

Why Formality matters, the effects of formality on employee AI use and trust.

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ABSTRACT,

Artificial intelligence is an upcoming technology of high importance to many organisations, and AI is something many employees will encounter in the workplace. Therefore, the rise of this technology calls for academics to conduct research and build on this. This research through a qualitative systematic literature review, using a mix of empirically validated articles and theoretical articles, has therefore researched how employees' trust and willingness to use AI are influenced by the organisational formality of organisations. This research looked at how this organisational formality was linked to the process of sensemaking from employees and through this uncovered six variables that are of influence, with further findings in the precise ways that these variables influence the employee willingness to use and trust AI. The research examines these variables and ways in close relation to the challenges they solve from the employee perspective and through this discusses all the patterns that were found from the analysis. The research argues that organisations should use these findings in their implementation strategies of AI and that academics should use this framework for further research. The research also gives future research directions and discusses the limitations of the research.

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1. INTRODUCTION

The integration of Artificial Intelligence, often abbreviated as AI, into the workplace, encompasses a significant shift in how businesses operate, innovate, and compete. As AI has made significant improvements in recent times and AI technologies, defined as systems that mimic cognitive functions generally associated with human attributes such as learning, speech and problem-solving (Russell and Norvig (1995)), continue to evolve, their adoption within companies will be inevitable in the long-term to enhance operational efficiencies and will be vital for the competitiveness of organisations. According to McKinsey & Company(2023), 55% of organisations have already adopted AI tools in their businesses. This shows that AI already has gained a lot of ground and is used in a significant part of companies, and therefore that many businesses and organisations already believe AI to be a beneficial and value-adding system. Due to so many companies using AI, it is also clear that AI is something many employees encounter. The shift to AI was also referred to as the number one biggest strategic technological trend by Gartner's 2018 technology trend survey (Duan et al., 2019), further showing that this technological advancement will have a profound effect on companies and is not going anywhere, but rather requires more attention and support. The implementation of AI in organisations can radically transform the nature of work. Therefore, it is of huge importance for organisations to have a good understanding of the different factors that are of influence on the employee's willingness to use and trust in AI. When organisations are looking to implement artificial intelligence systems into their operations they must do so in a way that is acceptable to employees and can motivate them, considering that the value added by organisational use of AI could be diminished without considering the effect on the employees that will have to work with the AI(Makarius et al., 2020). Also, companies will have to deal with the general worries that are emerging from employees, mainly considering job security and the idea that AI may be more suited for certain tasks leading to the replacement of human workers(Braganza et al., 2021). Besides the point of view of employees, organisations and managers themselves may also have restraints in adopting AI within the organisation, due to reasons such as lack of trust in AI, loss of power and ethical considerations(Booyse & Scheepers, 2023), these concerns could also be mitigated if organisations and managers have a better understanding of the effects AI adoption has on employees and can take away other barriers that are causing them to not yet be comfortable enough with implementing this technology. However, the successful implementation and acceptance of AI in the workplace are dependent on multiple factors, among which are organisational formality and its mechanisms which can play a role. Considering a link of organisational formality with the employee willingness to use and trust in AI technologies. Trust here means the willingness to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party, as was put forth by Mayer et al. (1995), as cited in Glikson & Woolley, (2020), meanwhile willingness to use is not generally scientifically defined, but instead means inclined or favourably disposed in mind or done, borne, or accepted by choice or without reluctance (Merriam-Webster Dictionary, 2024). This leads to the main point being the link between organisational formality and the ways this leads to employees using and trusting the system. Organisational formality means the defined normative social system designed by managers(Gulati & Puranam, 2009). On the side of the more formal organisation, this encompasses the structured roles, rules, and procedures established to guide the operations and behaviours within the organisation. Another

definition of organisational formality is the organisation with its structures, lines of authority, task specialisation, organisation charts, clearly demarcated roles, and purposive nature(Du Gay & Lopdrup-Hjorth, 2016). These factors need to be better understood and thus deserve and require more academic attention so that this information can have a positive effect on organisations that try to implement AI, and so this understanding can benefit future potential research. The importance of researching organisational formality comes specifically with organisational formality being a key part of organisational functioning(Du Gay & Lopdrup-Hjorth, 2016) and with this comes the importance of understanding how this key part of organisations have an influence on the adoption of AI by employees. Therefore, this research explores the different ways in which organisational formality influences employees' willingness to use and trust AI in the workplace.

2. KNOWLEDGE GAP

Looking at the field of the employee trust management of AI in an organisational setting there is a knowledge gap since with the quick emergence of artificial intelligence, there has not been a literature review research conducted before on the specific link between organisational formality and how this has an influence on the employee trust and adoption rate of AI in the workplace, specifically research that can combine the findings of all the different aspects concerning the link between organisational formality and employee trust in AI into a research where organisational formality is the centre of the research. While existing literature does discuss some of the considerations of AI linked with the role of organisational formality in shaping employees' willingness to use and trust AI, this research remains scattered over many different papers and is not yet put together into a more coherent research giving a clear overview and summary of the knowledge that is out there. When looking at articles that research this link on a bigger scale it can be noted that organisational formality has also in the past been researched with its effect on organisational performance as was done in for example Gulati & Puranam, 2009, but the specific link with AI has not received as much direct attention. This leads to the concern that there is a current incomplete picture of the knowledge out there for organisations and researchers that want a clear and concise picture of this subject, which could mean that this link is not taken into consideration by organisations that are looking at the factors influencing employee AI adoption. This literature review will therefore provide a solution to the lack of review guiding articles that are out there that can be used as a bird's eye view of the state-of-the-art knowledge out there concerning this link between organisational formality and willingness to trust and use AI. The research will bridge this knowledge gap because it will not just fill the void, but also connect the different perspectives of employee trust in AI by combining the different frameworks and types of research, which can give insights from many different perspectives. Therefore, making this literature review a meaningful contribution to this field of knowledge and research can fill the gaps.

2.1 Review of existing literature

This knowledge gap also comes from looking at the existing research outside organisational formality, where there is a wide focus on the link between AI and its adoption in organisations. This is also more often focused on how the technical aspects of AI have an impact on employee trust in AI. Articles such as Glikson and Woolley (2020), look at a lot of the technical aspects of AI and how this influences the levels of trust in AI, with aspects such as the tangible physical presence of AI and the immediacy behaviour of the AI. Meanwhile, Shin (2021), looks

at how factors such as explainability, preceded by causability, of AI affect the perception and trust in AI. Another research that leans heavily on the technical aspects is Siau and Wang (2018), who look at the representation of AI as important to initial trust formation in AI and how this trust is then continuously built through the performance of the AI system, once again leaving out the external environment in their research of trust building in AI. Then there are other articles such as Buhmann & Fieseler (2022), that take a look at how the wider society, involving public, private and civil actors join together to address issues and worries surrounding AI to lead to the democratic governance of AI systems to enhance the trust in AI from a wider societal picture. These types of articles then also take into consideration the ethical aspects surrounding the rise and use of AI. Another area of this link that is researched is the reverse effect of the introduction of AI and how this affects general employee trust and organisational commitment, as was researched by Braganza et al. (2021). Then other research surrounding AI and employees is also looking at the impact of AI on employees in their work performance, such as Verma and Singh (2022), who research how the impact of AI is on the innovative work behaviour of employees, to improve the AI-enabled job design for practitioners and academics. of Lastly, some articles look at the wider implications of AI in businesses such as the organisational reasons of why AI is not adopted at all into the organisation and what these barriers are causing these adoption issues(Ransbotham et al., 2017).

3. RESEARCH QUESTION

The purpose of this research is to see how organisational formality and its aspects have an influence on the adoption of AI by employees. Specifically looking at how this affects employee trust and willingness to use artificial intelligence systems in the workplace. Organisational formality is important to understand in this context since it is the framework that employees have to act within and it is the flexibility for employees to act within this given set of rules(Mattes, 2014), therefore it is of interest to see how this has an influence on employees within the AI context. Therefore, the main research question is: "In what ways does the formality of organisations influence employees' willingness to use and trust AI in the workplace?". This research question is the central part of this research, and the research is structured around this question. This research question comes out of multiple objectives, the first and most important objective of this research being the desire to analyse the role of formal organisation policies and practices in shaping employees' use and trust in AI technologies within the workplace. This objective is central to the research, with the variables from this objective being the key part of this research and the link between the variables for which the information will be sought. The second objective of this research is to provide a better understanding and overview of the existing literature on the subject since there is not yet an overview out there like the one this research question addresses. This second objective also comes from the desire to understand better the current practices and understandings of the role of organisational formality with the employee willingness to use AI, but also hoping to gain a better understanding of the future advancements in this field of research, since as stated before the research of the links between AI and employees are something that will still have to be researched a lot more in the future considering the rise of AI and the knowledge that AI is here to stay. This secondary outcome also leads to that there is a good general idea of the state-of-the-art out there which can be used by organisations and other researchers. Other secondary outcomes that this research brings with it are insights into the general trust relationship between employees and employers in

the workplace, which is important since understanding this relationship and how it forms is also important information to know both inside and outside this framework of the adoption of AI within the organisation. The last secondary outcome is about the employee ideas about AI adoption in organisations that are not directly linked with organisational formality, but rather to related subjects and the implications of this for organisations and their management, which also can give interesting insights.

4. ACADEMIC RELEVANCE

The exploration of the relationship between organisational formality and employees' willingness to trust and use AI in the workplace is academically relevant for several reasons. Mainly, it contributes to the academic knowledge in the field of AI adoption management and organisational management, specific organisational management related to the organisational formality and its influences on employee behaviour. This research area is increasingly significant as AI becomes more and more used in organisations with the current developments, raising complex ethical and management questions, for which the answers have to be supported through research and academics. This is specifically relevant since the employee-centred research in the link to organisational formality is something that did not have a big literature review before, therefore considering the information and ideas from many different perspectives and results can potentially result in the creation of an interesting and academically relevant new research. Meanwhile, this research topic offers valuable insights into the area of employee interactions with AI within the framework of organisational formality and how it relates to employees specifically in the workplace. It also looks past just the technical and ethical design of AI but also takes a look at how company policies, rules and structures impact the use of technology by employees from a more human user-centred perspective. Therefore, it gives important insights into the gap between employers on the one side and on the other side employees and how this relationship is linked with AI adoption rates of employees which can be used further by academics in the future.

5. PRACTICAL RELEVANCE

Looking further, the findings from this article also have the potential to inform companies about preferred policies and decision-making when dealing with employees and the introduction of AI systems. Leading to the understanding of how the different aspects of formality of organisations related to the integration of AI technologies, can facilitate or hinder AI acceptance. Research of this kind points toward the development of best practices, guidelines, and organisational frameworks that support the responsible and effective integration of AI technologies in the corporation with employee willingness and trust as a central part of the strategy. Also from a practical relevance view, this research area takes into account the increasing desire from society to research further into AI and the different aspects of this technology that are not yet fully explored and are needed for creating society-wide guidelines. It contributes to a sustainable and successful approach to technology adoption, ensuring that advancements in AI are used in ways that are acceptable to employees as well and this research gives a broader picture about AI adoption in organisations for general society. Also specifically considering that there is wide debate about the implementation of AI into organisations and what this can mean for workers and workplaces(Bankins et al., 2023). This means that this research can be used on an organisational, industry and government level to attain a better

understanding so it can make a contribution to building regulations and help create a better framework for the adoption of AI in companies, specifically on frameworks that take into account the organisational formality.

6. THEORETICAL FRAMEWORK

The use of sensemaking theory in this research provides a very important theoretical lens: specifically, how organisational formality impacts employees' making sense of and thereby accepting and trusting AI technologies within their workplace. Through this lens of sensemaking, as put forth by (Weick, 1996), it becomes relevant to how individuals make sense of and interpret the environment around them. It is defined as the following "Sensemaking is understood as a process that is grounded in identity construction, retrospective, enactive of sensible environments, social, ongoing, focused on and by extracted cues driven by plausibility rather than accuracy." From Weick, (1995, as cited in Maitlis & Christianson, 2014). With the theory looking at human perception as one of the main factors in this theory, it is a good fit in the consideration of research that is trying to understand the human-centred perspective from employees where their rationalisation is of interest. The theoretical framework of sensemaking involves demands for the rationalisation of the thought processes of what people are doing. It takes into account the questions people ask themselves, such as "What's the story here?" and "Now what should I do?" (Weick et al., 2005). In the same article, sensemaking was described as "the ongoing retrospective development of plausible images that rationalise what people are doing". This means it will therefore be highly relevant for the cognitive and psychological thought processes that are related to the way the development of trust within the minds of employees related to the introduction of AI systems related to the different formality structures and mechanisms. Another reason why this theory is fitting for this research is that one of the factors of sensemaking described by Weick is the importance of preserving plausibility and coherence in using this theory, stating that this is of more importance than accuracy within organisational theoretical frameworks, which is more suitable for a systematic qualitative literature review like this one which bundles knowledge from all different kinds of theoretical frameworks. This allows laying the focus on the narrative rather than the statistical numbers behind the effect. The sensemaking theory in this article will allow for a closer look at those narratives that employees develop around AI in the workplace and how these links are influenced by the different elements of organisational formality, also considering as stated before that organisational formality is closely related to the employee framework of behaviour in the organisation (Mattes, 2014). This literature review will try to find the major factors that will build or inhibit trust and willingness to be engaged with the use of AI technologies, which fits best if it is done through the understanding of these narratives. The use of sensemaking will enhance the knowledge of the dynamics at play between organisational formality and employee trust in AI, pointing at what organisational formality practices are in line with the employees' wants on AI adoptions within the organisation and which are not.

7. RESEARCH METHODOLOGY

For this research, a specific methodology was used to write the literature review, looking at the type of research that is conducted for this literature review a qualitative systematic approach (Aguinis et al, 2020) is the most fitting. In conducting this research multiple steps have to be taken considering the information available that is needed for a qualitative systematic

literature review research. For a qualitative systematic literature review, the first thing to do is determine what questions should be answered in this research and what protocol to use for this. Since this research is looking at the link between organisational formality and employee trust in AI, terms related to this link will be used and all the specific search terms that have been used in the database are visible in Figure 1. The databases used in the research are "Scopus" and "Google Scholar" since these contain a high number of available articles, many of which have been published within highly renowned journals and are of great quality, no other databases outside of these were used to find articles. Within the queries, the subject areas for the research articles that are chosen are "Business, Management and Accounting", "Social Sciences", "Decision Sciences", and "Psychology" since these all fit with the subject area of organisational formality and with the theoretical framework of sensemaking and the combination between the organisation and the human user centred research. Articles are also selected through the references of other articles and recommended readings, to which the inclusion/exclusion criteria, as can be found in Figure 1 were then applied. The recommended readings are articles that were recommended to me by others that could be of interest to this research. After this comes the search part, in which the amount of research on the topic is considered by looking at the number of hits that come from looking in the chosen databases for articles containing the search terms. This is followed by the third step of selecting the articles that are used for writing the research based on how fitting these articles are for answering the research question, which is done by considering the quality of the evidence they provide, the reliability of the article and whether they fit in the time frame for which the information is still relevant by considering how they looked at the meaning of the AI system. Articles are initially selected based on scanning through their abstracts and later based on their content. The articles are reviewed based on the journal that publishes them as well, after which these scores are all posted within the systematic literature review, to make sure that this information can be found back later, although the most important criteria of these journals are that they are fully peer-reviewed, specifically considering that this is a young field of research with not too many articles yet out there. After the inclusion and exclusion criteria, it does not mean all initially selected articles are used, but rather a decision was made based on the best fitting articles, due to the desire to only use the best articles and because of time-related issues this meant not all articles can be reviewed and incorporated into the research. After all the relevant articles have been selected, the next step is to analyse these articles and gather all relevant information from these sources related to the effect between organisational formality and employee trust in AI and its use. This information is then analysed and synthesised into a narrative of the findings of the research in a qualitative method. This analysis looked at key questions posed in the qualitative systematic literature review, such as if there is an effect, which direction the effect goes and whether this is consistent through multiple findings. As stated in Aguinis et al. (2020) the scope of the review should and is also available in the article of this review. The source of recommendations in this research is based on the findings and my views of the best practices that go along with these results.

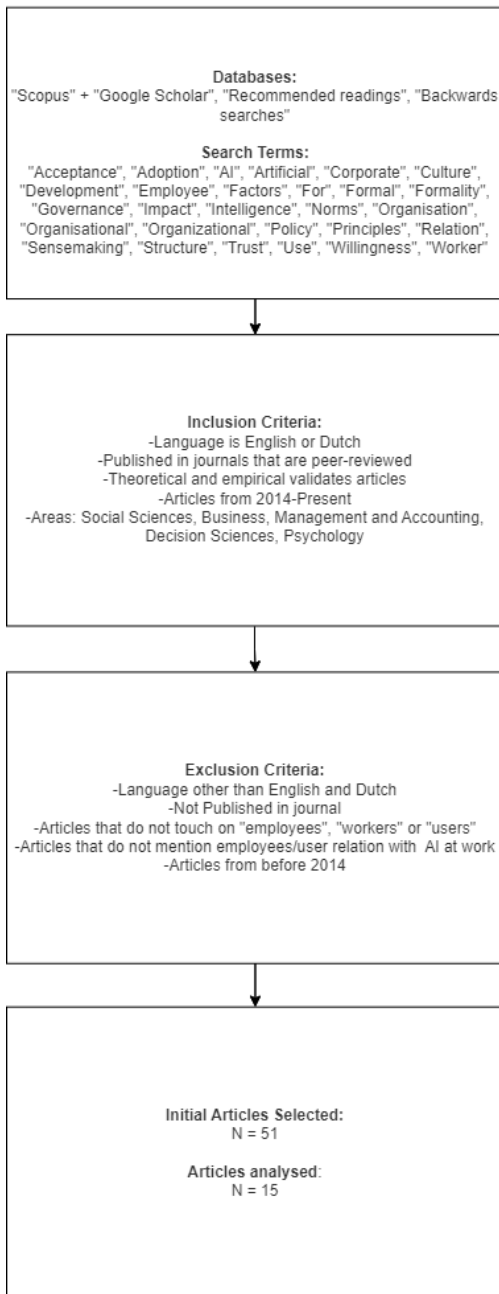


Figure 1: Methodology process

Back to the more precise process of analysis, these selected articles are then analysed using a systematic analysis for the relevance of the article for the research question, the independent variables used, and the dependent variables, for which is then looked at the mediator and moderator variables, in this review file also a summary of the results is posted together with the used method and a critical evaluation of the article. This is then used as the initial framework for the selection of articles, after which the more thorough analysis is processed into the article. Articles were also selected based on the definitions of the terms used, which were compared to the terms defined in this research to ensure that they are looking at the same.

8. RESULTS

After analysing the articles and performing the qualitative systematic literature review, multiple variables were found that do show a link between organisational formality and the employee willingness to use and trust in AI. Considering the research question of “In what ways does the formality of organisations influence employees' willingness to use and trust AI in the workplace?”, the literature review conducted ended up leading to consistent patterns with six key variables from which organisational formality can influence employee trust in and use of AI. These variables are HRM practices, formal training, ambidextrous organizational structures, formal data governance, clear job tasks and design, and formal communication structures. Therefore, the results were divided into these six variables where it is elaborated on how and why these variables influence the level of employee trust in and use of AI. As can be seen in Table 1, these variables are the starting point through which organisations can influence the employees' willingness to trust and use AI, with the tangible ways described more specifically together with the challenge this measure addresses. These variables all come from multiple sources, increasing their reliability, and the analysis highlighted the importance of each one to increase the willingness of AI use of employees in the workplace.

Table 1: Table of Results

Variables	Tangible ways to increase trust in and willingness to use AI	Addressed Challenge for employees
HRM Practices	<ul style="list-style-type: none"> -Clear definition of employee performance evaluation frameworks considering human limitations -Clear system of rewards and recognitions to incentivize AI use -HRM practices aligned with digitalisation strategy 	<ul style="list-style-type: none"> -Employee fear of losing jobs to AI -Employee lack of motivation to keep collaborating with AI -Mistaken employee perception of practices and behaviours that get rewarded in organisation
Formal Training	<ul style="list-style-type: none"> -Conducting formal training for employees before AI implementation -Internal AI training sessions with leader role modelling -Training with clearly articulated relevance, roadmap, and milestones regarding AI -Formal training for the AI competencies linked to the specific and clear AI strategy 	<ul style="list-style-type: none"> -Lack of understanding of AI systems -Lack of confidence, digital skills and competence to work with AI systems -Employee distrust in AI systems and stress of working with it
Ambidextrous organisational structures	<ul style="list-style-type: none"> -Allowing room for personal professional judgement to create an algorithmic colleague out of AI -Placing AI system authority horizontally to employees -Bottom-up engagement strategies mixed with top-down transformation efforts for AI -Imposed engagement where management forced use of AI 	<ul style="list-style-type: none"> -Feeling caught in algorithmic cage with no autonomy regarding AI -Manipulation of AI system due to little room for personal judgement -Employees not feeling valued due to higher position of AI system -Traditional command makes it harder to respond rapidly
Formal data governance	<ul style="list-style-type: none"> -Strong security measures for data used by AI and security for access to prevent manipulation and pollution of database -Information security measures -Putting AI on private company intranet -Standardising documentation in data warehouses and manuals 	<ul style="list-style-type: none"> -Employee distrust in AI outputs based on questions about reliability of data -Employee doubts about the data security of organisations with use of AI
Clear Job tasks and design	<ul style="list-style-type: none"> -Establishing work routines aligned with AI -Clear communication on task specifications and employee roles with AI giving role clarity -Providing information on job design, type of work, role, and responsibilities with AI -Continuous updates of job design and task specification with changes in the AI system 	<ul style="list-style-type: none"> -Employees look at AI as a disruptive system for their work -Ambiguity in task specifications and roles leading to mistrust in AI -Employee uncertainty about what AI will mean for them
Formal Communication structures	<ul style="list-style-type: none"> -Clear communication protocols -Clearly defined AI adoption strategies shared and communicated with stakeholders -Building appropriate structures for workplace communication with AI information -Developing a top-down communication system and active involvement of top executives in communication about AI 	<ul style="list-style-type: none"> -Employee anxiety regarding job security due to AI -Misunderstanding of AI capabilities and potential, leading to overreliance or mistakes -Lack of understanding of employees why AI is part of strategy

8.1 Formal HRM Practices

Formal HRM practices were found to be of influence in many articles. Through this, it was shown that it positively influenced the employees' trust in and use of AI. Arslan et al. (2022) pointed out that HRM strategies have a significant influence on human-AI collaboration. The article found how HR is key in managing the workers-AI interaction dynamics. Strategies such as a clear definition of employee performance evaluation frameworks are important to give employees the feeling that they are getting fair evaluations, otherwise, this could lead to negative opinions about the AI and cause resistance to working with the systems, also linked to employee fear of job loss. The article therefore stated that the performance evaluation has to take into account human limitations such as the fact that workers get tired throughout the workday and cannot get as much done as AI this way, as this will make workers feel more valued and motivated to keep working with AI. This then leads to the finding that when this HR evaluation framework is balanced correctly, Arslan et al. (2022) state how this is expected to lead to employees overcoming their hesitations about using the system and developing trust in these AI systems because then employees feel like the organisation is treating them fairly. Another article that found and elaborated on the importance of HRM practices, is Perner, F. (2020). This article describes how the formal HRM practices of auditing firms are facilitating the individuals in the organisation to use these AI practices, these clearly established HRM practices are practices such as the system of rewards and recognitions that the organisation has set up, which encourages employees to use AI. The article explains this through the idea that this service climate impacts the perception of employees of what behaviour is rewarded and expected, which then leads to a change in behaviour. The way this is linked is that the organizational level service climate incentivizes the employees through these established HRM practices, to then interact with AI and that this helps employees get a better picture of what the organisation expects of them. Perner, F. (2020), also did not only look at this effect of HRM practices through the auditing firm but also through the consultancy firm, where he strengthens his findings, by showing that the consultancy firm, which is a different industry with lower levels of organisational formality than the auditing firm as was described, also showed that their HRM practices were not fit for this digitalisation and employees were less willing to make use of AI. Bankins et al. (2023), also found this link of HRM practices, stating that aligned HRM practices are effective for facilitating employee AI use and that they create the right conditions for workers' uptake of AI.

8.2 Formal Training

The importance of formal training also was evident from the analysis. Chatterjee et al. (2021) looked at how to stimulate the AI use of employees in agile organisations in India, where they define this agile organisation as a collection of policies and practices to stimulate agility in the organisation. Here they found that the importance of implementing the right policy for training programs for employees has a positive effect on the employee use of AI because this way they better understand the system and are more willing to use it and have a more positive view of the systems, they state that this has to go through the top-executives showing that this must be designed from higher-up. Arslan et al. (2022) also state the importance of these formal training programs, organisations need to have these set up with the specific goal to ensure that the employees all possess the necessary knowledge and competence to work with the AI technology. This would help because it would lower the employee's anxiety about working together with the AI system and therefore lower employee resistance and stress about AI. Yu et al. (2022) also reiterated this finding of the importance of

formal training, calling formal training one of the best practices organisations can apply to promote AI adoption among employees. Stating that formal training and new skillsets are very important for organisations to implement, since through these formal trainings employees are more confident in their AI skills by understanding how AI impacts their job, how they can use it to their advantage at work and by understanding how to use AI systems responsibly. This training should be aimed at developing technological readiness, digital literacy and interpersonal skills. Through these aspects of the training, Yu et al. (2022) then found this formal training can lower employee resistance and distrust towards these AI systems. The importance of these formal training structures was also found by Perner, F. (2020) who found that by organisations keeping the training sessions internally instead of outsourcing employees were more likely to see the benefit of the training, which then in turn increased the level of digital expertise from the employees and that led to them being more likely to use these AI systems. This internal training was then guided by leader role modelling where managers and other role models were heavily involved in encouraging employees to develop their digital skills. The last article that also stated the importance of formal training is Makarius et al. (2020) where it is stated that formal training opportunities would be beneficial, although Makarius et al. (2020) take this more specifically for the earlier stages of AI implementation. The article looked at this benefit through reskilling which would lower the fears of employees towards AI which is one of the main struggles in effective collaboration between employees and AI. With this training, it is also stated that to successfully implement this managers and other important agents in the organisation need to be involved in helping the employees make sense of the AI systems because they then pose that through this training employees make better sense of the AI which then leads to employees to feel more comfortable with the AI. Also, Chowdhury et al. (2022) consider this formal training, where their results show that managers need to create a training program for their employees with clearly articulated relevance, a roadmap with a timeline and specific milestones for the employees. This then enhances the AI use of the employees because it increases their skills and understanding which then would increase trust in AI.

8.3 Ambidextrous organisational structures

Organisational structures are another formal organisational part that did seem to impact the employees' willingness to use and trust AI. Meijer et al (2021), looked critically at how the same AI algorithm system can have different outcomes of employee use in organisations based on the structure, institutional context and bureaucracy surrounding the organisation. In this research, there are two different outcomes found for employee and AI collaboration. The first outcome that is found here is the algorithmic cage, this algorithmic cage refers to the feeling of employees that the AI system is hindering their independence and professional judgement and is caused by the hierarchical and strongly bureaucratic settings of their organisation. This shows that more hierarchical organisations could have a negative impact on employee willingness to use AI since the employees feel as if their autonomy is limited and it was found that this led to employee resistance. Meanwhile in an organisation where the AI system is put into a more horizontal relationship, with the organisation ensuring that there is room for personal professional judgement and decision making then the employees feel that the AI system is more of an algorithmic colleague, which leads to lower levels of resistance because employees feel they have a higher status than the AI. This then leads Meijer et al (2021) to pose that the different outcomes of employee use of AI are due to the structures and functioning of organisations and specifically

by looking at the same AI system being implemented in these different organisations they show that this AI use is not the result of the technological system. This finding is also posed by Trener et al. (2021) who state that traditional command and control structures often reinforce work-group silos and make it much harder for employees to respond rapidly to customer demands and needs. This then leads them to state that bottom-up engagement strategies are also needed to truly embark on digital transformation for individuals, however, another thing from the article is that top-down transformation efforts are important to enact digital transformation as well, showing that both are needed. They also state that more precise research is needed since it is a very nuanced topic in a bigger framework. Other evidence, which is more nuanced than the other articles is from Bader & Kaiser, (2019). They found in their article that imposed engagement leads to employees using the AI systems, by management forcing the employees to make use of the AI system and follow it the employees were more likely to do so and user involvement improved. Imposed engagement meant that employees were commanded by the organisation's management to be attached to decisions made by the artificial intelligence system and were strongly encouraged to not deviate from the decisions of the AI. This then shows that vertical structures can also increase the AI use of employees, however, Bader & Kaiser, (2019) also note that this imposed engagement could potentially contribute to employee workarounds and manipulations when the employee does not agree with the AI system and that there needs to be a closer look to how this affects the well-being of the employees in the long term. This clash however was not mainly caused by the imposed engagement, but this was mainly caused by the lack of understanding from the employees of the reasoning behind the AI system recommendations, where they felt their personal human judgement was better than the AI's judgement. More evidence for the need for ambidexterity with the structures comes from Perner, F. (2020), who found that the more formal hierarchical auditing firm saw more employee willingness to use AI than the consultancy firm where employees were given significantly more freedom and autonomy. In the case study, it was noted that this top-down approach to encouraging employees to adopt AI with heavy management involvement was beneficial to this employee's willingness to use and trust AI, showing once more that organisations should find the middle ground in the formality of their structures.

8.4 Formal data governance

The variable of formal data governance was also discovered. This was found mainly by Shamim et al, (2023), who noticed that data governance was another variable of organisational influence on the employee use of AI systems this was found as the biggest factor of trust in AI in the research. What is meant by data governance is the exercise of authority and control over data management in the organisation and it also determines how data is allowed to be used within the organisation. This link comes from employees' internal ideas, since when they do not have trust in the data governance structures, they cannot rationalise the AI outputs since they are unsure about the authenticity of the data used by the AI. Therefore, the data governance has to be strong, regulative, normative, and cognitive structures that can enable and inspire trust relations among people at the interpersonal and inter-organisational level since regulative processes can improve the sense-making of employees which then, in turn, will improve trust in the AI system. Something similar was found by Gkinko and Elbanna (2023) where it was found that through the security measures of the organisation regarding the data, users had more trust in the AI system, with the employees saying that the tightness of the security felt safe and that they believed it to be secure, also regarding their personal information that this AI

system could have access to with it being on the intranet. Another thing related to this data governance is Chowdhury et al. (2022), who found that standardizing documentation in data warehouses and manuals is also of high importance, however, Chowdhury et al. (2022) looked at this more from a way of identifying good practices over time and facilitating the upscaling of AI use in the organisation through this. What is meant by that is that through the codification of knowledge, this can then be more easily shared and there is a better understanding by employees on how to act with the AI system and how to document this, which then leads to more trust in AI through the realization of employees that they have better skills and understanding of AI. However, it still aims at this standardization in data documentation, therefore being a part of data governance.

8.5 Clear job tasks and design

The variable of clear job tasks and design was found among many articles and showed a consistent pattern. The variables showed to be a key variable that influences the employee willingness to use and trust AI. Diving deeper this shows that the work routines play a very important role in the link between employees and their trust in the AI systems, as was found by Shamim et al, (2023). This article highlighted that organisations need to establish work routines that are aligned with AI, since when leaving the development of work routines to the employees themselves this can lead to certain employees feeling that the artificial intelligence is a disruptive system. Meanwhile, the same study found that when work routines do align with the AI system employees feel that the AI system helps them and it works well for them. Other aspects of the work routine that were highlighted in the article were that they should be aligned with multiple aspects such as the users, technology, information and all of the other resources that are being utilised in the work routine. From Arslan et al. (2020) comes the importance of clear communication from the organisation on specifications of tasks and the employee roles, its expected outputs, and continuous updates on the potential future developments regarding the role employees play in the workplace. These are very critical in building this trust dimension between the employees and the AI systems. This strategy also stresses the importance of having these protocols and specifications be very clear to make sure that there is no ambiguity left for the workers. Makarius et al. (2020) also propose a framework that includes job design. The framework proposes aspects such as role clarity, which means the organisation being specific and clarifying the role employees have so that the employees understand precisely what is expected of them concerning the AI system. This same importance of role clarity was found in Choi (2021), where it was found that role clarity directly has a positive relation to the willingness to accept AI technology in the context of employees. Another aspect that is considered by Makarius et al, (2020) is job design, which looks at the level of autonomy of employees and their interdependence with the AI system, this aspect of job design has to then be carefully structured in a way so that the levels of interdependence between the AI system and employees feel correct for the employees, this article also mentions role clarity as an important factor. When the organisations have these job design mechanisms structured in a way that feels acceptable to the employees this will then enhance the AI-employee collaboration, through them stating that this improves the employee comprehension which will cause them to act and learn better. Chowdhury et al. (2022) also found out about this stating that, organisations should provide employees with information on the job design, type of work, role, and responsibility of the employees, and the place of human intelligence in the AI-employee work team. This clarity and understanding then have a positive effect on AI trust from the employee perspective towards

working with AI because employees better understand the purpose and responsibilities that come with AI. Lastly, Bankins et al. (2023), also underscored this importance by stating that AI will have a profound effect on worker tasks and how they navigate this and that this can have a positive effect on employee AI-collaboration if this fits correctly.

8.6 Formal communication structures

Arslan et al. (2020) found out about anxiety regarding job security among workers if AI-enabled machines join their work. Anxiety might result in resistance to accepting the AI in the team and increase stress in such a collaborative environment. One way to deal with this is through effective and clear communication protocols, because this way workers would gain a better understanding of the AI and what this means for them. This would then take away their internal resistance from their fear of working or being replaced by AI and increase their trust in and use of AI. Also from this article, it is derived that communication has to be very clear because otherwise employees, through their lack of knowledge about the system, overestimate or underestimate the capability of their AI system. This then in turn leads to overreliance or mistakes in the performance of AI tasks. Found by Chatterjee, Rana, et al. (2021), is that the organisational internal environment has an impact on the intention to adopt AI. Through this, they state that AI adoption strategies have to be very clearly defined by organisations, to ensure that everyone understands the importance of these new AI systems in the organisations, which is why this variable is also linked with the importance of clear communication to all the stakeholders of the introduction of AI, which includes the employees. Yu et al. (2022), also touches upon the importance of communication under the organisational structure system, where it poses that an appropriate structure needs to be built for the promotion of workplace communication. This would lead to a reduced perception of threats of AI by employees and this would then increase AI use. According to Chowdhury et al. (2022), it is for organisations important to develop a clear top-down communication system. This approach requires that the managers communicate clearly about the firm's strategic business agenda or issues of the consideration that the management will use AI and why the solution has been embraced. This communication should be documented; however, there should be face-to-face meetings with the employees to ensure that a two-way communication approach is developed. This will ensure that the managers answer the questions the employees would have regarding the issue, thus increasing the confidence and trust the workforce has in the management of the firm and their decision to implement AI. This through the support of senior management will then enhance employee development and satisfaction in the context of AI-employee collaboration, which leads to more willingness to use AI and trust in AI of the employees. Chatterjee et al., (2021), also come to a similar conclusion, where they state that top executives have to be involved actively in the communication structure regarding the AI system for the employees. Then this way, top-down communication through sincerely communicating the capabilities of the AI system and by providing the employees with success stories and product brochures would lead to enhanced employee trust in using the organisation's AI system.

9. DISCUSSION

This research was performed to find out in what ways organisational formality influences employee trust in and use of AI. The results show that there are six variables, from which there are ways to influence employee trust in and use of AI. Looking back at these variables, which are HRM practices, formal training, ambidextrous organizational structures, formal

data governance, clear job tasks and design, and formal communication structures. It can be seen that these variables have a positive effect by mitigating the challenges that employees experience when they have to deal with AI in the workplace. Organisational formality comes forward in these results as something that can both hinder and advance the AI adoption of employees, as can be seen by the ambidexterity that is needed in combination with formal job roles and other formal mechanisms. This could then point to organisational formality as both the source of trust development from employees, but also as a clear barrier to this trust development from employees. This then leads to the need for strategic integration of AI closely linked to an organisation's formality where nuance is vital and employees need to be managed carefully. These results even show some indication of a need for an appearance of informality in a formal organisation. What is meant by this is that employees need to feel that they are autonomous and valued, however, this must happen within the carefully constructed formal organisation, showing the need of organisations to hide its formality. Looking deeper at the variables it is of interest to see that there is also overlap between the challenges they address, showing that the different aspects could be interrelated and showing a need for a fit between them. The results show this for example with a clear role for the formal communication structures, which addresses challenges that are also a very clear part of HRM practices, formal training and clear job tasks and design.

The most novel of findings is the importance of formal data governance, which to my knowledge is not a factor that has had significant academic attention, the article showed a strong relationship between these mechanisms such as good data protection and the use of private organisation intranet for AI, to improve the employee trust in AI and willingness to use it. This finding is also interesting since this might mean it does not have as much attention internally in companies and could therefore have a more significant influence than the other variables that have received more attention in the past and will therefore be more on the mind of policy makers.

Looking at why the results found were important, it is because they uncovered clear and concise ways for organisations to promote AI adoption among their employees and therefore are relevant for organisations that want to implement AI. More specifically they are relevant since the integration of AI into the workplace is at a very crucial stage with many organisations using it and therefore these ways can be of critical importance to the organisation's adoption strategy. The results are also significant because they create a tangible way for academics to further research the factors enhancing employee trust in and use of AI.

Another interesting pattern is that there is a pattern of employee rationalisation and sensemaking that was also visible. The challenges showed that employees were internally questioning what was happening around them regarding AI and that this way organisational formality was the solution to these internal questions. This is visible because it was the clarity that the organisation gives to answer the employees' internal questions that led to increased trust in and willingness to use AI. Mainly because employees through fear of job loss, lack of understanding, distrust in AI outputs with data and the feeling of work disruption had a negative idea around AI, but when the organisation takes the measures to clarify the story of AI with explanations of what it means for them and what they should do, this then in combination with a coherent AI strategy takes care of these employees internal fears because they are better able to rationalise the AI system from a perspective where they also see the benefits it brings for them.

As can be seen in the results, the variables of willingness to use and trust were put together, this is because many articles in the field put these together and used them interchangeably. Articles such as Chatterjee et al. (2021) look at trust in AI and the use of both directly linked to employee adoption, but also linked to the intention of employees, even completely leaving this distinction out in its conclusion, but instead looks at trust through behavioural adoption intention. Chowdhury et al. (2022) also pose both under the same umbrella term of collaborating, while Arslan et al. (2020) put trust and the willingness to interact under the term of collaborative spirit. Yu et al. (2022) mention both trust and willingness to use early on for the users while referring to employees, but later turn this to user adoption when referring to employees. Gkinko and Elbanna (2023) put trust at the centre of their research, but also describe this trust as related to users' willingness to use and adoption of AI through the term of continuous AI use from employees. Therefore, terms like collaboration and adoption were often accepted as synonyms, because these articles considered this term to be, based on the cognitive aspects of employees, as was said in for example Arslan et al. (2020), showing that this was about what causes employees to use AI based on conscious decisions. However, before accepting these articles the meaning behind the used terms was always critically evaluated before using the article for analysis.

9.1 Practical recommendations

These results also lead to different organisational implications that should be implemented to enhance the use and trust in AI from employees. Starting with that, employees need to be trained in formal, clear and regular training programs, which would lead to them being competent and confident about the use of AI systems in the workplace. The training sessions offered to them should not be just about the different technical aspects of the AI systems but also relate to practical uses within an organisation, such as when the organisation wants employees to use it and how the company plans to implement it. Further, there should be access to online training platforms and certification courses to update the employees' skills so that they can continuously improve on these skills and so the organisation can at the same time keep track of the employee training progress. Such a training schedule should also touch upon the fact that various functions would have to know how to use the system in more than one way due to having to work on multiple roles. Top management should communicate properly to build trust and transparency in AI initiatives for the lower employees. Organisations must have a formal way of communication to maintain consistency in strategic messaging regarding AI projects. For instance, at the organisational level, there should be meetings conducted regularly, where the management communicates the strategic importance of AI, updating the employees about the new information about AI and the concerns of the employees about these systems in general. This could also include communication channels such as having a monthly meeting with all of the employees that are active in functions making use of AI where they can share their own issues and provide each other with solutions, while also sharing their positive stories to inspire others to also use it. Also, a communication channel for AI-related information should be created within the company itself as something that is easily accessible with all the organisation's policies and guides regarding AI. The reasoning for this is that then there shall be a clear explanation regarding the roles and expectations of the employees within the AI environment and employees can quickly look up the rules and policies within the organisation's sort of AI "business code" without getting stuck or feeling helpless while working with the AI system. Another important

recommendation is that job descriptions are updated in terms of new tasks and expectations that come with the introduction of AI systems. This means the redefining of roles of the employees to include working with AI, since this way employees are better able to understand what is expected of them with AI this will help them be more motivated to learn these parts, this also could be done through the AI system where it is very logical for employees in which way they specifically are supposed to use the system, this can be done by locking certain parts of the AI system based on the employee roles. This works also because when employees understand work expectations and have a job design that is clear about their tasks and has a detailed description of the job, this can reduce insecurity at work, and it also means that organisations need to keep updating this job design when the AI system changes. Considering that employees show they want a mix between hierarchy and a more decentralised organisation, the organisations should try to balance the hierarchical structures with more horizontal approaches that will help drive the adoption of AI and make employees feel that they have more autonomy and independence within the use of this system. This horizontal relationship should specifically be between the employee and the AI system since employees feel less motivated when they get the feeling that the organisation is assigning more worth to the AI system than to them as the workers, operators and employees. This means that organisations should allow workers to use their own judgement when they feel that the AI system is making a mistake. This ambidexterity could also result in allowing cross-functional teams with AI and motivating employees at all levels to contribute their ideas and feedback about the AI systems. If an organisation has a looser structure for the AI system, it could implement teams that bring together staff from different divisions and allow them to pursue AI-related projects so that the workers also have a contribution to how the AI system is used in the organisation. These teams would then ensure that employees have more confidence in the AI system and feel more heard. Strict organisational regulations that guarantee data protection through AI data will help grow employee trust in AI since they will trust that the information the system is working with is correct. Therefore, a formal implementation of steps toward data privacy, integrity, and availability can do a lot to increase the faith of those that work with the technology. There are various functionalities related to the system, which must incorporate standard protection methods, also regular security audits, and strict access control measures, for instance, locking data access to only the relevant authorised personnel through multi-factor authentication and role-based access control restrictions. Also, there could be checks to see if employees are working with data according to policy. Other values that are of importance would include educating the employees on best practices and the relevance of the security protocols in data protection. Proper documentation to facilitate the consistency and transparency of AI operations. There needs to be a development of standardised templates and guidelines that need to be used in the documentation of AI processes, decisions and results. The documentation needs to be easy to available and frequently updated with changes and enhancements but also it has to be made sure that these documentation methods are understandable and acceptable to employees. A central repository containing all the documents related to AI, such as policies, user manuals, case studies, and so on, would help with much faster retrieving the required things for the employees. Also, more personal-level audits and reviews of documentation practices from employees on a set periodical basis would motivate adherence to the set guidelines of the documentation. Organisations could also use employee

feedback in this documentation process to make it more acceptable to employees.

10. LIMITATIONS

There are also potential implications and limitations to this research based on this chosen method of research and theoretical framework. To start with the implications of this research method, there are a few implications that need to be considered. Since the method of research is a qualitative systematic literature review the potential of this research is to bundle the knowledge out there and with this enhance the knowledge on this field of employees' perception of AI related to organisational formality. This comes with the possibility for future research to build on this field of research with the help of this paper and the knowledge it provides. One limitation of this research and its method is the lack of quantitative data because although a qualitative systematic literature review provides deep insights into the narratives and theories around the subject, it lacks empirical proof and might limit the ability to generalise this data. Also, this may lead to subjectivity in the interpretation of the data and the danger of biases such as researcher bias, selection bias and other biases related to subjectivity. Another limitation is the issue that for all information this research is reliant on secondary data, which means that the information depends on the original context of the study. The limitation when relying on the availability of information already can cause more issues that should be kept in mind, such as the need to rely on the available information, and therefore needing to trust the quality of the studies from others, there is also outdated information when dealing with a fast-evolving technology such as AI. The limitation of outdated information however is mitigated by developing an acceptable timespan for the articles used, for the issue of the quality of sources, there is also some mitigating, by checking whether the article was posted in a peer-reviewed journal. Another limitation is that this study will put together results from studies from multiple countries and industries. This might lead to some generalisation that can potentially fail to differentiate between different geographic regions around the world and between different types of industries. Also, the difference between types of AI on a closer scale is also something that was not considered specifically in this article, instead, all types of AI that fit within the given definition were used, potentially causing some generalizations that are not correct for all types of AI in the workplace. Lastly, as mentioned before the research field at this point does not make as much distinction between the terms, trust and willingness to use, which is another limitation because it means that for this research these terms were bundled together instead of kept separate.

11. FUTURE RESEARCH DIRECTIONS

Considering this research, it would be beneficial to the research field of AI trust management that further research is done, to build upon this research. Firstly, it would be good to research the results from this article into empirical research to be validated, also making the distinction in this research between the different types of trust and willingness to use to see if this brings forth different results. With this research, it should be noted that it should be tested in multiple different countries, to also get insights into how cultural differences have an impact on these results and to provide more specific practical guidelines to organisations around the world. These results should also be tested among different industries since organisational formality might be more fitting in some industries than in others, therefore it would be interesting to see how this impact of formality on employee willingness to use AI differs with different industries,

it could also be researched within the same industry how different jobs and departments could already show differences in the impact of formality. Also, it should be noted that AI is a rapidly growing and changing industry and therefore it is of high importance that more research is done on this subject, so that this field of research will be better able to paint the full picture, specifically since at the time of this research, AI research is still in its early stages whereas it seems that in ten years, this research field will be considerably bigger and different. Another interesting future research direction would be to conduct longitudinal studies, to see whether the impact of this formality AI link stays the same over longer periods or whether it weakens or strengthens. This can then also potentially differentiate between this link with the difference between the implementation stage of the AI and the stage where it is already a core part of the work routine. Lastly, future research could also make closer distinctions between the different types of artificial intelligence and how this influences employee behaviour, since it could be that embedded AI requires a significantly different approach than when employees are working with robotics with a physical presence in the workplace.

12. CONCLUSION

This research answers the question "In what ways does the formality of organisations influence employees' willingness to use and trust AI in the workplace?". This research highlighted that there is a link between organisational formality and employee willingness to use and trust AI in the workplace as was shown in the results and discussion. Through this, it showed that six key variables have been shown to have a direct relation with employee trust in and willingness to use AI. These six variables are HRM practices, formal training, ambidextrous organisational structures, formal data governance, clear job tasks and design and formal communication structures. Within these variables, there are specific formal ways to increase employee trust in and willingness to use AI. The more specific ways include, among others, clear organisational reward systems, training with clearly articulated relevance, roadmap, and milestones regarding AI, bottom-up engagement strategies mixed with top-down transformation efforts for AI, strong security measures for data used by AI and security for access to prevent manipulation and pollution of a database, clear communication on task specifications and employee roles with AI giving role clarity and clear communication protocols. This relates to providing a solution to employees' internal negative rationalisation regarding AI. Through a qualitative systematic review, the article has combined the knowledge from different articles and perspectives to create a framework based on the analysis of these results. Through this framework, this research stresses the importance of formality in organisations and provides an overview of the academic landscape and relevant insights into the link between organisational formality and employee-AI use, so it can help academics and policymakers.

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15. APPENDIX

Figure 1: Methodology

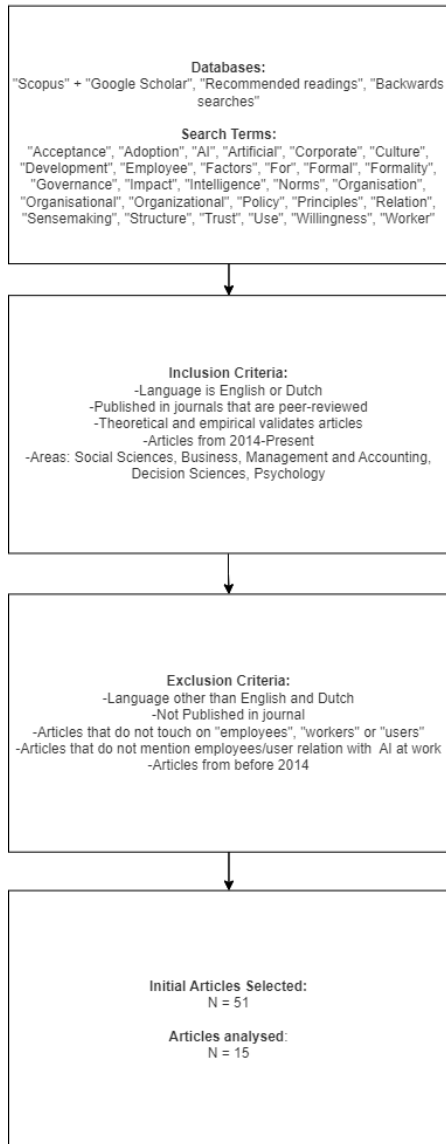


Table 1: Table of Results

Variables	Tangible ways to increase trust in and willingness to use AI	Addressed Challenge for employees
HRM Practices	<ul style="list-style-type: none"> -Clear definition of employee performance evaluation frameworks considering human limitations -Clear system of rewards and recognitions to incentivize AI use -HRM practices aligned with digitalisation strategy 	<ul style="list-style-type: none"> -Employee fear of losing jobs to AI -Employee lack of motivation to keep collaborating with AI -Mistaken employee perception of practices and behaviours that get rewarded in organisation
Formal Training	<ul style="list-style-type: none"> -Conducting formal training for employees before AI implementation -Internal AI training sessions with leader role modelling -Training with clearly articulated relevance, roadmap, and milestones regarding AI -Formal training for the AI competencies linked to the specific and clear AI strategy 	<ul style="list-style-type: none"> -Lack of understanding of AI systems -Lack of confidence, digital skills and competence to work with AI systems -Employee distrust in AI systems and stress of working with it
Ambidextrous organisational structures	<ul style="list-style-type: none"> -Allowing room for personal professional judgement to create an algorithmic colleague out of AI -Placing AI system authority horizontally to employees -Bottom-up engagement strategies mixed with top-down transformation efforts for AI -Imposed engagement where management forced use of AI 	<ul style="list-style-type: none"> -Feeling caught in algorithmic cage with no autonomy regarding AI -Manipulation of AI system due to little room for personal judgement -Employees not feeling valued due to higher position of AI system -Traditional command makes it harder to respond rapidly
Formal data governance	<ul style="list-style-type: none"> -Strong security measures for data used by AI and security for access to prevent manipulation and pollution of database -Information security measures -Putting AI on private company intranet -Standardising documentation in data warehouses and manuals 	<ul style="list-style-type: none"> -Employee distrust in AI outputs based on questions about reliability of data -Employee doubts about the data security of organisations with use of AI
Clear Job tasks and design	<ul style="list-style-type: none"> -Establishing work routines aligned with AI -Clear communication on task specifications and employee roles with AI giving role clarity -Providing information on job design, type of work, role, and responsibilities with AI -Continuous updates of job design and task specification with changes in the AI system 	<ul style="list-style-type: none"> -Employees look at AI as a disruptive system for their work -Ambiguity in task specifications and roles leading to mistrust in AI -Employee uncertainty about what AI will mean for them
Formal Communication structures	<ul style="list-style-type: none"> -Clear communication protocols -Clearly defined AI adoption strategies shared and communicated with stakeholders -Building appropriate structures for workplace communication with AI information -Developing a top-down communication system and active involvement of top executives in communication about AI 	<ul style="list-style-type: none"> -Employee anxiety regarding job security due to AI -Misunderstanding of AI capabilities and potential, leading to overreliance or mistakes -Lack of understanding of employees why AI is part of strategy

Analysis protocol:

2	My Research Question: In what ways does the formality of organisations influence employees' willingness to use and trust AI in the workplace?								
3	Study	Relevance for answering the research question	Independent variable / Explanans	Dependent variable / Explanandum	Mediator variable(s)	Moderator variable(s)	Results	Method	Critical evaluation of the study
4	Citation	High/medium/low and why?			Why does the IV-DV relationship occur	Under what conditions does the relationship become stronger/weaker/flop direction	What do the authors conclude?	Quantitative (cross-sectional, longitudinal), Qualitative (Interview Study, Case Study, Ethnography, Review, Meta Analysis, Conceptual)	Quality of article and journal, Robustness of data and arguments, etc.
	Chatterjee, S., Chaudhuri, R., Vrontis, D., Thrassou, A., & Glosh, S. K. (2021). Adoption of artificial intelligence-integrated CRM systems in agile organizations in India. <i>Technological Forecasting & Social Change, 168</i> , 120783. https://doi.org/10.1016/j.techfore.2021.120783	High, the articles considers formal factors that influence the adoption of AI from employees	AI adoption factors	adoption of an AI system in CRM	Attitude and Behavioral intention	Agile Organisation	Organisations should develop agile structures to enhance AI adoption of employees, also make use of training and structure departments to better fit with AI. Managerial policy to communicate AI system capability. However agility is in context of agile organisations regards	Survey/ Mixed Method	Citescore 17.2 Impact Factor 12 According to Science Direct
	Chowdhury, S., Budinwar, P., Dey, P. K., Joel-Edgar, S., & Abadie, A. (2022). AI-employee collaboration and business performance: Integrating a knowledge-based view, socio-technical systems and organisational socialisation framework. <i>Journal Of Business Research, 144</i> , 31–40. https://doi.org/10.1016/j.jbusres.2022.01.069	High, Looks at formal mechanisms that influence AI-Employee collaboration	Antecedents of Collaboration/Knowledge Sharing	Effective AI-Employee collaboration	AI Skills and understanding	Different contexts?	managers must create mechanisms within the organisations that will facilitate knowledge sharing among the employees about AI processes, systems and contents of use within the business activities; managers must provide information with regards to job design. The communication should be not only documented but involve face to face meetings with employees	Survey	Citescore 16 Impact Factor 11.3
	Gkinko, L., & Ebanna, A. (2023). Designing trust: The formation of employees' trust in conversational AI in the digital workplace. <i>Journal Of Business Research, 158</i> , 113707. https://doi.org/10.1016/j.jbusres.2023.113707	High, Considers organisational aspects and its dimensions and how this influences employee trust in AI	Different types of Trust (Emotional, Cognitive, Organisational)	Human-AI partnership in conversational AI	Sustainable experiential trust		Organisations need proper organisational security measures, and safety net. When necessary institutional structures are in place, (Role Based Trust, Policy-based trust, Security measures trust) trustors are more likely to grant trust	Interviews	Citescore 16 Impact Factor 11.4
	Arikan, A., Cooper, C. L., Khan, Z., Golgeci, I., & Ali, I. (2021). Artificial intelligence and human workers interaction at team level: a conceptual assessment of the challenges and potential HRM strategies. <i>International Journal Of Manpower, 43</i> (1), 75–88. https://doi.org/10.1108/ijm-01-2021-0052	High, looks at researched issues with employee-AI collaboration and uses expertise to come up with formal organisation solutions	AI human interaction	Employee trust in AI	Worker fear of working with AI	Organizational support mechanisms	Organisational support mechanisms, such as a facilitating environment and ongoing training opportunities, are essential for successful AI integration. (MORE SPECIFIC INFO IN TABLE 1 OF ARTICLE)	Review + Expertise analysis creating framework	Citescore 8.4 in 2023
	Yu, X., Xu, S., & Ashton, M. (2022b). Antecedents and outcomes of artificial intelligence adoption and application in the workplace: the socio-technical system theory perspective. <i>Information Technology & People, 36</i> (1), 454–474. https://doi.org/10.1108/itp-04-2021-0254	High, directly considers the link of organisational structure factors and adoption of AI in the workplace	Personnel Subsystem Factors, Technical Subsystem Factors, Organizational Structure Subsystem Factors, Environmental Factors	Adoption of AI in the workplace	Job Performance and emotional well-being	Organizational support mechanisms	Organisational support, organisational culture, management support, and organisational readiness are of high importance to successful ai adoption	Review, to built own framework of AI	Citescore 8.2 in 2023
	Wahel, H. A., Abdalrh, W., Ghara, H., & Bualay, A. (2023). Factors influencing artificial intelligence adoption in the accounting profession: the case of public sector in Kuwait. <i>Competitiveness Review, 34</i> (1), 3–27. https://doi.org/10.1108/cr-09-2022-0137	Medium, Article discusses factors influencing AI adoption but not specifically formal organisation, but more general organisational culture	Organizational and individual factors	Adoption of AI by employees in accounting	Accounting profit and Behavioral intention		Organizational culture, regulatory support, perceived usefulness and ease of use have a direct positive effect on AI adoption,	cross-sectional survey analysis	Citescore 6.6
	Basler, V., & Kaiser, S. (2019). Algorithmic decision-making? The user interface and its role for human involvement in decisions supported by artificial intelligence. <i>Organization, 26</i> (5), 655–672. https://doi.org/10.1177/13505008419855714	High, directly looks at case study evidence of AI adoption of employees, considers some direct formality aspects	User AI interface design	User attachment and interaction with AI decision making system	Algorithmic Decision Presentation	Organizational context	Imposed engagement by managers leads to higher human involvement with AI	Case Study	Citescore 8.0
	Chatterjee, S., Rana, N. P., Dwivedi, Y. K., & Baabdullah, A. M. (2021b). Understanding AI adoption in manufacturing and production firms using an integrated TAM-TOE model. <i>Technological Forecasting & Social Change, 170</i> , 120880. https://doi.org/10.1016/j.techfore.2021.120880	High, Takes into account interorganizational environment	Interorganizational environment + External environment	Intent to adopt AI	Perceived ease of use + Perceived Usefulness	Leadership support	managers should clearly define the strategy for adoption, ensure strong and committed sponsorship (resource mobilization), active support of mid-level managers	Survey, PLS-SEM analysis	Citescore 17.2
	Plamer, F. (2020). Enacting Professional Service Work in Times of Digitalization and Potential Disruption. <i>Journal Of Service Research, 24</i> (2), 249–268. https://doi.org/10.1177/1094670520916801	High, Looks at some formality factors, useful information	Occupational Identity, Service Climate, Technology-Service Intelligence Fit	Enactment of Digitalization in Service Work (AI Mentioned specifically in article)			HRM practices can contribute to create a service climate that promotes and rewards the development of digital expertise among the frontline service workers and new digital service. Also occupational identity has influence	Qualitative analysis of interviews	Citescore 17.2 Impact 5.4
	Lu, H. Y., & Oh, P. H. (2021). Preparing Workplaces for Digital Transformation: An Integrative Review and Framework of Multi-Level Factors. <i>Frontiers in Psychology, 12</i> . https://doi.org/10.3389/fpsyg.2021.620766	High, looks at important organisational factors that enhance employee AI adoption	Role Clarity, User Ability, User Motivation	User acceptance of AI		Privacy and Trust	Organisations should be clear in communicating employee role with AI systems in workplace	Survey, Hierarchical regression	Citescore 6.9
			Individual, Group and organisational factors	Employee digital transformation	Employee attitudes	Demographic and organisational factors	Instead, alongside top-down transformation efforts, including clear task and role descriptions of senior leaders, bottom-up strategies such as employee engagement are important in digital transformation and innovation	Literature Review	4.5 Citescore Impact 3.8, Most cited in multidisciplinary psychology according to their website

Scopus	factors AND for AND adoption AND artificial AND intelligence AND organisations		Wael, H. A., Abdallah, W., Ghura, H., & Buallay, A. (2023). Factors influencing artificial intelligence adoption in the accounting profession: the case of public sector in Kuwait. <i>Competitiveness Review</i> , 34(1), 9-27. https://doi.org/10.1108/CR-01-2023-0001
Scopus	Organisational Formality		Du Gay, P., & Lødning-Hjørth, T. (2016). Fear of the formal. <i>European Journal Of Cultural And Political Sociology</i> , 3(1), 6-40. https://doi.org/10.1080/23254823.2016.1160658
Scopus	ai AND adoption AND organisational AND structure	29 16 hits > Social, BMA, Decision, Psychology (2014-2024)	Van Phuoc, N. (2022). The Critical Factors Impacting Artificial intelligence applications adoption in Vietnam: A Structural equation modeling analysis. <i>Economies</i> , 10(6), 129. https://doi.org/10.3390/economies10060129
Scopus			
Google Scholar	ai AND adoption AND organisational AND norms	4 2 hits > Social, BMA, Decision, Psychology (2014-2024)	-
Scopus	ai AND adoption AND organisational AND principles	17 9 hits > Social, BMA, Decision, Psychology (2014-2024)	Iala, L., Fat, M., Munnia, A., Cavallo, F., & De Nuccio, E. (2023). The scientific approach to facilitate the human-machine interactions: The case of Carrozzeria Fratelli Basile. <i>Journal Of Management History</i> . https://doi.org/10.1177/10564926231188888
Scopus	ai AND adoption AND organisational AND formality	0	0 -