirm that workers' perceptions on AI are significant factors influencing their trust in organizational management of AI. Our findings suggest that in organizations where workers' trust in organizational management of AI is established, AI can be applied to make critical decisions about individuals. These results imply that as AI becomes more commonly involved in organizations' decision-making, the role of managing trust within organizations will become increasingly significant.

Keywords: artificial intelligence, worker trust, organizational decision, human resource, decision making

1. Introduction

The progress of artificial intelligence (AI) has led organizations to apply AI for their managerial tasks (Budhwar et al., 2022; Paschen et al., 2020; Makarius et al., 2020; Davenport & Kirby, 2016; Dewhurst & Gwinnett, 1990; Geisler, 1986; Bonczek et al., 1979). The AI application in organizations spans a diverse range of tasks, from assisting workers in repetitive mechanical work to addressing complex decision-making (Brynjolfsson et al., 2011; Davenport & Kirby, 2016; Paschen et al., 2020). AI is applied not only to repetitive tasks but also to non-routine decision-making agenda. (Parry et al., 2016). The benefits that organizations can expect when adopting this decision intelligence are well-known. AI decision-making is expected to be more efficient, objective (Parry et al., 2016), and productive (Brynjolfsson et al., 2011). However, despite the proven effects, both algorithm-aversion (Prahl & Van Swol, 2017; Dietvorst et al., 2015) and algorithm-appreciation (Logg et al., 2019) can be found (Keding, 2021).

One of the issues with AI decision-making is that its decisions are unpredictable and difficult to explain to the directly affected parties (Martin, 2019; Robert et al., 2020), despite their significant impact on human. This issue becomes evident in the context of applying AI to recruitment and dismissal decisions. Among organizational decision-making matters, recruitment and dismissal are critical because they determine the organization's core resources (Phillips & Gully,

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2015), affecting the organization's survival (Taylor & Collins, 2000). Similarly, for workers, these decisions directly affect their livelihoods. Organizational managers consider adopting AI in their human resource planning with the expectation that it will benefit the organization (Kolbjørnsrud et al., 2016). But workers show complex opinions (Tambe et al., 2019). It has been found that there is a tendency to perceive AI-enabled human resource planning less fair and less effective (Zhang & Yench, 2022), while applicants who have experienced discrimination in traditional hiring processes tend to prefer AI-enabled recruitment (Kaibel et al., 2019).

Workers in an AI-enabled organization are in a unique position. They are users of AI applications while they are at risk of being governed by AI decision-making. At the same time, depending on the form of organizational governance, workers can also be stakeholders who can exercise the right to approve or reject the AI decision-making systems. Therefore, if an organization wants to implement AI into itself, it is essential to explore the workers' perceptions where our research is focused.

Additionally, the situation of introducing AI in the critical agenda such as recruitment and dismissal let us explore the relationship between humans and AI. For humans, it implies how much workers and organizations will become more dependent on AI. From the perspective of technology as products that reflect human social activities (Bailey et al., 2022), it is also relevant to consider how AI will be developed as a counterpart in organizations (Anthony et al., 2023).

2. Literature review

2.1. Workers' response to AI-enabled human resource planning

Along with the technological advancement of AI, the application of AI to managerial decision-making, known as artificial management (Geisler, 1986), has been developed. Among the areas of artificial management, human resource planning is a field where research and practice have been

ongoing (Budhwar et al., 2022). In the field of AI-enabled human resource planning, conflicting opinions exist because AI is involved in making significant decisions about individuals (Tambe et al., 2019). There are expectations for AI-enabled human resource planning because it can analyze decisions based on a larger amount of worker data more quickly than before (Torres & Mejia, 2017). Furthermore, unlike traditional decision-making, it is expected to be free from human biases related to workers' social profiles (Budhwar et al., 2022). Despite these expected benefits of AI-enabled human resource planning, there is a tendency to perceive it as unfair and difficult to accept (Zhang & Yench, 2022). Previous studies suggest that the factors influencing these tendencies may lie in their social profiles (Zhang & Yench, 2022) and past career experiences (Kaibel et al., 2019). However, they don't suggest how workers' opinions on AI-enabled human resource planning are affected by their surrounding counterparts such as the organization and the AI. When adopting technological change, organizations create workers' trust (Rubel et al., 2016) and technological characteristics of AI shape workers' perceptions (Hoff & Bashir, 2015). Therefore, our research aims to explore workers' trust and perceptions in the context of allowing AI to decide recruitment and dismissal within their organization.

2.2. Workers' trust in organizational management of AI and permission for AI recruitment and AI dismissal

From the perspective that the interaction process between humans and AI is mediated by trust (Ghazizadeh et al., 2012), we identify the factors influencing workers' permission for AI recruitment and AI dismissal through the lens of trust. Previous empirical studies on the factors influencing the acceptance of AI indicate that the primary factor is trust (Choung et al., 2023; Asan et al., 2020; Qin et al., 2020). These studies have identified the role of trust in the acceptance of AI speakers (Choung et al., 2023), AI healthcare systems (Asan et al., 2020), and AI education systems (Qin et al., 2020). Our

research posits that trust will also act as a major factor in workers' permission for AI's human resource planning. Workers' trust in organizational management of AI will positively influence the permission for AI's human resource planning such as recruitment and dismissal. In our setting, trust refers to the trust in organizational management of AI. This is a concept that differs from simply trusting AI; it reflects the organizational context. It refers to the trust in how well the organization can utilize AI or how effectively AI can be utilized within the organization. This type of trust is the belief that the technology will be utilized in good scenarios expected by the users within the environment (McKnight et al., 2002). For example, trust in organizational management of AI includes the belief that the organization will use AI in ways that benefit the workers, provide training related to AI, and ensure that safe and trustworthy AI are utilized within the organization. We aim to examine the influence of trust on workers' permission for AI recruitment and AI dismissal. AI recruitment refers to situations where AI decides which workers are recruited, while AI dismissal refers to situations where AI decides which workers are dismissed.

H1-a. *Workers' trust in organizational management of AI influences their permission for AI recruitment.*

H1-b. *Workers' trust in organizational management of AI influences their permission for AI dismissal.*

2.3. Workers' perception of AI decision-making and trust in organizational management of AI

Our analysis also aims to address the factors that shape workers' trust in organizational environments. Users' perceptions of AI lead to trust in AI (Hoff & Bashir, 2015; Merritt et al., 2012). Previous studies on the factors influencing trust in AI have revealed that pre-existing perceptions formed before actually using AI affect trust in AI (Hoff & Bashir, 2015). In the context of organizational environment, which is the focus of our study, workers perceive impact of AI decision-making either by directly using it in their work or indirectly observing others use it. They form their perception of AI decision-

making by considering whether it is helpful in making decisions faster and better, and whether it is preferred. Based on this perception of AI decision-making, they will judge their trust in organizational management of AI.

H2. *Workers' perception of AI decision-making influences their trust in organizational management of AI.*

2.4. Workers' perception of AI insecurity and trust in organizational management of AI

For AI to make decisions, a large amount of data about workers must be collected. Workers may feel pressured about their information being collected and may perceive it as a violation of their privacy (Robert et al., 2020). They may also worry that the data collected about them could lead to biased decisions (Chowdhury et al., 2023; Giermindl et al., 2022; Malik et al., 2021). Such perception of AI insecurity influences workers' trust related with AI (Hoff & Bashir, 2015) like perception of AI decision-making does. Workers' perception of AI insecurity will negatively influence their trust in AI within the organization.

H3. *Workers' perception of AI insecurity influences their trust in organizational management of AI.*

3. Methodology

3.1. Data

We utilized data from the 2023 OECD AI surveys for workers, which included responses from more than 5,000 workers regarding the AI use within their organizations. The survey targeted workers aged 16 and older who are employed in the manufacturing or finance and insurance industries. The respondents were workers residing in Austria, Canada, Germany, France, Ireland, the United Kingdom, and the United States of America. And it was conducted from January to February 2022. In the survey AI was defined as 'what enables smart computer programs and machines to carry out tasks that would typically require human intelligence'. To clarify the definition of AI, examples of AI

applications in the industries where the surveyed workers are employed were provided. In the finance and insurance industry, the examples included robo-advisors, chatbots for customer service, and AI software for fraud detection. In the manufacturing industry, the examples included AI for inspecting product defects, software for predicting product demand and pricing, and technology for predicting when machines need servicing. Our study analyzed the responses of 1,442 workers, excluding those who answered ‘I don't know’.

3.2. Models

Based on our hypotheses, we propose two models to understand the process by which workers make judgments about allowing AI to recruit and dismiss workers within their organization. One model describes workers' permission for AI recruitment as the dependent variable as shown in the Figure 1. And the other model describes workers’ permission for AI dismissal as the dependent variable as shown in the Figure 2. Both models incorporate same latent variables, workers' perception of AI decision-making, workers’ perception of AI insecurity, and workers’ trust in organizational management of AI. The structure of the models is designed to describe what the organization provides to workers (Trust in organizational management of AI) and what the AI give to workers (Perceptions of AI decision-making and Perceptions of AI insecurity) when workers make judgments about allowing AI to make decisions (Permission for AI recruitment and Permission for AI dismissal). In our models, workers' trust in the organizational management of AI influences their permission for AI recruitment (H1-a) and AI dismissal (H1-b). And this trust is influenced by workers' perception of AI decision-making (H2) and workers’ perception of AI insecurity (H3). Each of the variables consists of workers’ responses to survey questions, as summarized in the Table 1. For example, ‘Trust in organizational management of AI’ consists of the items such as ‘(Would you trust your company to) Use AI in a way that benefits all workers?’, ‘(Would

you trust your company to) Provide training for workers who will work with AI?’ and ‘(Would you trust your company to) Only use AI that is safe and trustworthy?’.

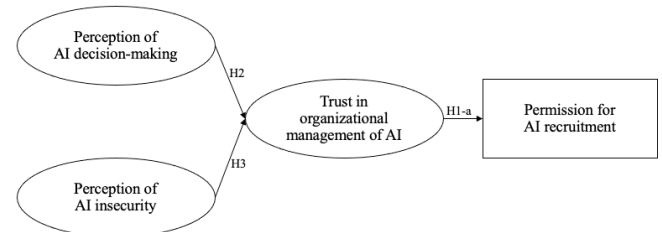


Figure 1 Workers’ permission for AI recruitment model

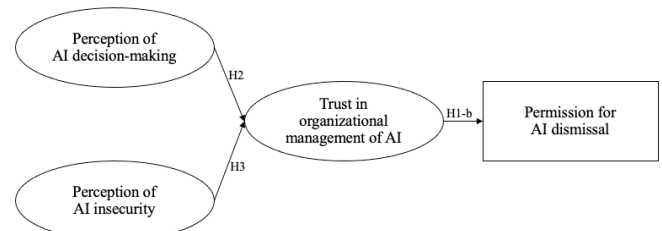


Figure 2 Workers’ permission for AI dismissal model

Observed items	Mean	SD	N	Factor loading	Cronbach's Alpha	AVE	CR	Scale
<i>Perception of AI decision-making</i>								
E1: AI helps workers make faster decisions.	1.681	0.737	1442	0.686	0.741 ^a 0.741 ^b	0.498 ^a 0.502 ^b	0.748 ^a 0.751 ^b	1 (Strongly agree) to 5 (Strongly disagree)
E2: AI helps workers make better decisions	1.811	0.788	1442	0.719				
E3: Workers like that AI assists them with decision-making.	1.811	0.805	1442	0.711				
<i>Perception of AI insecurity</i>								
C1: I feel increased pressure to perform at work due to the collection of my data.	2.350	1.198	1442	0.732	0.830 ^a 0.830 ^b	0.623 ^a 0.623 ^b	0.832 ^a 0.832 ^b	1 (Strongly agree) to 5 (Strongly disagree)
C2: I worry about my privacy when my data is collected.	2.411	1.267	1442	0.789				
C3: I worry that the collection of my data will lead to decisions biased against me.	2.503	1.204	1442	0.844				
<i>Trust in organizational management of AI</i>								
T1: (Would you trust your company to) Use AI in a way that benefits all workers?	1.865	0.797	1442	0.724	0.749 ^a 0.749 ^b	0.501 ^a 0.501 ^b	0.751 ^a 0.751 ^b	1 (Trust completely) to 4 (Do not trust at all)
T2: (Would you trust your company to) Provide training for workers who will work with AI?	1.738	0.728	1442	0.719				
T3: (Would you trust your company to) Only use AI that is safe and trustworthy?	1.800	0.772	1442	0.679				
<i>Permission for AI recruitment</i>								
AI deciding which workers are recruited should be	1.772	0.645	1442					1 (Banned) 2 (Allowed with restrictions) 3 (Allowed without restrictions)
<i>Permission for AI dismissal</i>								
AI deciding which workers are dismissed should be	1.620	0.700	1442					1 (Banned) 2 (Allowed with restrictions) 3 (Allowed without restrictions)

^a = Workers' permission for AI recruitment model; ^b = Workers' permission for AI dismissal model.

Table 1 Measurement model

4. Analysis results

4.1. Measurement model analysis

To analyze the model based on the hypotheses of our study, we first validated the measurement model. Through the measurement model validation results in Table 1, we were able to determine the suitability of our model in terms of unidimensionality, reliability, and validity. To verify unidimensionality, we examined whether the cmin/df (Chi-square/degree of freedom), RMSEA (Root Mean Square Error of Approximation), GFI (Goodness of Fit Index), CFI (Comparative Fit Index), and NFI (Normed Fit Index) values met the suitability criteria as cmin/df is lower than 3 (Kline, 2023), RMSEA value is lower than 0.05 (Browne & Cudeck, 1992), GFI value is higher than 0.9 (Hu & Bentler, 1999), CFI value is higher than 0.95 (Hu & Bentler, 1999), and NFI value is higher than 0.90 (Bentler & Bonett, 1980). First, the verification results for the Workers' permission for AI

recruitment model showed cmin/df 1.881, RMSEA 0.025, GFI 0.993, CFI 0.994, and NFI 0.987, all of which met the criteria. Next, the verification results for the Workers' permission for AI dismissal model showed cmin/df 2.823, RMSEA 0.036, GFI 0.989, CFI 0.987, and NFI 0.981, all of which met the criteria. To verify reliability, we examined whether Cronbach's alpha and CR (Composite Reliability) values met the criteria. As shown in Table 1, the latent variables for the two models, perception of AI decision-making, perception of AI insecurity, and trust in organizational management of AI, were all suitable as Cronbach's alpha is higher than 0.7 (Nunnally, 1978) and CR value is higher than 0.7 (Bagozzi & Yi, 1988). To verify validity, the AVE (Average Variance Extracted) values for both models were also tolerable as AVE value is higher than 0.5 or close to 0.5 with CR value above 0.6 (Fornell & Larcker, 1981) as shown in the Table 1.

Hypotheses				Estimate
<i>Workers' permission for AI recruitment model</i>				
H1-a	Trust in organizational management of AI	→	Permission for AI recruitment	-0.082*
H2	Perception of AI decision-making	→	Trust in organizational management of AI	0.587***
H3	Perception of AI insecurity	→	Trust in organizational management of AI	-0.045**
<i>Workers' permission for AI dismissal model</i>				
H1-b	Trust in organizational management of AI	→	Permission for AI dismissal	-0.094*
H2	Perception of AI decision-making	→	Trust in organizational management of AI	0.586***
H3	Perception of AI insecurity	→	Trust in organizational management of AI	-0.044**

*** $p < 0.001$; ** $p < 0.01$; * $p < 0.05$

Table 2 Structural regression results of the two models

4.2. Structural regression model analysis

Table 2 shows the structural regression result of workers' permission for AI recruitment model and workers' permission for AI dismissal model. As results of analyzing our models, firstly, workers' trust in organizational management of AI has a significant positive effect on permission for the both AI recruitment (H1-a) and AI dismissal (H1-b). As workers responded closer to '1 (Trust completely)' regarding the organizational management of AI, they tended to respond closer to '3 (Allowed without restrictions)' for AI recruitment and AI dismissal. Conversely, as workers responded closer to '4 (Do not trust at all)' regarding the organizational management of AI, they tended to respond closer to '1 (Banned)' for AI recruitment and AI dismissal. If trust in AI within the organization is established among workers, they may allow AI to make significant decisions such as recruitment and dismissal.

Secondly, in the two models, workers' perception of AI decision-making has a significant effect on their trust in organizational management of AI (H2). As workers responded closer to '1 (Strongly agree)' regarding the impact of AI decision-making on their decisions, they tended to respond closer to '1 (Trust completely)' for the organizational management of AI. Conversely, as workers responded closer to '5 (Strongly disagree)' regarding the impact of AI decision-making on their decisions, they tended to respond closer to '4 (Do not trust at all)' for the organizational management of AI. If workers perceive AI decision-making is helpful and preferred for their decisions, they can increase their level of trust in

the organizational management of AI.

Thirdly, in the two models, workers' perception of AI insecurity has a significant effect on their trust in organizational management of AI (H3). As workers responded closer to '1 (Strongly agree)' regarding the insecurity of AI, they tended to respond closer to '4 (Do not trust at all)' for the organizational management of AI. Conversely, as workers responded closer to '5 (Strongly disagree)' regarding the insecurity of AI, they tended to respond closer to '1 (Trust completely)' for the organizational management of AI. If workers perceive AI is insecure regarding its data collection, they can decrease their level of trust in the organizational management of AI. When workers form trust in organizational management of AI, they are influenced by their perceptions on AI decision-making and AI insecurity.

5. Conclusion

5.1. Workers' perceptions, trust, and permission

Our study analyzed the factors influencing workers' permission for AI that makes decisions of recruitment and dismissal. We designed our models as the workers' permission is influenced by their trust and the trust is influenced by pre-existing perceptions of AI. And the trust in our models is the workers' trust in organizational management of AI.

Through this design, we can understand how the counterparts of workers, namely the organization and the AI, influence the workers' opinions on AI decision makers. Our analysis results show that the workers' permission for AI recruitment and AI dismissal is not merely influenced by workers'

perceptions arising from the technological characteristics of AI, but significantly by their trust created through the organizational management of AI. This result is significant in that the organizational management of AI can play a crucial role in addressing the controversies surrounding AI decision-making over individuals.

While previous studies have identified the role of trust in the acceptance of AI-applied products and services, our study extends this by confirming the role of trust in allowing AI decision makers within organizations. Our models assumed AI making critical decisions that directly affect workers, such as recruitment and dismissal. In this sense, our findings provide insights into the extent to which organizations can rely on the utilization of AI.

5.2. Making workers' trust in organizational management of AI

Applying AI into organizational decision-making processes means that the role of managers, who have traditionally been responsible for decision-making tasks, will be significantly covered by AI. In an era where AI makes decisions, what role can human managers have? Our model confirms that they can have a role in bridging the gap between perceptions of the technology and permission for AI decision-making. Selecting safe AI, designing AI utilization plans that benefit the workers, and providing training for workers to effectively work with AI technologies will become key responsibilities for organizational managers. To fully harness the benefits of AI in organizations, it's critical to extend research not only towards developing trustworthy AI technologies but also towards developing trustworthy organizational management of AI.

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