

Building Bridges: How Organizations Can Foster a Positive Attitude Among Their Employees When Integrating AI Systems in the Workplace

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ABSTRACT,

While the integration of AI in workplaces has significant potential to improve performance outcomes, especially with the rapid advances, employers often face resistance due to employees fears of job loss and privacy concerns. This resistance challenges the successful integration of AI systems. Thus, this research investigates how organizations can foster positive attitudes toward AI adoption among their employees through a systematic literature review. Key factors influencing employee attitudes include performance expectancy, effort expectancy, and personal well-being concerns.

This research's findings indicate that comprehensive training, technical support, and workflow compatibility can enhance performance expectancy. Effort expectancy can be improved with hands-on sessions, mentorship programs, and intuitive user interfaces. Additionally, with empowering leadership, emotional self-regulation training, and transparent AI communication, well-being concerns can be addressed. This research bridges the gap between technological potential and psychological acceptance, and by this provides practical recommendations for overcoming resistance and enhancing AI acceptance at work.

These strategies mutually promote a positive employee perception of AI, which leads to smoother adoption in the workplace.

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Keywords

Artificial Intelligence, Integration, Adoption, Organizations, Employee Attitude, Workplace, Strategies, Approaches

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1 INTRODUCTION

In recent years, the technological advancements of artificial intelligence, referred to as information systems that can simulate human intelligence processes (Collins et al., 2021), have made significant strides. This progress has prompted numerous organizations across various industry sectors to embrace AI integration (Vasiljeva et al., 2021). The use of complex algorithms and efficient decision-making support in AI systems holds immense potential to enhance business processes and management functions, positioning them as a crucial component of the technological revolution 4.0 (Tursunbayeva & Chaluz-Ben Gal, 2024).

The increased level of interest can be attributed to its ability to process vast amounts of data in seconds and to return precise results that can help users get more effective outcomes. Therefore, it is necessary to reshape traditional business processes and provide organizations with a competitive advantage (Lin et al., 2024).

At the same time, integrating AI systems, here referred to as the process of embedding AI systems into the existing organizational structures and workflows (Baabdullah, 2024), in the workplace is taken on with a wide range of opinions. On the one hand, many employees acknowledge its potential to enhance human capabilities with a major emphasis on practicality and streamlining daily tasks. On the other hand, the technology is met with strong resistance because of fears of having one's work replaced by it or having their privacy invaded (Lichtenthaler, 2019). According to Frey and Osborne (2017), AI, advanced robotics, or algorithms powered by big data put low-skill and low-wage jobs at high risk for computerization, which they define as "job automation by means of computer-controlled equipment" (p.254). Industries expected to be highly automated in the next ten to twenty years are transportation and logistics, manufacturing, office, and administrative support, especially when they perform routine and repetitive tasks that can be easily codified in computer software. The avoidance of welcoming these new systems stems from the employee's gap in knowledge regarding how these systems work and how their lives will be impacted (Agogo & Hess, 2018).

One of the key challenges in successful AI adoption, here referred to as the process of accepting the use of AI (Baabdullah, 2024), is striking a balance between technological advancement and preserving human aspects within the work environment. While the capabilities of AI are becoming increasingly evident, these advancements are often associated with a loss of power or control among employees, which is then understood as the devaluation of their own judgment, thus contributing to barriers to adoption (Baabdullah, 2024). Due to the extended range and frequency of data collection by AI-enabled systems, many employees are also concerned about their data privacy, especially when it is unclear what kind of data is gathered and how it is being utilized (Zhou et al., 2023). These negative feelings breed reluctance among employees, who struggle to see the positive aspects of these changes. Workers attitudes, described as an individual's positive or negative feelings towards adopting AI systems (Dwivedi et al., 2017), are further aggravated by the loss of personal interaction and depersonalization due to automation (Lichtenthaler, 2019; Lingmont & Alexiou, 2020; Presbitero & Teng-Calleja, 2022).

For organizations, their employees' fears and concerns can significantly hinder the successful and effective integration of AI systems into their existing structures, especially when the potential benefits of human-AI collaboration, such as efficiency, convenience and the streamlining of routine tasks, are not recognized by employees (Lichtenthaler, 2019). If these obstacles are not overcome, they could lead to resistance, reduced engagement,

and increased turnover intentions among employees (Presbitero & Teng-Calleja, 2022; Brougham & Haar, 2018).

2 KNOWLEDGE GAP

Employees' view of both the potential and the pitfalls of introducing AI systems in the workplace makes it apparent that there is a significant need to understand how these systems are received in organizational settings. While plenty of research is available about AI's capabilities and how they can advance business processes to a new efficiency level, there still is a gap in dealing with the human factors of AI integration.

These factors include the psychological impact on employees, the actual role of the AI systems in the workplace, and the perceived consequences of these integrations for organizational followers. Even though these factors and reactions are acknowledged in the current research, they need to be sufficiently analyzed. The lack of it leads to a deficit of viable courses of action for organizations and leaders so that areas of concern can be successfully addressed. It also needs to be clarified how organizations can maintain a positive work culture when their employees doubt the decision to integrate AI into their existing structures.

As a result of these gaps, there are some insights into how employees feel about the integration of these advanced technological systems, but little guidance on how to modify or enhance these from the feelings formed attitudes. This literature review makes a significant contribution by aiming to fill these gaps, enabling employers to choose the appropriate response based on employees' attitudes to the integration of AI systems.

3 RESEARCH QUESTION

The primary aim of this research is to identify appropriate suggestions for organizations facing resistance from their employees in the context of AI integration in the workplace. These suggestions include specific strategies on how to manage employees' technological resistance, such as providing training and communication options, and which decision-making factors, such as context and compatibility, to consider. Specifically, to understand what leads to these attitudes and how they can be influenced to facilitate a more seamless integration. Thus, the research question is: "*How can organizations foster a positive attitude among employees toward integrating AI systems in the workplace?*". This research question aims to deliver multiple objectives. The first objective is to investigate the variables that form employees' attitudes towards AI in the workplace. The second objective is to formulate strategies and interventions that organizations can apply to address these variables so that their employees embrace the benefits of these systems and thus develop positive attitudes.

By first understanding how and why the attitudes of employees are formed, followed by the strategic design of interventions to foster positive attitudes, this research question aims to help fill the knowledge gaps mentioned above. These objectives are well suited to be addressed through a comprehensive literature review, which would allow for the synthesis of diverse sources to get a detailed understanding of how employee attitudes are formed, but also to evaluate existing strategies organizations have used, to ensure positive attitudes among their workforce when integrating AI. By grounding the research question in a thorough review of existing literature, recommendations based on available evidence can be made. This ensures that the strategies and interventions proposed are well-informed and likely to be effective in real-world settings, providing a sense of reassurance about the thoroughness of the research.

4 ACADEMIC RELEVANCE

Information technology (IT), psychology and change management have all relevance on the integration of artificial intelligence (AI) in the workplace. A thorough grasp of the human aspects of AI integration is still lacking despite tremendous progress. By examining how businesses may encourage their staff to have a positive attitude about AI, this research aims to fill this knowledge vacuum. It does this by combining insights from several academic fields to present a comprehensive viewpoint, which is necessary to understand how to cope with these tremendous changes positively, particularly since they belong to the present experience of Industry 4.0 (Van Looy, 2020).

Information technology is relevant as we look at current technology adoption models and assess how well they operate when it comes to using AI in the workplace. By examining how these models may be modified or expanded to better comprehend AI integration, this research adds scholarly value. This research provides a comprehensive perspective on AI adoption by taking into account psychological elements, including technology-related stress and anxiety, emphasizing the substantial influence that these factors have on employees' attitudes. This method contributes to the present understanding of AI integration and its effects on the workforce while also providing guidance for future research.

Since psychology explores the human elements impacting the acceptability of AI, its contribution is crucial. This research clarifies the obstacles to effective integration by examining how psychological reactions such as stress, worry, and others impact workers' attitudes about AI. Understanding these variables is essential in formulating strategies to address staff concerns effectively and cultivate an advantageous environment through positive attitudes for the integration of AI.

Because of their importance in managing the substantial organizational changes that AI integration entails, change management aspects are also covered. Using processes, tools, and techniques to move people, groups, and organizations from transition individuals, teams, and organizations from a current state to a desired future state is the main focus of this knowledge area (Cameron & Green, 2020). The research's suggested interventions provide a framework for further empirical research since they are based on change management principles. These principles are essential for ensuring successful AI integration since they can facilitate more successful transitions.

The integration of IT, psychology, and change management offers a comprehensive strategy for comprehending and promoting the adoption of AI in the workplace. Because it includes technological, human, and organizational components, this interdisciplinary viewpoint offers a more comprehensive knowledge of the problems and potential solutions, which makes it of particular interest. This research intends to enhance academic conversations surrounding AI adoption by utilizing observations from these various research fields, significantly adding to the academic conversation on the more effective and considerate integration of AI.

5 PRACTICAL RELEVANCE

This research has many practical implications. It will provide organizational leaders with helpful strategies to facilitate a successful AI integration. Understanding the factors that foster positive attitudes towards changes like AI adoption is essential to avoid misunderstandings and unnecessary stress for employees.

Thus, organizations can establish a better fit between their workforce's expectations and their capabilities.

This research directly addresses the effective communication of technological changes and employee training, aiming to over-

come psychological barriers and instead develop positive attitudes towards AI adoption in employees. It also empowers managers to design their own interventions, fostering a more open and inclusive approach to technological changes.

By understanding employees' needs and concerns, organizations and AI developers could work together to design AI systems and the process of integrating them so that the adoption rate and market success are as high as possible.

6 LITERATURE REVIEW

In this section, a thorough review of existing literature relating to technology adoption models in the context of AI integration in the workplace will be undertaken. Additionally, it examines to what extent employee attitudes are discussed in the current research market.

6.1 Technology Adoption Models

Theories that describe the dynamics that contribute to the acceptance and use of technology have been increasing, especially with the rise of newer technologies. Among the most acknowledged and applied theories are the Technology Acceptance Model (TAM), the Theory of Planned Behavior (TPB), and the Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh et al., 2003). A model that provides a different perspective is the Technology Threat Avoidance Theory (TTAT) (Liang & Xue, 2009). These models provide valuable frameworks for the social, psychological, and organizational factors and help to understand how these influence individuals' decisions to embrace or resist new technologies. It is imperative to assess these models in order to determine the *most appropriate* framework for examining employee attitudes toward AI in the workplace. We are able to determine which model most effectively addresses the unique difficulties and dynamics of AI integration by looking at their fundamental ideas, real-world applications, benefits, and drawbacks. By highlighting the advantages and disadvantages of each approach, this review will show how employee attitudes toward technology adoption have been investigated thus far. In the end, it will point us toward the model that seems most suitable for addressing our research question. First, we will examine the Technology Acceptance Model (TAM), which has been widely utilized to predict user acceptability in various technological contexts.

6.1.1 Technology Acceptance Model (TAM)

One of the most important models for analyzing people's acceptance of technology is the Technology Acceptance Model (TAM), created by Davis in 1989. This model proposes two critical criteria: the first is the perceived usefulness of the technology, which refers to how much it will improve users' performance, and the second is the perceived ease of use, which is related to the assumption that using the technology will be simple. These factors would affect users' attitudes toward technology and, consequently, their *behavioral* intention to use it. Because it can help predict user acceptability, this model is frequently used widely in technological contexts and organizational settings and benefits the adaptations of new technologies (Granić & Marangunić, 2019; Venkatesh et al., 2003). However, because of its limited scope of only considering the usefulness and ease-of-use, it is not sufficient to investigate the adoption of complex and controversial technologies like AI, which requires the inclusion of further variables such as the psychological factors stress and anxiety, which were found in multiple studies to be significantly influencing users attitudes towards adopting AI systems (Baabdullah, 2024; Cao et al., 2021; Gursoy et al., 2019). While TAM provides a foundational understanding of technology acceptance, it also does not fully account for the social influences and perceived control factors addressed by the Theory of Planned Behavior (TPB).

6.1.2 Theory of planned behavior (TPB)

Ajzen (1991) developed the Theory of Planned Behavior (TPB), which expands on the Theory of Reasoned Action by including perceived *behavioral* control. According to TPB, a person's intention and behavior are affected by a person's attitude toward a behavior (positive or negative feelings), the subjective norms that surround it (can be understood as social pressure to perform or not to perform the behavior), and their perception of their behavioral control (perceived ease or difficulty of performing the behavior). TPB has been applied to investigate the relationship between these factors and employees' intentions to adopt technology, such as AI systems. The advantage of TPB is that it provides the opportunity to understand psychological drivers of technology acceptance by looking at attitudes, social factors, and control perceptions (Cheng, 2019; Venkatesh et al., 2003). While this model provides a broader understanding by incorporating social influences and perceived control, it neglects performance expectancy, which, in a study that compared different technology acceptance models in the context of AI, was shown to be a crucial driver for adoption in models like UTAUT, and thus TPB's ability to explain AI adoption behavior is only limited (Sohn & Kwon, 2020). Building on both TAM and TPB, the Unified Theory of Acceptance and Use of Technology (UTAUT) offers a more comprehensive framework by integrating additional factors influencing technology adoption.

6.1.3 Unified Theory of Acceptance and Use of Technology (UTAUT)

The Unified Theory of Acceptance and Use of Technology (UTAUT) examines and combines TAM and TPB next to six other recognized models of technology acceptance. This model is proposed by Venkatesh et al. (2003). According to UTAUT, performance expectancy, effort expectancy, social influence, and facilitating factors are the four primary constructs that affect technology adoption. The degree to which a person perceives technology as being able to improve their ability to perform their work is known as performance expectancy. The perceived ease of using the technology is referred to as effort expectation. Social influence is the degree to which people feel significant others think they should use the technology. Facilitating conditions refer to an individual's belief that there is organizational and technological support for the use of the technology. UTAUT also investigates the effects of the variables age, gender, experience, and voluntariness (Venkatesh et al., 2003). This model provides a thorough framework for researching technology acceptability from various perspectives and for different contexts, but similarly to TAM, UTAUT is missing the consideration of psychological factors like stress and anxiety, which have been found in multiple studies to be significantly influencing users attitude towards the adoption of AI systems (Baabdullah, 2024; Cao et al., 2021; Gursoy et al., 2019). These negative perceptions and their influence on attitude are better explained with the Technology Threat Avoidance Theory (TTAT).

6.1.4 Technology Threat Avoidance Theory (TTAT)

In order to explain people's responses to perceived information technology risks, Liang and Xue (2009) developed the Technology Threat Avoidance Theory (TTAT). According to this model people feel compelled to engage in avoidance behaviors as a kind of self-defense when they perceive a threat from technology, such as security threats or privacy concerns. They worry about possible drawbacks when adopting new technology, such as artificial intelligence (AI). The three main components of TTAT are avoidance behavior, avoidance motivation, and perceived threat. Perceived threat is the degree to which a person thinks using

technology presents a risk, including jeopardizing personal information or employment security. Avoidance motivation is the degree of motivation for staying away from using technology to defend oneself against these imagined risks. As a result, avoidance behavior refers to actions taken, including not utilizing technology or using it minimally, to avoid perceived threats. TTAT is especially helpful in understanding how resistance to technology adoption can be impacted by perceived threats/ risks (Liang & Xue, 2009). In the context of AI, TTAT was found to be helpful in explaining users negative attitudes and avoidance of the technology, however it only explains negative factors and thus doesn't provide a complete evaluation of AI adoption (Baabdullah, 2024; Cao et al., 2021; Xu et al., 2024). Having explored various models that explain technology adoption, it is crucial to understand the role of attitudes in the context of AI adoption and how these attitudes are formed and influenced within these frameworks.

6.2 The Role of Attitudes in Technology Adoption

Numerous research studies have addressed how important employee attitudes are in the effective implementation of AI in the workplace. The attitudes towards AI significantly influence the willingness to interact with the technology. As a result, negative attitudes might end up in resistance, leading to lessened efficacy of AI integration and possible turnover intentions, but positive attitudes, on the other hand, could significantly improve engagement, satisfaction, and performance (Lin, 2024; Presbitero & Teng-Calleja, 2022; Nguyen, 2024). Hence, how staff members view and respond to AI technology will determine how well companies receive it. Optimistic perspectives on artificial intelligence can promote a more seamless integration and increased adoption, enhancing overall organizational effectiveness and output. Thus, by resolving employee concerns and fostering positive attitudes through for instance efficient training, support, and communication, organizations could increase the chances of a successful implementation and overcome resistance to new technology (Lin, 2024; Chiu, 2021).

A variety of insights about the formation and influence of attitudes toward the adoption of AI are provided by the frameworks covered in section 6.1. Perceived usefulness—the belief that AI would improve users' job performance—and perceived ease of use—the belief that AI will be simple to use—are the only factors that affect attitudes, according to TAM (Baabdullah, 2024; Cao et al., 2021; Gursoy et al., 2019). By adding social impact, understood as perceived social pressure to use AI, and facilitating conditions, referred to as organizational and technological support for AI use, UTAUT expands on TAM (Venkatesh et al., 2003; Baabdullah, 2024; Cao et al., 2021). According to TPB, views are shaped by perceived behavioral control—the degree to which one perceives the ease or difficulty of utilizing AI—and subjective norms, or the societal pressure to utilize AI (Sohn & Kwon, 2020). TTAT emphasizes how stress and anxiety about perceived threats, like security and privacy issues, lead to the formation of negative attitudes (Liang & Xue, 2009; Xu et al., 2024). Aligned with the findings of Cao et al. (2021), Baabdullah (2024), and Xu et al. (2024), the findings of Zhou et al. (2023) have shown that negative perceptions of AI had a significant negative impact on attitude. The comprehensiveness and extended scope of AI's analysis capabilities negatively influenced attitude because it utilizes various devices and sensors to evaluate employees, defining the sequence, time, and level of precision needed for each activity. This is making employees feel restricted and concerned about their privacy, therefore reducing the enjoyment they receive from their work. Furthermore, it was discovered that the instantaneous nature of AI negatively affected employee views. The high frequency of feedback puts pressure on

employees, which leads to stress and fatigue. Zhou et al. (2023) also stated that the opacity in AI systems, characterized by their hard-to-understand and hard-to-observe nature, further impairs employee attitudes toward its integration. The complexity of AI operations and the deliberate protection of private company data increases uncertainty and reduces the sense of control within the organization. Despite the valuable insights provided by these models, there are still gaps in the literature that need to be addressed to effectively foster positive attitudes and thus enhance AI adoption in the workplace.

6.3 Identified Research Gap

Even though a considerable amount of research and valuable frameworks are available on attitudes and their relationship to technology adoption in the context of AI, there are several knowledge gaps that still need to be addressed.

First, more empirical information that specifically combines these models—TAM, TPB, UTAUT, and TTAT—into the framework of AI adoption in the workplace is required. Previous research has frequently ignored the unique difficulties and dynamics of artificial intelligence in favor of examining these models separately or concentrating on the broad adoption of technologies. While these models provide the fundamental basis for explaining technology adoption, the comprehension of how various elements combine to influence employee attitudes about AI is limited by this disjointed approach.

Second, a lot of earlier research on the technological adoption of AI has focused on the technical benefits, but it frequently ignores the human side of things, such as how people's emotions and psychology are affected by AI. As covered in section 6.2, employees' attitudes toward AI may be negatively impacted by its thorough analysis and data-collecting methods, causing them to feel constrained and trapped, which will make their employment less enjoyable. Feedback is given with high frequency, which puts constant pressure on the body and mind and eventually leads to stress and exhaustion. Employee attitudes are further harmed by opaque AI systems because they breed uncertainty and a sense of powerlessness.

Third, there is a pattern in the frameworks that are currently in use, explaining the acceptance or avoidance of technology solely. Understanding the variables at play when integrating controversial technologies like AI systems requires considering both good and negative points of view to avoid insufficient results (Breward et al., 2017). It is necessary to combine models such as TAM and UTAUT, which concentrate on perceived benefits and ease of use, with those like TTAT, which highlight negative attitudes resulting from perceived threats and concerns, as they were shown to be significant predictors for attitude. By combining these, we can address their individual limitations and provide a complete understanding of employee attitudes towards AI. Lastly, even though current research identifies and analyzes the factors that shape and affect attitudes, there is a significant lack of empirical data on the role of organizations and leaders in fostering positive attitudes. Specifically, the literature does not clearly outline what specific actions and strategies can be used to positively influence employee attitudes toward AI and how to effectively address and alleviate anxieties and concerns regarding AI adoption. Research highlights the significance of psychological and emotional reactions to AI, but it stops short of offering specific solutions that are actionable in the workplace. For example, there's not much advice available for creating and implementing training programs that clear up misunderstandings and anxieties about AI while also teaching AI skills. Nor is the precise role that managers and leaders should play in promoting favorable attitudes toward AI sufficiently studied. A thorough study is required to develop an organizational culture that fosters positive attitudes

about AI by means of leadership behaviors, communication tactics, and support systems. This includes identifying leadership practices that effectively build confidence, transparency, and a sense of security among employees. Likewise, it is proposed that employee attitudes can be influenced by facilitating conditions like organizational and technological infrastructure; however, empirical evidence is lacking about the precise conditions that work best and how to improve them in order to facilitate the adoption of AI. The potential of using peer influence and coworker support as a means to foster positive attitudes towards AI is also under-researched. Education programs that leverage peer learning and support could be a valuable area for investigation. The gap also extends in regards to how businesses should handle the "Dark Side" of AI, here referred to as the perceived potential negative consequences that can arise when AI is integrated and used (Zhou et al., 2023), including stress, uncertainty, and privacy issues. Research is required to create and put into place procedures and rules that help alleviate workers' privacy concerns and assist them in coping with the perceived negative consequences. Lastly, there are no studies investigating long-term strategies for maintaining positive attitudes toward AI. These studies should entail persistent attempts to match AI activities with employee values and expectations, continual monitoring of employee attitudes, and feedback loops for continuous improvement of AI systems and processes. The gaps in the literature and a lack of empirical data on specific interventions and integrated models exist because AI in the workplace is still a relatively new concern. Research is anticipated to catch up and offer more thorough insights and practical solutions in the near future as AI technologies continue to advance and are adopted by a wider range of people and organizations. This research aims to contribute to filling these identified gaps in the current research by answering the research question through the guidance of a model that incorporates both positive and negative views so that actionable strategies for organizations can be recommended based on available data.

7 THEORETICAL FRAMEWORK

This section will explain the theoretical model that guides this research, specifically focusing on employee attitudes and change management strategies. Additionally, key terms and concepts related to this research will be discussed so that the reader can adopt the theoretical lens used to investigate this research topic.

7.1 Key Terms and Concepts

7.1.1 Artificial intelligence

Information systems are characterized by their ability to simulate human intelligence processes. These processes include learning, reasoning, and self-correcting. They consist of complex algorithms, allowing organizations to enhance decision-making and efficiency (Collins et al., 2021).

7.1.2 Organizations

Here, the term is referred to as the systematic arrangement of people with specific and structured objectives. These formal entities consist of clearly defined hierarchies and adhere to established rules and procedures that guide their operations (Wu et al., 2021).

7.1.3 Attitude

Here, it is described as an individual's positive or negative feelings toward adopting AI systems for organizational processes (Dwivedi et al., 2017).

7.2 AI Acceptance-Avoidance Model (see Appendix 3)

The integrated AI Acceptance-Avoidance Model (IAAAM) created by Cao et al. (2021) was selected as guidance for this research. The use of this model is supported by the well-documented adaptability of technology acceptance models to various user groups, as shown in works such as Venkatesh et al. (2003). It established a unified framework for understanding technology acceptance across different organizational roles. (Venkatesh et al., 2003). This universality supports the use of the IAAAM to analyze not only managers' but also employees' attitudes toward AI integration in the workplace, which was further validated by another study *applying* the IAAAM to investigate the effects of successful AI adoption on employees in Saudi Arabia (Baabdullah, 2024). This model integrates perceived benefits and risks, which is critical to understanding the dualistic nature of employees' reactions to AI systems. By examining both positive (e.g., efficiency and decision-making support) and negative factors (e.g., job insecurity and privacy concerns), this model enables an analysis of the factors that influence workers' attitudes and behavioral intentions towards AI in the workplace (Cao et al., 2021).

Given the research objective to analyze and understand factors that foster positive attitudes among employees toward AI integration, it is crucial to justify the selection of the IAAAM over other models.

7.2.1 Justification for using IAAAM

The IAAAM offers a higher level of comprehensiveness than the models shown in 6.1. TAM ignores social variables, which are covered in TPB, and instead concentrates only on perceived utility and simplicity of use. By adding facilitating conditions to these models, the UTAUT increased *its* explanatory power, but *it did not consider* the negative views. Since it was discovered that these unfavorable factors had a major influence on employee attitudes, UTAUT is likewise insufficient to look at the current research problem. On the other hand, by examining the perceived dangers and threats, TTAT draws attention to the disadvantages of AI adoption and helps explain why individuals might be resisting it. However, TTAT assessment is also insufficient since it doesn't consider positive factors such as perceived advantages and thus doesn't provide a balanced perspective. The IAAAM successfully closes these gaps by fusing the advantages of TTAT and UTAUT. It provides a comprehensive framework for explaining employee attitudes toward AI by capturing both the positive drivers—such as performance and effort expectancy—and the negative barriers—such as personal well-being concerns.

The model was chosen because of its ability to handle the diversity in employee responses to AI integration, considering both positive and negative viewpoints. It offers a strong framework for understanding and promoting employees' positive attitudes toward AI integration. Also, the IAAAM not only provides a basis for understanding employee attitudes, but it also aids in identifying and prioritizing the factors that need to be addressed to successfully foster these positive attitudes.

Critical positive factors such as *performance* expectancy—the degree to which people feel utilizing AI would increase their ability to accomplish their jobs—and *effort* expectancy—the ease of use of AI systems—are identified with the aid of the IAAAM. This focus makes sure that the research takes into account how AI can help with ease of use and job efficiency. The analysis also takes into account significant negative aspects, such as concerns about one's well-being, including job insecurity and anxiety related to artificial intelligence, which ensures possible points of resistance are not missed. It also helps to prioritize the variables that have the most significant impact on employee attitudes by

focusing exclusively on statistically significant variables like performance expectancy, effort expectancy, and personal well-being *concerns* (Baabdullah, 2024; Cao et al., 2021). By highlighting which variables to focus on, the model also assists in the development of necessary strategic interventions. For instance, by knowing which variable has a significant effect on attitude, organizations can focus their attention and resources effectively and only apply the interventions that have the highest chance of fostering a positive attitude among their employees. Instead of wasting resources and time on personal development concerns, defined as worries about the extent to which using AI may hinder people from learning from their own experiences (Cao et al., 2021), a variable that was found to be not significantly influencing attitude (Baabdullah, 2024; Cao et al., 2021), this research can rather center its efforts around the development of recommended interventions for example against personal well-being concerns, defined as level of insecurity and stress associated with the introduction of AI (Agogo & Hess, 2018; Brougham & Haar, 2018), which were found to be a significant factor in regards to attitude (Baabdullah, 2024; Cao et al., 2021), thus achieving more effective outcomes.

By applying the IAAAM, this research utilizes a robust framework for understanding and fostering positive attitudes among employees towards AI integration, therefore enabling a more positive and supportive environment for technological advancement in the workplace.

7.2.2 Key variables

The IAAAM encompasses up to eight variables that were empirically tested to analyze their direct influence on attitude. The results of these studies confirmed that only three of these variables were statistically significantly influencing attitudes (Baabdullah, 2024; Cao et al., 2021), and therefore, exclusively, these three variables were selected from the model to answer the research question. The selected key variables are:

Performance expectancy is the degree to which individuals believe using AI will improve their job performance (Venkatesh et al., 2012). This construct is crucial as it directly impacts employees' perceptions of the usefulness of AI, which in turn contributes to their attitude towards it. Cao et al. (2021) found that performance expectancy has a significant positive effect on attitude towards using AI, with a standardized regression weight (path coefficient) of 0.410 ($p < 0.001$). Similarly, Baabdullah (2024) reported a relationship strength (path coefficient) of 0.583 between performance expectancy and attitude.

Effort expectancy is the associated ease of use of the AI system (Venkatesh et al., 2012). This variable is essential because if employees find AI systems easy to use, they are more likely to develop positive attitudes toward them. According to Cao et al. (2021), effort expectancy has a positive influence on attitude towards using AI, with a standardized regression weight (path coefficient) of 0.194 ($p < 0.01$). Baabdullah (2024) also found a strong positive relationship between effort expectancy and attitude, with a standardized regression weight (path coefficient) of 0.651.

Personal well-being concerns, a critical aspect in the context of AI, reflect the level of insecurity and stress associated with the introduction of AI (Agogo & Hess, 2018; Brougham & Haar, 2018). It is essential to address these concerns as they have the potential to lead to resistance if not managed effectively. Cao et al. (2021) reported that personal well-being concerns have a significant negative influence on attitude towards using AI, with a standardized regression weight (path coefficient) of -0.229 ($p < 0.001$). Baabdullah (2024) found also a significant negative influence on attitude with a relationship strength (path coefficient) of -0.317.

By having the significant variables identified and selected, targeted interventions can be developed to precisely address these factors, therefore making it possible to provide the most effective recommendations.

7.3 Insights into Change Management

In addition to the IAAAM, aspects of change management are utilized. Change management refers to the use of processes, tools, and techniques as a systematic approach to be able to transition individuals, teams, and organizations from a current state to a desired future *state* (Cameron & Green, p. 490, 2020), which is especially relevant in the context of this research, since positive attitudes represent the desired state.

The factors that greatly affect employees' attitudes toward AI are thoroughly understood by the IAAAM. With the use of these insights, focused strategies can be created to address certain issues and foster positive attitudes. The principles of change management become quite beneficial in this situation as they center on helping people through changes.

Organizations can utilize interventions that directly address the needs and concerns of their workforce by leveraging the understanding of the key variables identified by the IAAAM, such as performance expectancy, effort expectancy, and personal well-being concerns. Change management strategies like clear communication, efficient training programs, and strong support systems become crucial to lessen resistance and allow acceptance and readiness among employees, given the possibility of significant disruptions to perceived job roles and workflows (Cameron & Green, 2020).

By combining the comprehensive analysis provided by the IAAAM with the structured approach of change management, organizations can navigate the complexities of AI integration more effectively.

7.3.1 Interventions adopted from change management

Communication: Clear and regular communication is needed to build trust among employees and lower uncertainty. It is also essential to reduce misconceptions by helping those impacted by change comprehend the reasons behind and mechanisms (Cameron & Green, 2020).

Training and Development: It is easier for staff to get the skills and information needed to adjust to changes, such as new technology, when they can access sufficient training and development opportunities. Diverse approaches can be used for training and development, from assisted workshops examining problems, challenges, and possible solutions to coaching individuals to reduce anxiety and increase confidence in using new systems. (Cameron & Green, 2020)

Creating facilitating conditions (FC): This refers to the belief that a technological and organizational infrastructure is in place to support the use of new technologies. If the current infrastructure is user-friendly and motivates employees to use the system, it will significantly encourage the adoption of AI technologies. (Cameron & Green, 2020)

8 METHODOLOGY

This section explains the procedures used to collect, choose, and evaluate the data. Looking at the aim of this research, which is to offer strategies for organizations to influence employee attitudes towards AI integration in the workplace positively, a systematic literature review was conducted, through which the current state of available data and possible areas for further research can be identified. Considering the research question and the chosen variable discussed in the theoretical framework, data from quantita-

tive empirical studies was searched, selected, evaluated, and interpreted. Thus, a qualitative systematic literature review was conducted (Aguinis et al., 2020). This method was chosen because of its reliable process of synthesizing existing literature and uncovering gaps in the current research. Thus, providing a comprehensive overview of the concerns related to AI adoption in organizational settings.

8.1 Scope and Data Collection

The scope of this review is defined to cover a multitude of studies investigating the integration of AI within organizations, with a specific aim to analyze factors contributing to employee attitudes. To provide actionable insights, this review first explored which factors significantly influence the attitude of employees towards AI. Further research then investigated how aspects of change management can be utilized, with a particular focus on the chosen variables for this research: "Performance Expectancy," "Effort Expectancy," and "Personal well-being concerns." These variables are of significant importance as they can positively affect the integration of AI within organizations.

The reputable databases ScienceDirect, Google Scholar, Scopus, and PubMed are the primary sources of obtaining the required data. These platforms were selected because of their wide range of academic and professional publications, therefore offering relevant insights into the research topic.

For the search, a meticulous approach was taken, with multiple combinations of key terms selected to ensure the accuracy and relevance of the literature collected. The keywords used were: ((artificial AND intelligence OR ai) AND (adoption OR implementation OR integration) AND attitude AND (employees OR workplace) AND (experiment* OR empirical OR "case study" OR "field study" OR survey OR "randomized control trial") AND ("strategies" OR "approaches" OR "methods")) AND "organizations" AND User AND acceptance AND Information AND technology AND organization AND UTAUT AND technology acceptance model AND theory of planned behavior AND Change Management AND Leadership AND empirical AND performance expectancy AND effort expectancy AND anxiety). This comprehensive search strategy was designed to reduce the probability of overlooking relevant studies.

Before being selected, the initial search results were subject to the inclusion and exclusion criteria, a crucial part of a systematic literature review.

Inclusion criteria were that the sources had to be peer-reviewed articles, conference papers, and scholarly books and must be published in English. Other criteria for incorporated literature were that it should be relevant to the theme of this review and relevant to answering the research question. Additionally, the sources had to be accessible through the provided UT subscriptions and available in full text so that the full context of the research could be understood. Also, preference was given to studies providing empirical data to support their findings, thus ensuring that the review is grounded in evidence-based research. The exclusion criteria for the literature search were non-English written texts and articles only available as abstracts. Sources that were not peer-reviewed or did not stem from a renowned journal were also disregarded. They were also excluded if an article did not contain one or more of the above-mentioned keywords.

After applying the inclusion/exclusion criteria to the initial search, the availability of research was examined by looking at the number of results that appear when searching for articles with the search terms in the selected databases. To select which articles to use for this research, their relevance will be examined based on the quality of empirical evidence they provide. Additionally, the reputation of the journal they were published in was

considered, and how relevant or helpful they are in answering the research question. Referenced sources (backward search) were also used to deepen or further explain certain statements. These selected articles will then be systematically categorized by a developed coding scheme based on themes, keywords, and independent, dependent, and moderator variables. Accordingly to the textual approach (Aguinis et al., 2020), the selected and coded sources were then analyzed to identify patterns and relationships so that the integral questions of a qualitative systematic review could be answered. These questions are whether an effect could be identified, and if yes, is it positive or negative? Also, was the effect significant and consistent across different studies and contexts?

These findings were then interpreted in the context of the research question, and the identified patterns were related to the theoretical framework and literature review. As the last step, the results were synthesized into a coherent narrative that answers the research question and provides practical and theoretical recommendations based on my interpretation.

8.2 Transparency and Replicability

A literature template was developed to systematically categorize and analyze the findings (see Appendix 1&2). Each step of the literature search and extraction is documented in detail so that the research can be transparently reviewed and replicated by future researchers and worries about possible selection bias can be answered (Aguinis et al., 2020).

8.3 Readability and Usability

Findings will be presented in a structured manner and will link empirical observations to theoretical constructs. Thus, it is easy for readers to follow how conclusions are drawn and find parallels to the real world. These practical recommendations will help organizations to design strategies to understand and combat negative attitudes among their employees.

9 RESULTS

In this section, all the relevant data gathered from the research will be presented, and how these findings relate to the research questions and objective.

9.1 Findings on Performance Expectancy

Performance expectancy, which refers to the perceived and anticipated usefulness and, therefore, the degree to which the use of the technology is expected to increase the performance of individuals, is a construct of many technology adoption models, like TAM, TAM 2, and UTAUT, and has been empirically validated by several studies, to be a significant factor influencing the attitude towards technology adoption. (Balakrishnan & Dwivedi, 2021; Beaudry & Pinsonneault, 2005; Breward et al., 2017; Venkatesh et al., 2003, 2012). Studies like Schaper and Pervan (2007) provide strong empirical evidence that facilitating conditions, like assistance from management, instruction, and computer support, are crucial in positively influencing performance expectancy, as they found in their analysis of Australian occupational therapists' adoption of ICT. Additionally, compatibility, which refers to the degree to which the new technology is consistent with how activities are currently viewed and conducted, is a significant factor regarding performance expectancy (Okcu et al., 2019). Similar results by Rana et al. (2017) stated that facilitating conditions such as providing initial training and clear demonstrations may improve performance and effort expectancy. Another study by Lee and Lin (2008) indicated that available technical support, in the form of a designated person or department to help with any problems regarding the technology, increased perceived usefulness when they investigated the acceptance of podcasting as a new method of learning for higher education. A more recent study that analyzed the acceptance of

AI in Malaysia's Shared Services also indicated that organizational support in training and resource allocation may enhance perceived usefulness (Norzelan et al., 2024). This links to the results of a further study, which investigated the factors influencing the acceptance and use of AI dialogue systems like ChatGPT, where it was found that the quality of content directly and significantly influenced the performance expectancy of this technology (Camilleri, 2024), which also implies that when individuals become aware of the benefits, the perceived usefulness increases. Gursoy et al. (2019) examined the willingness of individuals to accept the usage of AI tools during service interactions. They concluded that social influences also significantly affected performance expectancy since people would have higher expectations of usefulness associated with the technology when their peers, family members, or co-workers would endorse it. Additionally, their findings presented a significant positive effect of hedonic motivations, such as perceived enjoyment and entertainment, on performance expectancy. The authors suggested a possible explanation where individuals who enjoy using the technology have a biased view of its costs and benefits, thus leading to a favorable evaluation.

These factors collectively enhance users' perception of the system's usefulness and their ability to perform tasks effectively using the system.

9.2 Findings on Effort Expectancy

Like performance expectancy, effort expectancy is another common construct in technology adoption models like TAM, TAM 2, and UTAUT. It refers to the associated ease of use of the technology (Venkatesh et al., 2012) and has been empirically validated by various studies to significantly influence the attitude toward technology adoption (Park, 2007; Pynoo et al., 2007, 2011). Subsequent research revealed that people's opinions about the eGov service were highly influenced by their perception of its simplicity. In Taiwan, it was also discovered that a person's attitude toward using an electronic document management system was significantly predicted by how simple they thought it would be. Perceived ease of use and attitude toward using the associated eGov service were significantly correlated in another study examining government-to-business and mobile eGov services in Taiwan (Hung et al., 2006, 2009, 2013). Also, effort expectancy has been established to be significantly influenced by facilitating conditions (Schaper & Pervan, 2007). This relationship was also confirmed when researchers investigated the influences of Jordanian employees' acceptance of a web-based training system, and they found out that the provision of education and training on how to navigate the program led to increased effort expectancy (Alrawashdeh, 2012). Another study also confirmed this when employees' acceptance and use of AI systems in Saudi Arabia were analyzed (Baabdullah, 2024). Further research about Turkish Airline employees, in the context of acceptance and usage of big data tools, revealed that self-efficacy, which in the context of their study referred to an individual's belief of being capable of performing a specific task, had a strong relationship with effort expectancy, since employees who were confident in their skills, typically also viewed the tool as easier to use (Okcu et al., 2019). Another study also empirically validated this significant effect, which investigated the acceptance of big data and artificial intelligence among advertising and marketing practitioners (Iyer & Bright, 2024). This confirms the need for adequate training and education programs to ensure the proficiency and confidence of the staff. Furthermore, it is also suggested to emphasize the design of user-friendly interfaces, reduce the perceived complexity of IT systems, and enhance enjoyment when using them (Gursoy et al., 2019; Kabra et al., 2017).

9.3 Findings on Personal Well-Being Concerns

Personal well-being concerns are a construct that is not commonly included in technology adoption models, especially with performance and effort expectancy, and it reflects the degree of insecurity and stress associated with the introduction of technology. In a study by Brougham and Haar (2018), it was found that over a broad range of professions and sectors in New Zealand, negative appraisal of employees, which refers to evaluations that are based on perceived threats or unfavorable outcomes associated with AI, had a significantly negative influence on their attitude towards the technology. Similar results were concluded with the works of Cao et al. (2021) and Rana et al. (2015), where anxiety and personal concerns related to using advanced technologies contributed strongly to individuals' attitudes. While there is little empirical data available on how to reduce these personal well-being concerns, workers like Dwivedi et al. (2017) stated that IT helps desks and training in combination with open forums to communicate and educate about how to use and benefit from the technology effectively, are appropriate ways to get individuals more likely to take up these new technologies. Another study that investigated the impact of AI awareness on service employees' emotional and behavioral responses concluded that an empowering leadership style, which in the context of the study meant that employees were encouraged to be autonomous and to make decisions for themselves so that they would develop confidence and control, was significantly able to reduce perceived adverse effects related to the AI systems, such as stress and anxiety.

Additionally, their research indicated that a supportive environment where leaders listen to their employees' concerns or where coworkers share their experiences was able to assist in reducing feelings of being uncomfortable. It was also recommended to provide structured training sessions, where employees would learn in real-life AI scenarios how to successfully handle and settle complicated problems related to AI use and how to regulate their emotions (S. Zhou et al., 2024). According to Zhou et al. (2023), algorithmic opacity should also be addressed through clear communication so that employees can grasp how these systems work and ensure fairness, especially when they get evaluated by it.

10 DISCUSSION

The results gathered from this research will be used and synthesized to provide practical implications and recommendations for organizations and managers (see Appendix 1, 2, and 3), but also provide theoretical implications for disciplines like information technology, business management, and psychology.

10.1 Practical Implications

Based on these findings, several recommendations can be made for organizations and managers who encounter negative attitudes among their employees in the context of AI integrations in the workplace. To improve employees' stances towards accepting these systems, leaders should address the performance expectancy, effort expectancy, and personal well-being concerns of their followers, as they are the main variables considered for this research's theoretical framework.

10.1.1 Performance Expectancy

Regarding performance expectancy, organizations need to provide adequate initial training programs and demonstrations so that employees understand how to operate these new technologies, making them more likely to perceive them as useful (Norzellan et al., 2024; Rana et al., 2017). The comprehensive training sessions should cover AI systems' basic and advanced function-

alities. A mix of instructional methods, such as in-person or virtual workshops, where employees can learn and practice using AI tools in real-time, combined with e-learning modules, where participants complete the course at their own pace, is suggested. These courses should entail interactive simulations, where users interact with the AI systems in a simulated environment to familiarize themselves with the capabilities of the technology. Additionally, having technical support at any time may increase perceived usefulness, as employees feel more confident in realizing the AI system's benefits when there is technical assistance in case something goes wrong (Lee & Lin, 2008). This dedicated support team should be reachable through multiple channels such as email, phone, live chat, and a designated help desk to ensure all-time availability. Also, the compatibility of the new technology with existing practices and views has been found to play a significant role in perceived usefulness (Okcu et al., 2019; Schaper & Pervan, 2007). Considering this, it is recommended that organizations thoroughly assess and understand existing processes before AI systems are adopted so that areas for AI integration can be identified without causing disruption. The information gathered should then be used in collaboration with AI vendors to customize the program to fit the specific organizational workflows and needs. The significance of social influence should also be acknowledged since endorsements from peers, family members, or coworkers can positively influence performance expectancy. Individuals are more likely to see the usefulness of the technology if their social circle also believes it (Gursoy et al., 2019). Organizations can leverage that fact by encouraging testimonials or positive feedback from early adopters in open forums where employees share their experiences about AI. By sharing their success stories and how the technology benefitted their department, another coworker may also be convinced of its performance. Another insight from the research was that the quality of content produced by AI directly and strongly influences its perceived usefulness (Camilleri, 2024). This means that the content created by the systems of organizations needs to be flawless and relevant to meet the employees' needs. User feedback, combined with regular updates, would make it possible to understand those needs and continuously improve the quality of produced AI content, enhancing its usefulness. Lastly, it is strongly recommended to consider hedonic motivation as a significant factor in perceived usefulness (Gursoy et al., 2019). Organizations should consider implementing AI systems that make it possible to customize it according to the individual's preferences, enhancing its design enjoyment. The inclusion of gamification elements such as points, badges, and leaderboards is also a possible way to make the use of the systems more fun and rewarding.

10.1.2 Effort Expectancy

In the context of effort expectancy, the results of this research strongly suggest that organizations should provide detailed training programs on how to navigate and use AI systems effectively to build employees' confidence and increase the perceived ease of use (Alrawashdeh, 2012; Baabdullah, 2024). To build practical skills and troubleshoot in real-time, hands-on sessions should be conducted where users can practice using AI systems in a controlled environment. Additionally, online sources such as video tutorials, user manuals, and interactive guides should be provided so employees can learn how to utilize these systems, thus decreasing the practical knowledge gap and increasing perceived ease of use. The notion of self-efficacy is especially relevant because confidence in one's ability has been shown to have a significant influence on one's effort expectancy since employees who feel capable of using the technology are more likely to find it easy to use (Iyer & Bright, 2024; Okcu et al., 2019). Thus, organizations should foster a supportive environment to increase

their employee's self-efficacy by establishing mentorship programs where experienced users guide new users in navigating AI systems.

Furthermore, to facilitate skill development, workshops that focus on building specific skills related to AI usage could be organized. These workshops can cover advanced features and problem-solving techniques to improve self-efficacy and perceived ease of use. Another way to decrease the perceived complexity of AI systems is to simplify their user interfaces to become more approachable and accessible (Kabra et al., 2017). The interface should be intuitive and user-friendly to minimize the learning curve. To ensure this, detailed feedback in the form of usability tests should be gathered and adjustments made using simple layouts, consistent icons, and clear instructions as visual design principles. Similar to performance expectancy, facilitating conditions such as technical support was also indicated to influence effort expectancy positively (Schaper & Pervan, 2007).

10.1.3 Personal well-being concerns

Lastly, regarding personal well-being concerns, a few recommendations can be made from this research to address them. Utilizing an empowering leadership style to build up self-efficacy reduced perceived adverse effects by fostering a sense of autonomy and control among employees (S. Zhou et al., 2024). Therefore, organizations should emphasize the role of leaders with empowering characteristics and look for these qualities when screening candidates for the position. This can be done through behavioral interviews, where the potential leader gets asked about their past experiences with empowering their teams, specific examples of how they delegated authority, and their approach to fostering autonomy, or by presenting scenario-based questions where a hypothetical situation is stated and the candidate must show their decision-making skills, regarding empowering their team. Also, reference checks can be conducted by contacting previous employers to inquire about the interviewee's leadership style and how they supported their employees in the past. In case the position is already filled, organizations can help their managers to develop these qualities by providing training programs and workshops where they get instructed to encourage their employees to self-manage and make decisions for themselves, thus building up their autonomy and confidence, which in turn will reduce AI related insecurities and anxiety. Another effective way to help employees overcome AI-induced stressors is to provide training modules on how to self-regulate their emotions so that situations can be reassessed and negative feelings better managed (S. Zhou et al., 2024). This could be done by letting a mental health professional or certified stress management trainers lead interactive workshops where employees can practice mindfulness and relaxation techniques in a supportive group setting so that individuals learn how to manage their anxiety. These sessions should happen regularly so that continuous support can be ensured, and stress management techniques can be reinforced.

Additionally, it is recommended that employees be given supervised training programs in real-life AI scenarios, where they can practice and develop the skills needed to handle and settle complex problems related to AI use. These simulations should be as realistic as possible to provide practical experience, and immediate feedback should be given to help them understand what they did well and where they can improve. This could also be established by facilitating open forums and Q&A sessions where employees can discuss their concerns, ask questions, and receive expert feedback (Dwivedi et al., 2017). Those sessions should be used to inform employees about any updates on AI implementation and to address any misconceptions about it. Furthermore, it is strongly recommended to be transparent about how the algorithms of AI systems work to reduce fear and mistrust and ensure

that they are used appropriately (Y. Zhou et al., 2023). The implications of AI systems and decision-making processes should be clearly communicated in informational sessions. Case studies and other examples could demonstrate how the AI was applied and how the algorithm came to certain decisions. To further reduce opacity, employees could get access to the evaluation criteria used by the systems to prove that only clear and objective data is considered.

By considering and implementing these actionable recommendations, organizations will be able to address the main contributors to employees' attitudes in the context of AI integration in the workplace: performance expectations, effort expectations, and personal well-being concerns.

In order to prioritize and choose the right intervention, organizations need to assess the situation of their employees and realize which of the three variables need to be addressed to achieve the highest probability of successfully fostering positive attitudes among their workers. If performance expectancy needs to be enhanced, organizations should focus on developing comprehensive training programs where basic and advanced AI capabilities are taught, having ongoing technical support through various channels available, and the customization of AI systems to ensure compatibility. If effort expectancy needs to be prioritized, leaders should prioritize hands-on training to build employees' confidence, mentorship programs where experienced users guide new users, and user-friendly interfaces to minimize the learning curve. If personal well-being concerns are an apparent issue, strategies such as employing an empowering leadership style to build autonomy and confidence and reducing AI-related insecurities and anxiety should be used. Additionally, training modules on managing stress and anxiety, in combination with transparent communication regarding how AI algorithms and decision-making process's function, should be prioritized to reduce these concerns.

10.2 Theoretical Contributions

Based on this research, several theoretical contributions were made to multiple areas of study.

Overall, this research provides a good picture of the complexity of employees' attitudes toward technology adoption, such as AI, in the workplace.

By analyzing employees' attitudes and adoption of AI systems, this research highlights the significance of considering both positive and negative perceptions of artificial intelligence. This research points to the importance of including both perspectives to provide a more holistic understanding and better predict and explain employee attitudes and behaviors. This contrasts with more traditional and widely used acceptance models, which primarily focus on positive factors like perceived usefulness and ease of use or negative factors like perceived risk. The importance of favorable conditions in raising performance and effort expectancy—like managerial support, technical help, and training—was also emphasized. Therefore, this research contributes to the theoretical development of AI adoption models.

In business management, this research highlights the importance of using change management strategies and technology adoption models to address employee resistance and anxiety toward AI effectively. Identifying and documenting recommended practices to manage technological change can contribute to comprehensive change management theories. Also, this research addresses the significance of leadership styles. The findings about the empowering leadership style and its value regarding making employees more autonomous and confident, thus improving their ability to cope with technological changes like AI integration, directly contribute to the leadership literature.

Regarding psychology, the dual focus of this research is on cognitive evaluations (e.g., perceived usefulness and ease of use) and affective responses (e.g., anxiety and stress), which enrich the understanding of technology acceptance behaviors. These findings help bridge the gap between individual psychological responses and broader organizational behavior by considering additional psychological constructs such as self-efficacy. This integration can help develop theories that better explain how individual emotions and attitudes impact organizational outcomes.

11 CONCLUSION

This research investigated how organizations can foster a positive attitude among their workforce when integrating AI, addressing a significant gap in considering the human side of AI adoption. As AI integration in the workplace continues to grow, finding solutions that help employees overcome resistance and negative perceptions becomes increasingly essential, hence the value of this review.

The research question, "How can organizations foster a positive attitude among employees toward integrating AI systems in the workplace?" was answered by analyzing the gathered results, which highlighted that attitudes toward AI adoption are significantly influenced by three key variables. These key variables are perceived usefulness (performance expectancy), ease of use (effort expectancy), and the degree of associated stress and anxiety (personal well-being concerns). There are specific interventions for each of these variables to foster positive attitudes among employees toward AI integration in the workplace. Among these specific interventions are comprehensive training programs covering basic and advanced AI functionalities, technical support available through various channels, ensuring compatibility to align AI systems with existing workflows, social influence by encouraging testimonials from successful early adopters, mentorship programs where experienced users guide new users, employing an empowering leadership style by encouraging self-management and decision-making, providing training modules on managing stress and anxiety and transparent communication by explaining AI algorithms and decision-making processes. Organizations that encounter resistance from their workforce will be able to utilize the proposed interventions to improve or entirely change their employees' attitudes for the better. In order to summarize previous research and pinpoint any gaps, a thorough literature review was conducted as the chosen research methodology. Although this method yielded valuable ideas, primary data gathering, and empirical testing of the suggested solutions could benefit future research. To conclude, this research provides the groundwork for future research to improve employee attitudes toward technological improvements and gives insightful information on the psychological factors impacting AI adoption. These results contribute to theoretical knowledge while providing organizations with actionable strategies to handle the workplace integration of AI technologies.

12 LIMITATIONS

This comprehensive research to understand the factors contributing to employee attitudes and how they can be influenced, has some limitations. One of them is that only statistically significant variables directly contributing to attitude are being discussed in this research. The other variables of the original Model, which were not included here, might be statistically significant as well if the model was applied in a different organizational context. The same could be true for variables outside of the original IAAAM, which is another limitation. The scope of the Model provides a robust framework but may not contain all possible variables that influence these attitudes.

Although the systematic approach offers qualitative synthesis, evaluating the sources is subjective due to its qualitative nature

which addresses the need for more available quantitative data to back assumptions and suggestions with empirical data. While some of these interventions were not empirically tested, the recommendations were grounded in theory. In addition, an absence of empirical research meant that certain recommendations had to be based on historical data from other information systems. This can be explained by the fact that AI in the workplace is still an emerging field and therefore not thoroughly investigated. As AI advances, more recent data will be required to validate and enhance these recommendations. Furthermore, the associated costs with implementing the recommended interventions were not included due to the absence of data, but these costs might play a significant role for organizations considering these interventions. A further limitation was the dependence on only available secondary sources for data collection, which might leave out valuable unpublished or recent innovations and insights, especially relevant to a developing topic like AI.

13 OPPORTUNITIES FOR FURTHER RESEARCH

Based on the findings of this research, several theoretical recommendations for further research can be made. Future research could explore the variables of the IAAAM, which have not been discussed for this research. This is based on the assumption that these variables might be relevant in different organizational settings. Investigating them could lead to a better understanding of the factors influencing employee attitudes. Similar opportunities present themselves when considering variables entirely outside of the IAAAM. Suppose these other factors also contribute significantly to the attitude of employees. In that case, it might be possible to supplement the current model with additional variables that organizations should consider when adopting AI.

Longitudinal research should also be done to investigate how different change management strategies affect AI acceptance over the long run. This would make understanding how employee attitudes are influenced over time by factors like initial training, continuous assistance, and open communication much easier. Comparing different applicable strategies used in various sectors may also help find best practices.

Another relevant inquiry could be analyzing how cultural differences impact employee attitudes toward AI integration. Comparative studies between organizations in different countries could do this, thus identifying global best practices, which could be highly valuable for multinational corporations.

More research on the empirical validity of the recommended interventions—such as initial training, supportive environments, or certain communication styles—is also required, particularly regarding the adoption of AI in the workplace.

Further research is recommended on the role that user interface design plays in increasing effort expectations and broader acceptance of AI systems. Usability testing can help find specific design components that enhance the usability and intuitiveness of AI systems. These factors can then be taken into account when working with an AI vendor.

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15 APPENDICES

Appendix 1

Table 1. Recommended interventions for Performance Expectancy based on synthesized results

	Performance Expectancy	
Tangible Intervention	Effect	Synthesized literature
Comprehensive training on basic and advanced AI functionalities	Helps employees understand how to operate new technologies, increasing the perceived usefulness of the AI systems.	Schaper and Pervan (2007);Rana et al. (2017)
Simulated environments for AI interaction	Familiarizes users with AI capabilities, increasing perceived usefulness.	Schaper and Pervan (2007);Rana et al. (2017)
24/7 technical support through various channels	Enhances confidence and perceived usefulness by ensuring assistance is available	Lee & Lin (2008)
Assessing and customizing AI to fit current workflows	Smooth integration increases perceived usefulness	Okcu et al. (2019), Schaper & Pervan (2007)
Encouraging positive feedback from early adopters and successful users	Social endorsements boost perceived usefulness	Gursoy et al. (2019)
Ensuring flawless and relevant AI content with regular updates	High quality outputs directly increase perceived usefulness	Camilleri (2024)
Customizable AI systems and gamification elements.	Increases enjoyment and perceived usefulness	Gursoy et al. (2019)

Appendix 2

Table 2. Recommended interventions for Effort Expectancy based on synthesized results

	Effort Expectancy	
Tangible Intervention	Effect	Synthesized literature
Conduct practical hands-on sessions in a controlled environment	Builds practical skills and reduces complexity	Alrawashdeh (2012); Baabdullah (2024)
Offer video tutorials, user manuals, and interactive guides	Provides flexible learning and reduces the knowledge gap	Alrawashdeh (2012); Baabdullah (2024)
Pair new users with experienced mentors and user	Boosts self-efficacy and ease-of-use	Iyer & Bright (2024); Okcu et al. (2019)
Organize workshops on advanced AI features	Improves self-efficacy and skill levels	Iyer & Bright (2024); Okcu et al. (2019)

Design intuitive, fun and user-friendly interfaces	Reduces complexity and learning curve and enhances usability and enjoyment	Kabra et al. (2017); (Gursoy et al., 2019)
Conduct usability tests and make necessary adjustments	Ensures ease-of-use through continuous improvement	Kabra et al. (2017)
Provide technical support via multiple channels	Ensures help is available, increasing ease-of-use	Schaper & Pervan (2007)

Appendix 3

Table 3. Recommended interventions for Personal well-being concerns based on synthesized results

	Personal well-being concerns	
Tangible interventions	Effect	Synthesized literature
Hire and train to empower leaders to foster autonomy and control	Reduces perceived negative effects and increases self-efficacy	S. Zhou et al. (2024)
Provide training on emotional self-regulation by experts	Helps manage anxiety and reassess stress	S. Zhou et al. (2024)
Conduct regular mindfulness and relaxation workshops	Provides ongoing stress management support	S. Zhou et al. (2024)
supervised training with realistic AI scenarios and feedback	Reduces stress through practical experience	S. Zhou et al. (2024)
Facilitate forums and Q&A sessions for discussing AI concerns	Reduces anxiety, builds trust and knowledge	Y. Zhou et al. (2023); Dwivedi et al. (2017)
Be transparent about AI algorithms and decision-making	Reduces fear and misconceptions	Y. Zhou et al. (2023)

Appendix 4

Table 4. Search Protocol

	Keywords and Boolean	How did you limit the hits	APA 7th	Fit with Research Question
Scholar.google.com	(artificial AND intelligence OR ai) AND (adoption OR implementation OR integration) AND attitude AND (employees OR workplace) AND (experiment OR empirical OR "case study" OR "field study" OR survey OR "randomized control trial")	>104,000 results	Collaboration in the Workplace: A Goal Programming Model to Foster Organizational Change. IEEE TRANSACTIONS ON ENGINEERING MANAGEMENT, VOL. 70, NO. 5 Hmoud et al., 2021, THE DETERMINANTS OF HR LEADERS' ATTITUDE TOWARD THE ADOPTION OF ARTIFICIAL INTELLIGENCE IN HUMAN RESOURCES MANAGEMENT, UNIVERSITY OF DEBRECCEN FACULTY OF ECONOMICS AND BUSINESS Looy, A., 2020, Adding Intelligent Robots to Business Processes: A Dilemma Analysis of Employees' Attitudes, Business Process Management pp 435-452 Yadvovskaia et al., 2023, About the attitude towards artificial intelligence technologies, E3S Web of Conferences 316, 05025 Onwuka, I. A., Okeke, O. K., Melugbo, D. U., & Jemiseria, J. (2023). Facilitators and Barriers Influencing the Integration of ChatGPT-Based Models in Enhancing the Delivery of Public Services within Government Institutions in Nigeria. Ianna Journal of Interdisciplinary Studies, 5(1), Article 1. Rudko et al., 2021, Organizational Structure and Artificial Intelligence. Modeling the Intraorganizational Response to the AI Contingency, J. Theor. Appl. Electron. Commer. Res. 2021, 16(6), 2341-2364	few relevant hits; focus on factors influencing attitudes towards AI integration but directly on what to do about it and non-almost no real experimental studies available
Scopus.com	(artificial AND intelligence OR ai) AND (adoption OR implementation OR integration) AND attitude AND (employees OR workplace) AND (experiment OR empirical OR "case study" OR "field study" OR survey OR "randomized control trial")	>38 Results	Nguyen et al., 2024, Determinants influencing the adoption of artificial intelligence technology in non-life insurers, Corporate Governance and Organizational Behavior Review 8(1):205-212 Bodea et al., 2020, Artificial Intelligence Adoption in Project Management: Main Drivers, Barriers and Estimated Impact, International Conference on Economics and Social Sciences (2020), ISSN 2704-6524, pp. 758-767 Presbitero et al., 2021, Job attitudes and career behaviors relating to employees' perceived incorporation of artificial intelligence in the workplace: a career self-management perspective, Personnel Review Vol. 52 No. 4, 2023 pp. 1163-1187 Kato et al., 2023, Effects of Artificial Intelligence and Robots on Job Satisfaction and Turnover Intention, IEEE 6th International Conference on Knowledge Innovation and Invention (ICKII) 979-8-3503-2353-5/23 Xu et al., 2023, Examining the Diffusion of Innovations from a Dynamic, Differential-Effects Perspective: A Longitudinal Study on AI Adoption Among Employees, Communication Research Vasiljeva et al., 2021, Artificial Intelligence: The Attitude of the Public and Representatives of Various Industries, J. Risk Financial Manag. decision-making and functional performance, International Journal of Information Management Volume 75, April 2024, 102745 Ben et al., 2024, Employees' acceptance of AI-based emotion analytics from speech on a group level in virtual meetings, Technology in Society Volume 76, March 2024, 102466 Wang et al., 2021, Accelerating AI Adoption with Responsible AI Signals and Employee Engagement Mechanisms in Health Care, Information Systems Frontiers Volume 25, pages 2239-2256 Lichtenthaler, U. (2019). Extremes of acceptance: Employee attitudes toward artificial intelligence. Journal of Business Strategy, 41(5), 39-45. https://doi.org/10.1108/JBS-12-2018-0204 Zhang et al., 2023, The Adoption of AI in Mental Health Care—Perspectives From Mental Health Professionals: Qualitative Descriptive Study, JMIR Formative Research, Volume: 7, Issue: 1 Ahn et al., 2022, Digital transformation toward AI-augmented public administration: The perception of government employees and the willingness to use AI in government, Government Information Quarterly Volume 33, Issue 2 Trenerry et al., 2021, Preparing Workplaces for Digital Transformation: An Integrative Review and Framework of Multi-Level Factors, Frontiers in Psychology, Volume: 12	almost no relevant hits regarding experimental studies
Scopus.com	(artificial AND intelligence OR ai) AND (adoption OR implementation OR integration) AND attitude AND (employees OR workplace)	>59 Results		some relevant hits

backward search	al.,2021,Understanding managers' attitudes and behavioral intentions towards using artificial intelligence for organizational decision-making			Rana et al.,2017,Citizens' adoption of an electronic government system: towards a unified view,Inf Syst Front 19:543-568	relevant for discussion
backward search	al.,2017,Citizens' adoption of an electronic government system: towards a unified			Lee et al.,2008,Podcasting Acceptance on Campus: An extension of the UTAUT Model,DIGIT 2008 Proceedings, 1-15	relevant for discussion
backward search	al.,2017,Citizens' adoption of an electronic government system: towards a unified			Pyno et al.,2007,Attitude as a measure for acceptance: monitoring IS implementation in a hospital setting,SIGHCI 2007 Proceedings, 20-24	relevant for discussion
backward search	al.,2017,Citizens' adoption of an electronic government system: towards a unified			Pyno et al.,2011,Predicting secondary school teachers' acceptance and use of a digital learning environment: a cross-sectional study. Computers in Human Behavior, 27(1), 568-575	relevant for discussion
backward search	al.,2017,Citizens' adoption of an electronic government system: towards a unified			Park et al.,2007, Adoption of mobile technologies for Chinese consumers. Journal of Electronic Commerce Research, 8(3), 196-206	relevant for discussion
backward search	Dwivedi et al.,2017,An empirical validation of a unified model of electronic government adoption (UMEGA),Government Information Quarterly			Alrawashdeh, T,2012,Factors Affecting Acceptance of Web-Based Training System: Using Extended Utaut and Structural Equation Modeling,International Journal of Computer Science Engineering and Information Technology 2(2):45-54 Urumsah,2011,An investigation into the factors influencing consumers to use e-services of Indonesian airlines: The role of motivation,19th European Conference on Information Systems	relevant for discussion
sciencedirect.com	empirical	>3,637 results			
sciencedirect.com	Ai AND performance expectancy AND empirical	2,240 results		finance and accounting units in the shared service industry,Technological Forecasting and Social Change Volume 198 Camilleri,A,2024,Factors affecting performance expectancy and intentions to use ChatGPT: Using SmartPLS to advance an information technology acceptance framework,Technological Forecasting and Social Change Volume 201,	relevant for discussion
sciencedirect.com	Ai AND effort expectancy AND empirical			and artificial intelligence among advertising and marketing practitioners,Journal of Business Research Volume 180	relevant for discussion
backward search	al.,2021,Understanding managers' attitudes and behavioral intentions towards using artificial intelligence for organizational decision-making			Liang et al.,2009,Avoidance of Information Technology Threats: a theoretical perspective,MIS Quarterly, Mar., 2009, Vol. 33, No. 1 Granic et al.,2019,Technology acceptance model in educational context: A systematic literature review,British Journal of Educational Technology: Volume 50, Issue 5 Cheng,E,2019,Choosing between the theory of planned behavior (TPB) and the technology acceptance model (TAM),Educational Technology Research and Development Volume 67, pages 21-37	Highly relevant for establishing existing models highly relevant for explaining existing models
google.scholar.com	technology acceptance model	>4.430.000 results	>116.000 results(from 2019)		
google.scholar.com	theory of planned behavior technology adoption	>1.940.000 results	>18.400 results(From2019)		highly relevant for explaining existing models
backward search	al.,2021,Understanding managers' attitudes and behavioral intentions towards using artificial intelligence for organizational decision-making			Breward et al.,2017,Understanding Consumers' Attitudes Toward Controversial Information Technologies: A Contextualization Approach,INFORMATION SYSTEMS RESEARCHVol. 28	highly relevant to evaluate existing models
from university course	Change Management & Leadership			Cameron et al.,2020,MAKING SENSE OF CHANGE MANAGEMENT	Relevant for theoretical framework
backward search	al.,2021,Understanding managers' attitudes and behavioral intentions towards using artificial intelligence for organizational decision-making			Balakrishnan et al.,2021,Conversational commerce: entering the next stage of AI-powered digital assistants,Annals of Operations Research (2024) 333:653-687	relevant for findings on PE
recommended as related text on jstor	al.,2003,User Acceptance of Information Technology: Toward a Unified View,MIS Quarterly, Vol. 27, No. 3(Sep., 2003), pp. 425-			Beaudry et al.,2005, Understanding User Responses to Information Technology: A Coping Model of User Adaptation,MIS Quarterly, Sep., 2005, Vol. 29	relevant for PE
backward search	al.,2021,Understanding managers' attitudes and behavioral intentions towards using artificial intelligence for organizational decision-making			Schaper et al.,2007,ICT and OTs: A model of information and communication technology acceptance and utilisation by occupational therapists,international journal of medical informatics 76S (2007) S212-S221	Relevant for facilitating conditions

sciencedirect.com	("artificial intelligence" OR "AI") AND ("adoption" OR "integration") AND ("attitudes") AND (workplace) AND ("strategies" OR "approaches" OR "methods")	>2700 results	>1700 results (only from 2019)	(AI) deployment in healthcare practices: A perspective for healthcare organizations, <i>Artificial Intelligence in Medicine</i> Volume 151 Tursunbayev et al., 2024, Adoption of artificial intelligence: A TOP framework-based checklist for digital leaders, <i>Business Horizons</i> Zirar et al., 2023, Worker and workplace Artificial Intelligence (AI) coexistence: Emerging themes and research agenda, <i>Technovation</i> Volume 124 Jatoba, 2023, Intelligent human resources for the adoption of artificial intelligence: a systematic literature review, <i>Journal of Organizational Change Management</i> Volume 36, Issue 7 Lin et al., 2024, Facilitation or hindrance: The contingent effect of organizational artificial intelligence adoption on proactive career behavior, <i>Computers in Human Behavior</i> Volume 152 Cao, 2021, Understanding managers' attitudes and behavioral intentions towards using artificial intelligence for organizational decision-making, <i>Technovation</i> Volume 106	some very helpful hits, including adoptable model
sciencedirect.com	("artificial intelligence" OR "AI") AND ("adoption" OR "integration") AND "organizations" AND ("attitudes") AND (workplace) AND ("strategies" OR "approaches")	>2300 results	>1500 Results (only from 2019)	and opportunities, <i>Organizational Dynamics</i> Volume 53, Issue 1 Esmailzadeh et al., 2024, Challenges and strategies for wide-scale artificial intelligence (AI) deployment in healthcare practices: A perspective for healthcare organizations, <i>Artificial Intelligence in Medicine</i> Volume 151 Tursunbayev et al., 2024, Adoption of artificial intelligence: A TOP framework-based checklist for digital leaders, <i>Business Horizons</i> Gkinko et al., 2023, Designing trust: The formation of employees' trust in conversational AI in the digital workplace, <i>Journal of Business Research</i> Volume 158	more relevant hits
google.scholar.com	User AND acceptance AND Information AND technology AND organization	>3,060,000 Results		Venkatesh et al., 2003, User Acceptance of Information Technology: Toward a Unified View, <i>MIS Quarterly</i> , Vol. 27, No. 3 (Sep., 2003), pp. 425-478	highly relevant to support adaptability of IAAM
backward search	Coa et al., 2021, Understanding managers' attitudes and behavioral intentions towards using artificial intelligence for organizational decision-making			and affective responses to technology use, 2018, VOL. 27, NO. 5, 570-593 <i>European Journal of Information Systems</i> Brougham et al., 2016, Smart Technology, Artificial Intelligence, Robotics, and Algorithms (STAR): Employees' perceptions of our future workplace, <i>Journal of Management & Organization</i> , 24:2, pp. 239-257 Dwivedi et al., 2017, An empirical validation of a unified model of electronic government adoption (UMECA), <i>Government Information Quarterly</i> Volume 34, Issue 2 Venkatesh, V., Thong, J. Y. L., & Xu, X. (2012). Consumer Acceptance and Use of Information Technology: Extending the Unified Theory of Acceptance and Use of Technology (SSRN Scholarly Paper 2002368). https://papers.ssrn.com/abstract=2002368	highly relevant for definition of variables
sciencedirect.com	organizations formal definition	>500,000	>200,000 results (from 2020)	Wu et al., 2021, The role of the informal and formal organisation in voice about concerns in healthcare: A qualitative interview study, <i>Social Science & Medicine</i> Volume 280,	Relevant for definition of variable
google.scholar.com suggested by first thesis supervisor	artificial intelligence information system	>6,300,000	>46,400 results (from 2020)	Collins et al., 2021, Artificial intelligence in information systems research: A systematic literature review and research agenda, <i>International Journal of Information Management</i> Volume 60, Aguinis, 2020, Best-Practice Recommendations for Producers, Evaluators, and Users of Methodological Literature Reviews, <i>Organizational Research Methods</i> , 26(1), 46-76	Relevant for definition of variable Highly relevant for methodology
sciencedirect.com	AI AND effort expectancy AND empirical			and artificial intelligence among advertising and marketing practitioners, <i>Journal of Business Research</i> Volume 180	relevant for discussion
backward search	al., 2024, Navigating a paradigm shift: Technology and user acceptance of big data and artificial intelligence among advertising and marketing practitioners, <i>Journal of Business Research</i> Volume 180	2,039 results		Okcu et al., 2019, Factors Affecting Intention to Use Big Data Tools: An Extended Technology Acceptance Model, <i>Industrial Engineering in the Big Data Era</i> (pp. 401-416). Springer International Publishing	relevant for discussion
sciencedirect.com	AI AND anxiety AND employee AND empirical	1,074 results		Zhou et al., 2024, An empirical study on the dark side of service employees' AI awareness: Behavioral responses, emotional mechanisms, and mitigating factors, <i>Journal of Retailing and Consumer Services</i> Volume 79 Zhou et al., 2023, The dark side of AI-enabled HRM on employees based on AI algorithmic features, <i>Journal of Organizational Change Management</i> , 36(7)	relevant for discussion
backward search	al., 2017, Citizens' adoption of an electronic government system: towards a unified view, <i>Inf Syst Front</i>			Government Information Quarterly, 30(1), 33-44 Hung et al., 2006, Determinants of user acceptance of the e-Government services: The case of online tax filing and payment system, <i>Government Information Quarterly</i> , 23(1), 97-122 Hung et al., 2009, User acceptance of intergovernmental services: An example of electronic document management system, <i>Government Information Quarterly</i> , 26(2),	relevant for results

Appendix 5

Table 5. Analysis-Evaluation Protocol

My Research Question: How can organizations foster a positive attitude among employees towards the integration of AI systems in the workplace?								
Study	Relevance for answering the	Independent variable	Dependent variable / Explanandum	Mediator variable(s)	Moderator variable(s) Under what conditions does the relationship become stronger/weaker?	Results	Method	Critical evaluation of the study
Citation	High/medium/low and why?			Why does the IV-DV relationship occur		What do the authors conclude?	Quantitative (cross-sectional, longitudinal), Qualitative (Interview Study, Case Study, Ethnography), Review.	Quality of article and robustness of data and arguments, etc.
Looy A. 2020. Adding Intelligent Robots to Business Processes: A Dilemma Analysis of Employees' Attitudes. Business Process Management pp.435-452	High since directly addresses the research question by exploring employees' attitudes towards the adoption of intelligent robots in business processes, particularly focusing on higher-skilled employees' acceptance	Employee Attitudes towards Intelligent Robots	Acceptance and Integration of Intelligent Robots in Business Processes	Perceived Usefulness and Performance Gains of accepting intelligent robots. Availability of training and Skill Adaptation	Job Content and Task Characteristics	Employees are generally positive about the integration of intelligent robots, especially for automating repetitive and time-consuming tasks. However, they prefer to retain tasks involving creativity and human interaction. Also importance of training and organizational support highlighted.	Qualitative (Interview Study). Conducted with 48 office workers, managers, and IT consultants, using semi-structured interviews.	Published in a peer-reviewed conference proceeding, indicating a careful review process. Comprehensive analysis of employee attitudes towards intelligent robots, supported by qualitative data from a diverse group of higher-skilled employees. Generalizability may be limited to similar organizational and cultural contexts.
Presbitero et al. 2022. Job attitudes and career behaviors relating to employees' perceived incorporation of artificial intelligence in the workplace: a career self-management perspective. Personnel Review Vol. 52 No. 4. 2023 pp. 1169-1187	High. This study directly addresses the effects of AI integration in workplaces on employees' career-related attitudes and behaviors.	Employees' perceptions of AI taking over jobs.	Career exploration behavior. Variable reflects employees' actions and cognitions towards exploring new career opportunities	Job insecurity and psychological distress act as mediators. They explain the mechanism through which the perception of AI taking over jobs influences employees to explore new career opportunities.	No direct moderator variables but suggests that factors such as age, gender, and years of work experience might interact with the main variables	Results highlight the negative implications of AI integration on employees' job attitudes and career behaviors. Emphasizing the need for organizations to manage these transitions carefully.	Quantitative, using a longitudinal survey approach with data collected at four different times.	Study is presented in a well-regarded journal, suggesting that the research underwent a careful peer-review process ensuring its quality. Longitudinal design and the mediation analysis add to the robustness of the findings. Provides clear insights into the perceptions of AI impact on career behaviors. But data was only gathered from a single company/call-center in the Philippines, so general applicability might be questionable.
Norzelan, N. A., Mohamed, I. S., & Mohamed, M. (2024). Technology acceptance of artificial intelligence (AI) among heads of finance and accounting units in the shared service industry. Technological Forecasting & Socioeconomic Change, 198, 110000.	High - Provides empirical data on AI acceptance in a specific industry.	Performance expectancy, effort expectancy, social influence, facilitating condition, attitude, skill, and technical capability.	AI technology acceptance	Attitude	None explicitly stated	Performance expectancy, attitude, and skill/technical capability significantly impact AI acceptance.	Quantitative (cross-sectional study using a structured questionnaire)	article provides valuable insights into AI acceptance, supported by robust data and analysis, relatively small sample size (71 respondents) and industry-specific focus may limit generalizability.
Koksalim, G., Basak, E., & Calisir, F. (2019). Factors Affecting Intention to Use Big Data Tools: An Extended Technology Acceptance Model. In F. Calisir et al. (Eds.), Industrial Engineering in the Big Data Era. Lecture Notes in Management and Industrial Engineering	High. This study identifies key determinants of employee attitudes towards technology adoption.	Perceived usefulness, perceived ease of use, job relevance, compatibility, big data dimensions, self-efficacy, anxiety.	Behavioral intention to use big data tools.	Perceived usefulness mediates the relationship between job relevance, compatibility, big data dimensions, and behavioral intention. Perceived ease of use mediates the relationship between self-efficacy, anxiety, and behavioral intention.	None explicitly stated	perceived usefulness and perceived ease of use significantly influence behavioral intention to use big data tools. Job relevance, compatibility, and big data dimensions affect perceived usefulness, while self-efficacy and anxiety influence perceived ease of use.	Quantitative, cross-sectional survey methodology.	Published in a Springer Lecture Notes series, indicating a reputable source. High internal consistency (Cronbach's alpha > 0.70 for all constructs) and significant regression results (high R ² values), but the model does not explain all variance, suggesting additional factors should be explored. article is published in a reputable journal, uses robust quantitative methods, and provides valuable insights.
Park, J., Yang, S., & Lehto, X. (2007). Adoption of mobile technologies for Chinese consumers. Journal of Electronic Commerce Research, 8(3), 196-206.	High. The study explores the adoption of mobile technologies, emphasizing cultural and individual factors	Performance expectancy, effort expectancy, social influence, facilitating conditions	Attitude towards using mobile technology	Performance expectancy, effort expectancy, and social influence mediate the relationship between facilitating conditions and attitude.	Gender, education, past internet experience	Performance expectancy, effort expectancy, and social influence significantly influence attitudes. Education and gender moderate these relationships.	Quantitative (survey). Structural Equation Modeling (SEM)	However, the study's focus on mobile technologies may limit direct applicability to AI systems. Cultural specificity to China. Published in Computers in Human Behavior, a reputable journal in the field. Longitudinal data collection, combination of self-reported and actual use data. Limited generalizability due to sample size.
Pynoos, B., Devolder, P., Tondoux, J., van Braekel, J., Duyck, W., & Duyck, P. (2011). Predicting secondary school teachers' acceptance and use of a digital learning environment: A cross-sectional study. Computers in Human Pynoos, B., Devolder, P., Voet, T., Vercurysse, J., Adang, L., & Duyck, P. (2007). Attitude as a Measure for Acceptance. Monitoring IS Implementation in a Hospital Setting. Proceedings of the Sixth Annual Workshop on HCI Research in MIS, Montreal.	High - This study provides insights into factors influencing technology acceptance	Performance Expectancy (PE) Effort Expectancy (EE) Social Influence (SI) Facilitating Conditions (FC)	Behavioral intention to use technology Self-reported use Observed use	Attitude	None explicitly mentioned	Attitude: Predicted primarily by PE and EE. Behavioral intention: Predicted by PE and SI. Self-reported Use: Predicted by SI and FC. Observed Use: Predicted by PE and SI.	Quantitative: Cross-sectional study using questionnaires and user logs.	Published in proceedings of a reputable workshop, indicating a peer-reviewed and credible source. Strong statistical analysis with significant findings supporting the hypotheses. Some limitations include the specific hospital setting, which may not generalize to other industries or AI systems.
Hung, S.-Y., Chang, C.-M., & Kuo, S.-R. (2013). User acceptance of mobile e-government services: An empirical study. Government Information Quarterly, 30(1), 33-44	High - The study identifies critical factors (e.g., perceived usefulness, trust, ease of use) that can foster positive attitudes towards new technology implementations	Perceived usefulness, ease of use, trust, interactivity, external influence, interpersonal influence, self-efficacy, facilitating conditions	User acceptance of mobile e-government services	Attitude Towards Technology (ATT) Behavioral Intention (BI) Use of the System (USE)	Behavioral Intention	ATT is a better measure of technology acceptance than BI in mandatory settings. Variance in ATT explained by PU and EOU ranges from .47 to .72. BI is a better predictor of actual system use (USE) in voluntary settings.	Quantitative: Cross-sectional and longitudinal surveys using questionnaires at different stages of PACS implementation in two hospitals.	Government Information Quarterly, a reputable journal. Strong use of theory (Theory of Planned Behavior), comprehensive data collection, and robust statistical analysis (SEM). Specific to the context of m-government services in Taiwan, may not be generalizable to other regions or technologies.
Iyer, P., & Bright, L. F. (2024). Navigating a paradigm shift: Technology and user acceptance of big data and artificial intelligence among advertising and marketing practitioners. Journal of Business Research, 180, 114639	The study directly addresses the integration of AI systems in the workplace	Psychological factors (Anxiety, self-efficacy)	Behavioral intention to accept and engage with big data and AI systems	Performance expectancy (mediates anxiety on behavioral intention) Effort expectancy (mediates self-efficacy on behavioral intention)	None explicitly examined in this study. Moderators such as gender, age, experience, and voluntariness of use are typical in UTAUT but were not included here	Psychological constructs are critical in evaluating the acceptance and usage of big data and AI. Anxiety negatively impacts behavioral intention, mediated by performance expectancy, while self-efficacy positively impacts behavioral intention, partially mediated by effort expectancy.	Mixed methods. Quantitative: Cross-sectional survey. Qualitative: Thematic analysis of open-ended questions	High quality, published in the reputable Journal of Business Research. Strong data collection and analysis methods, including a large sample size, self-reported data and panel-based sampling may introduce biases.
Kabra, G., Ramesh, A., Akhtar, P., & Dash, M. K. (2017). Understanding behavioural intention to use information technology: Insights from humanitarian practitioners. Telematics and Informatics, 34(8), 1250-1261	High - The study explores factors influencing the behavioral intention to adopt IT in humanitarian organizations	Performance expectancy, effort expectancy, social influence, facilitating conditions, personal innovativeness	Behavioral intention to use information technology.	None identified	Personal innovativeness (specific to IT domain)	Performance expectancy and effort expectancy significantly influence IT adoption. Facilitating conditions (FC) do not affect IT adoption in humanitarian organizations due to traditional practices and lack of awareness about technical resources	Quantitative (cross-sectional) using structural equation modeling	published in Telematics and Informatics, is of high quality and is peer-reviewed. Robust data collection methods with a significant sample size (n=193). Generalizability may be limited due to the specific focus on Indian humanitarian organizations
Lee, V., & Lim, S. (2008). Podcasting acceptance on campus: An extension of the UTAUT model. DIGIT 2008 Proceedings, 3	High. Examines factors influencing technology acceptance, applicable to AI systems in workplace integration	Performance expectancy, effort expectancy, social influence, facilitating conditions	Behavioral intention to use podcasting.	Performance expectancy	Gender, age, experience, voluntariness of use (proposed for future studies).	PE is the strongest predictor of BI. SI and FC affect BI through PE, technical support and copyright clearance are critical FCs.	Quantitative: Survey, factor analysis, multiple regression analysis	internal consistency reliability. Accepted by a credible conference (DIGIT 2008). Limitations include the exclusion of moderating
Cameron, E., & Green, M. (2020). Making Sense of Change Management: A Complete Guide to the Models, Tools, and Techniques of Organizational Change (5th ed.). Kogan Page	High. The book provides comprehensive insights into organizational change management		Punarnaviyan			Effective change management requires understanding different change models and perspectives, integrating them at individual, team, and organizational levels, and ensuring strong leadership to navigate through complexities and uncertainties.	Qualitative (Case Studies), Quantitative (Surveys), and Review	Highly regarded resource, robust models, well-researched theories, change management, Kogan Page, reputable publisher, credibility, practical examples, case studies, robust data, applicable insights, real world scenarios

Canlieni, M. A. (2024). Factors affecting performance expectancy and intentions to use ChatGPT: Using SmartPLS to advance an information technology acceptance framework. <i>Technological Forecasting & Social Change</i> , 201, 123247	High The study investigates the factors influencing the acceptance and usage intentions of AI technologies.	Source trustworthiness, information quality, perceived interactivity, effort expectancy, social influences.	Intentions to use ChatGPT (AI technology)	Performance expectancy	None specified explicitly, but potential moderators could include demographic variables like age, gender, education level, and occupational role.	Trustworthiness and quality of AI responses significantly enhance performance expectancy, which in turn positively affects usage intentions. Perceived interactivity and social influences also directly impact the intention to use AI systems like ChatGPT	Quantitative (cross-sectional survey)	High-quality article published in a reputable journal (Technological Forecasting & Social Change). The study is robust, with significant reliability and validity measures for constructs.
Gursoy, D., Chi, D. H., Lu, L., & Nunkoo, R. (2019). Consumers' acceptance of artificially intelligent (AI) device use in service delivery. <i>International Journal of Information Management</i> , 49, 157-169	High: The study provides a comprehensive model explaining customer acceptance of AI, which can be adapted to understand employee acceptance in organizations.	Social influence, Hedonic motivation, Anthropomorphism, Performance expectancy, Effort expectancy.	Willingness to accept the use of AI devices	Emotion	The study does not explicitly mention moderator variables, but factors like individual differences in technology readiness or previous experience with AI could potentially moderate the relationships.	Customers' willingness to accept AI devices is determined through a multi-stage cognitive appraisal	Quantitative (cross-sectional): Survey data collected via Amazon Mechanical Turk.	Published in a reputable journal (International Journal of Information Management), with rigorous peer review. Strong empirical support with good model fit.
Hung, S.-Y., Chang, C.-M., & Yu, T.-J. (2008). Determinants of user acceptance of the e-Government services: The case of online tax filing and payment system. <i>Government Information Quarterly</i> , 23(1), 97-122	High - The study explores determinants of user acceptance of technological systems.	Perceived usefulness, perceived ease of use, perceived risk, trust, personal innovativeness, compatibility, external influence, interpersonal influence.	Attitude towards AI systems, intention to use AI systems.	Attitude, subjective norms, perceived behavioral control	Demographic factors (age, gender, education level), technological complexity	Attitude towards technology is significantly influenced by perceived usefulness, ease of use, and trust.	Quantitative, Cross-sectional survey; Structural Equation Modeling (SEM) for data analysis.	Published in <i>Government Information Quarterly</i> , a reputable journal. High internal consistency (Cronbach's alpha > 0.7), strong convergent and discriminant validity.
Hung, S.-Y., Tang, K.-Z., Chang, C.-M., & Ke, C.-D. (2009). User acceptance of intergovernmental services: An example of electronic document management system. <i>Government Information Quarterly</i> , 26(3), 387-397	High: The study identifies key factors influencing user acceptance of technology in a government setting, which can be translated to AI acceptance in workplaces.	Perceived usefulness, ease of use, Training, Compatibility, External influence, Interpersonal influence, Self-efficacy, Facilitating conditions	User acceptance of electronic document management systems (EDMS)	Attitude towards technology	Strengthens the relationship under high peer and social support conditions. Interpersonal influence. Enhances acceptance when peer influence is strong.	Perceived usefulness, ease of use, training, compatibility, external and interpersonal influences, self-efficacy, and facilitating conditions are significant predictors of user acceptance	Quantitative: Cross-sectional survey of 186 users of EDMS in Taiwan.	High quality, published in a reputable journal (Government Information Quarterly). Strong empirical support with significant findings. Comprehensive analysis using structural equation modeling.
Airawashdeh, I. A., Muhsen, M. I., & Alqatwani, S. M. (2021). Factors affecting acceptance of web-based training system Using extended UTAUT and structural equation modeling. <i>International Journal of Computer Science</i> .	High: This study identifies factors affecting employee acceptance of new technologies, relevant to understanding attitudes towards AI in the workplace	Performance expectancy, effort expectancy, social influence, facilitating conditions, system flexibility, system interactivity, system enjoyment.	Intention to use the web-based training system.	Performance expectancy, effort expectancy, and system enjoyment, which explain how perceptions of performance, ease of use, and enjoyment influence the intention to use the system	Facilitating conditions and social influence	performance expectancy, effort expectancy, social influence, facilitating conditions, system flexibility, system interactivity, and system enjoyment significantly influence employees' intention to use web-based training systems	Quantitative (cross-sectional) study using a questionnaire and structural equation modeling. Quantitative (two cross-sectional studies)	Published in a reputable journal, uses robust methodology with adequate sample size, but limited by specific context and generalizability.
Basboulah, A. M. (2024). The precursors of AI adoption in business: Towards an efficient decision-making and functional performance. <i>International Journal of Information Management</i> , 75, 102745.	High - This study provides an in-depth examination of factors influencing AI adoption in the workplace	Performance Expectancy, Facilitating Conditions, Personal Well-being Concern, Perceived Threat	Adoption of AI	mediated by the employees' attitudes towards AI	IS Professional Distinctiveness	study confirms that performance expectancy, facilitating conditions, personal well-being concern, and perceived threat significantly impact attitudes towards AI and its adoption	Validation of IAAAM using a purposive sample of non-adopters. Testing the proposed model with a purposive sample of actual adopters.	Reputable journal, robust SEM analysis, self-reported data, potential bias, purposive sampling, limited generalizability, focus on Saudi Arabia, valuable insights for AI investigation attitudes
Balakrishnan, J., & Dwivedi, Y. K. (2024). Factors influencing the adoption of digital assistants: A study integrating TAM and AI attributes. <i>Annals of Operations Research</i> , 333, 653-687	High: The study focuses on understanding how various AI attributes (e.g., perceived ease of use, usefulness, anthropomorphism, intelligence, and animosity) influence employees' attitudes towards digital assistants	Perceived ease of use, perceived usefulness, perceived anthropomorphism, perceived intelligence, perceived animosity	Users' attitude towards digital assistants	Perceived usefulness: Explains why ease of use influences attitude. Perceived anthropomorphism: Explains why human-like characteristics affect attitude and behavior.	Usage experience	Perceived ease of use positively influences users' attitudes towards digital assistants	Quantitative: Cross-sectional survey with 440 participants.	Published in a reputable journal. Robustness: Strong theoretical foundation (TAM), significant sample size, validated hypotheses, but lacks longitudinal data and experimental validation.
Bessidy, A., & Pinosmeault, A. (2015). Understanding user responses to information technology: A coping model of user adaptation. <i>MIS Quarterly</i> , 29(3), 493-524	high provides a detailed framework (CMUA) for understanding how users adapt to new IT systems	User appraisal of IT event	User adaptation strategies.	Perceived control over the situation	Organizational support, personal innovativeness	Different coping strategies (benefits maximizing, benefits satisfying, disturbance handling, self-preservation) based on appraisal and control lead to various adaptation outcomes	Qualitative (Case Study).	High quality, Published in MIS Quarterly, robust data from detailed case studies, strong theoretical foundation (Information Systems Research), robust methodology, thorough data analysis, and clear theoretical contributions. Robustness: Strong empirical support with high explained variance, reliable and valid measures, but limited to biometric technology in banking context.
Breward, M., Hassainein, K., & Head, M. (2017). Understanding consumers' attitudes toward controversial information technologies: A contextualization approach. <i>Information Systems Research</i> , 28(4), 760-774	medium relevance: Provides insights on consumer attitudes towards controversial list	Contextual characteristics (Family, Trust in the Bank, Perceived Control)	Attitude toward biometric identity authentication technology	received benefits (Account Security, Convenience) Perceived concerns (Privacy Concerns, Security Concerns)	Authors conclude that a framework considering both benefits and concerns and contextual factors is effective in understanding consumer acceptance of controversial ITs	Quantitative: Cross-sectional study with surveys (Study 1 - qualitative, Study 2 - quantitative)	Journal (Information Systems Research), robust methodology, thorough data analysis, and clear theoretical contributions. Robustness: Strong empirical support with high explained variance, reliable and valid measures, but limited to biometric technology in banking context.	
Tursunbayeva, A., & Chaluz-Ben Gal, H. (2024). Adoption of artificial intelligence: A TOP framework-based checklist for digital leaders. <i>Business Horizons</i> . https://doi.org/10.1016/j.bushor.2024.01.001	Medium. Discusses technological adoption within organizations and how they impact employees and management	implementation of AI systems within organization	trust, engagement, and readiness for change	Organizational culture and support systems	Employee skills and attitudes towards technology	effectiveness of AI implementation is highly dependent on both technological and human factors	comprehensive literature review	literature review with a practical checklist provides a robust framework for understanding AI adoption, but lacks empirical data
Lulle, I. (2021). Artificial Intelligence: The Attitude of the Public and Representatives of Various Industries. <i>Journal of Risk and Financial Management</i> , 14(8), Article 8. https://doi.org/10.3390/jrfm14080339	medium, explores attitudes towards AI among employees across different industries, highlighting factors that influence these attitudes	Trust in AI, knowledge about AI, cost-effectiveness, relative advantage, department readiness, and top management support	Attitude towards AI	Knowledge of AI and trust in AI	Industry type and company size	organizations with implemented AI solutions had significantly more positive attitudes than those in organizations without	Mixed methods, incorporating both quantitative (surveys) and qualitative (interviews)	Journal of Risk and Financial Management, which suggests a careful peer review process. mix of data collection techniques, enhances the reliability of the findings.
Venkatesh, V., Morris, D., & Davis, F. (2003). User Acceptance of Information Technology: Toward a Unified View. <i>MIS Quarterly</i> , 27(3), 425. https://doi.org/10.2307/30036540 & Xu, X. (2016). Consumer Acceptance and Use of Information Technology: Extending the Unified Theory of Acceptance and Use of Technology (UTAUT). <i>Scholarly Paper</i> 2002:388. https://papers.ssrn.com/abstract=2002388	High. Developed model helps to understand user acceptance and use of technology.	Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions	Behavioral Intention to Use Technology	Effort Expectancy, Social Influence	Gender, Age, Experience, Voluntariness	UTAUT model outperformed eight other user acceptance models, explaining up to 70% of the variance in user intentions and behaviors	longitudinal survey design across multiple organizations to test and validate the UTAUT model	MIS Quarterly, a high-impact journal in the information systems field. The methodology is robust, integrates various theoretical perspectives into a unified model.
Aguinis, H., Ramani, R. S., & Alabdulsader, N. (2020). Best-practice recommendations for producers, evaluators, and users of methodological literature reviews in the Organizational Research	High. Methodological literature reviews provide best practices and empirical evidence critical for effective AI integration in the workplace	Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions, Hedonic Motivation, Price Value, and Habit	Behavioral Intention to Use Technology	Effort Expectancy and Social Influence	Gender, Age, Experience	performance expectancy, effort expectancy, and social influence significantly impact behavioral intentions, while facilitating conditions directly influence technology use.	quantitative tv-to-stage online survey	MIS Quarterly, a high-impact journal in the information systems field. The methodology is robust, integrates various theoretical perspectives into a extended unified model.
						Methodological rigor and transparency are crucial; most reviews are critical, narrative, or descriptive; meta-analytic and umbrella reviews are needed for complex methodological issues	review, Systematic categorization and content analysis of 166 literature reviews	High quality, reputable journal, robust recommendations, systematic analysis, selection bias, methodological focus, limited direct applicability.

Collins et al., 2021. Artificial intelligence in information systems research: A systematic literature review and research agenda. <i>International Journal of Information Management</i> Volume 60.	Medium. Discusses AI in organizational settings and identifies various applications and challenges.	no specific independent variable, but application and integration of AI technologies in organizations could be seen as one	perceived value and effectiveness of AI applications within organizations	impact of AI on business processes and employee roles	no specific moderator variable listed, but organizational culture and technological readiness could be seen as such	points out the substantial transformative potential that AI holds across various sectors. Highlights a significant gap in the theoretical underpinnings of AI applications in business	systematic literature review and theoretical examination.	International Journal of Information Management, a well-regarded journal in the field. The systematic review method and extensive collection of studies provide a robust foundation for conclusions about AI's role in information systems.
Deivied et al., 2017. An empirical validation of a unified model of electronic government adoption (UMEGA). <i>Government Information Quarterly</i> Volume 34, Issue 2.	High centered on e-government, explores broad factors influencing technology adoption that can be applied to adopting AI systems in workplaces.	performance expectancy, effort expectancy, social influence, facilitating conditions, and perceived risk	Behavioral intention to use the technology	Attitude towards using the system. It mediates the relationship between the independent variables (like performance expectancy and effort expectancy) and the dependent variable (behavioral intention)	focus is more on direct relationships between constructs rather than conditional factors	Unified Model explaining behavior intention includes several factors like performance expectancy, effort expectancy, social influence, and facilitating conditions which all significantly affect the adoption intention	quantitative survey method to collect data from respondents in India to validate the UMEGA model	appears robust as it integrates several well-known models of technology adoption to create a comprehensive framework. Might need tailoring to be usable for employee attitudes about AI in the workplace
Extremes of acceptance: Employees attitudes toward artificial intelligence. <i>Journal of Business Strategy</i> , 41(5), 39-45. https://doi.org/10.1108/JBS-12-2021-0109	High. Discusses both negative and positive attitudes of employees and their implications for AI integration	Employee attitudes towards AI	Acceptance and integration of AI systems in the workplace	Perceived usefulness and usability of AI technology, influences willingness to adopt	Context of AI application (e.g., personal vs. professional use)	employee attitudes towards AI are complex and can vary significantly even within the same individual depending on the context	Theoretical examination and review of existing literature	published in the <i>Journal of Business Strategy</i> , a respected journal which suggests reliability. Comprehensive review of relevant theories and models, but lacks empirical data. <i>Computers in Human Behavior</i> is a well established journal with careful peer-review process (impact factor 3.9). But the focus on only digital (open and manufacturing) limits
Enhancing the Delivery of Public Services within Government Institutions in Nigeria. <i>Annals of Interdisciplinary Studies</i> , 9(1), https://doi.org/10.1108/AIS-12-2021-0109	Medium. Focuses on organizational AI adoption and its effect on employee proactive career behavior	Organizational AI Adoption.	Proactive Career Behavior	Self-perceived Employability	Future Work Self-Salience (FWSS)	organizational AI adoption negatively affects self-perceived employability. This impacts proactive career behaviors depending on the level of FWSS	Mixed Methods: utilizes a three-wave time-lagged survey for quantitative data and qualitative assessments to explore the mechanisms	cross-sectional survey provides clear, quantifiable data on the perception, but findings might be context specific (public sector, Nigeria)
Facilitators and Barriers Influencing the Integration of ChatGPT-Based Models in Enhancing the Delivery of Public Services within Government Institutions in Nigeria. <i>Annals of Interdisciplinary Studies</i> , 9(1), https://doi.org/10.1108/AIS-12-2021-0109	Medium. addresses the integration of AI in public services, which parallels the use of AI in other workplace environments	facilitators and barriers of AI integration (training, policy, perception)	attitude of employees towards AI integration	perception of AI's ease of use and usefulness (TAM)	specific organizational context and existing technological infrastructure	positive correlations between facilitators and employee intention to use AI. Barriers (security concerns, resistance) negatively influence with data	cross-sectional survey method, structured questionnaire based on the TAM from IT personnel in Nigerian government institutions	cross-sectional survey provides clear, quantifiable data on the perception, but findings might be context specific (public sector, Nigeria)
Chiu et al., 2021. In the hearts and minds of employees: A model of pre-adoptive appraisal toward artificial intelligence in organizations. <i>International Journal of Information Management</i> Volume 60.	High. The study investigates how employees' pre-adoption attitudes towards AI affect its successful implementation in organizations.	Perceptions of AI's capabilities (operational and cognitive capabilities) and concerns regarding AI	Behavioral responses to AI implementation/intention to use AI and turnover intention	Cognitive and affective attitudes towards AI	Employee knowledge about AI	Perceptions of AI's operational and cognitive capabilities positively relate to both cognitive and affective attitudes towards AI. Concerns about AI negatively impact affective attitudes only.	Quantitative (cross-sectional). The study employs a survey method to collect data from 363 Taiwanese employees, analyzing the data using Partial Least Squares (PLS) analysis.	The International Journal of Information Management is a reputable journal in the field of information management, suggesting a high quality of the article. Study presents a comprehensive model based on established theories (e.g., cognitive appraisal theory). Employs robust quantitative method for analysis, indicating strong arguments and data. The study's context in Taiwan may affect the generalizability of the findings to other cultural or organizational settings.
Aggarwal et al., 2018. How does tech make you feel? A review and examination of negative affective responses to technology use. <i>2018, VOL. 27, NO. 5, 570-595</i> . https://doi.org/10.1108/JBS-12-2021-0109	Medium. Mainly focuses on negative affective responses to technology. Although these are important considerations for understanding barriers to AI integration.	Negative affective responses (technostress, technophobia, computer anxiety)	acceptance and use behavior towards technology	Psychological Impact of Technology Use	Individual differences such as personality traits and previous technology experiences	negative affective responses to technology significantly impact technology acceptance and usage behaviors	literature review and theoretical examination	Publication in reputable journal, indicating high quality. Lack empirical data for managers to positively influence attitude
Brougham et al., 2018. Smart Technology, Artificial Intelligence, Robotics, and Algorithms (STARA). Employees' perceptions of our future workplace. <i>Journal of Management & Organization</i> , 24(2), pp. 233-257	Medium. Discusses effects of introduction of STARA on employee perceptions	STARA awareness	Organizational commitment, career satisfaction, and turnover intentions	job insecurity and the psychological impact of anticipated technological changes	Age	greater awareness of STARA negatively impacts organizational commitment and career satisfaction, and positively correlates with turnover intentions, cynicism, and depression	Mixed-methods, including surveys of 120 employees within the service sector of New Zealand. Supplemented with qualitative responses from open-ended questions to deepen understanding of STARA awareness impacts	Published in a reputable journal (<i>Journal of Management & Organization</i>) which supports the robustness of its research methodology and findings. However, the specific focus on New Zealand might limit the generalizability of the results. reputable journal which adds to its credibility. The mixed-methods approach allows for a comprehensive understanding of the topic, although the study's focus on managers needs to be kept in mind. Significance of variables might vary for different organizational roles
Cao, 2021. Understanding managers' attitudes and behavioral intentions towards using artificial intelligence for organizational decision-making. <i>Technovation</i> Volume 106	Medium. Focuses on managers attitudes towards integration of AI in the workplace	Attitudes and Perceptions of AI	Behavioral Intentions toward AI Use	Perceived benefits (effort expectancy and performance expectancy) and perceived risks (personal well-being concerns)	Managerial Role and Industry Type	suggests that enhancing positive perceptions requires addressing both the opportunities AI presents and the challenges it poses. Performance expectancy, effort expectancy, and social influence positively affect attitudes towards the system.	quantitative large scale questionnaire survey and qualitative semi-structured interviews conducted with business managers	published in a reputable journal, indicating a high quality of peer review. The data is robust, collected through a comprehensive survey with a significant sample size, generalizability of the findings might be limited due to the specific context of eGov
Williams, M. U., & Weerakkody, V. (2017). Adoption of online public grievance redressal system in India: Toward developing a unified view. <i>Information Systems Frontiers</i> , 18(3), 549-558.	high. The study provides insights into how user attitudes and perceptions (performance expectancy, effort expectancy, social influence) influence the adoption of new systems	Performance expectancy Effort expectancy Social influence Facilitating conditions Anxiety	Attitude towards the system Behavioral intention to use the system	Attitude: Mediates the relationship between performance expectancy, effort expectancy, social influence, and behavioral intention. Positive attitudes leads to stronger behavioral intentions.	Facilitating conditions	Attitude significantly influences behavioral intention. Facilitating conditions and social influence also directly impact performance expectancy and behavioral	Quantitative: Cross-sectional survey	quality of the article is strong, published in a reputable journal, and uses a robust mixed-method approach with a large sample size. The data and arguments are well-structured, but the preliminary nature of the results indicates the need for further analysis and validation of the model published in a reputable journal and provides robust data and arguments. The qualitative method is appropriate for exploring the complex dynamics between formal and informal organizational structures. Findings might be
Schaper, L. K., & Pervan, G. P. (2007). ICT and DTs: A model of information and communication technology acceptance and utilization by occupational therapists. <i>International Journal of Medical Informatics</i> , 76(5), S212-S221	medium relevant as it focuses on factors influencing the acceptance and utilization of information and communication technology (ICT)	Computer attitude Computer self-efficacy Computer anxiety Performance expectancy Effort expectancy Social influence Organizational facilitating conditions	Behavioral intention to use ICT Actual use behavior of ICT	Effort expectancy (influenced by computer self-efficacy and computer anxiety) Performance expectancy (influenced by organizational facilitating conditions and compatibility)	Gender Age Experience Voluntariness of use Access to ICT Clinical specialty Clinical workload Setting type Geographic area	Effort expectancy and compatibility significantly influence occupational therapists' usage intention, organizational support significantly increases the perceived ease of using the technology, organizational support significantly increases the belief that using the technology will improve job performance. Performance expectancy, social influence, and computer attitude did not show a significant direct effect on intention.	Quantitative: Cross-sectional survey research design using structural equation modeling (PLS approach). Data collection: National survey sent to 6453 Australian occupational therapists, with 2038 responses (31% response rate).	quality of the article is strong, published in a reputable journal, and uses a robust mixed-method approach with a large sample size. The data and arguments are well-structured, but the preliminary nature of the results indicates the need for further analysis and validation of the model published in a reputable journal and provides robust data and arguments. The qualitative method is appropriate for exploring the complex dynamics between formal and informal organizational structures. Findings might be
Wu, L., Dixon-Woods, M., Aveling, E. L., Campbell, A., Willars, J., Tarrant, C., Bates, D. W., Dankers, C., Mitchell, I., & Pronovost, P. (2021). The role of the informal and formal organization in voice about concerns in healthcare: A qualitative interview study.	medium. The study provides insights into how both formal and informal organizational structures influence employee behavior	Organizational structures and policies.	Employee voice behavior (speaking up and speaking out)	Informal networks, social relationships, and perceived psychological safety.	Leadership inclusiveness, hierarchical status, and organizational culture.	concludes that both formal policies and informal social structures significantly influence the likelihood of employees voicing concerns. Informal networks can both facilitate and hinder voice behavior depending on the context	Qualitative (semi-structured interviews).	appropriate for exploring the complex dynamics between formal and informal organizational structures. Findings might be
Zhou, Y., Wang, L., & Chen, W. (2023). The dark side of AI-enabled HRM on employees based on AI algorithmic features. <i>Journal of Organizational Change Management</i> , 36(7), 1222-1241	High. It explores both positive and negative impacts of AI in HRM	AI algorithmic features (comprehensiveness, instantaneity, opacity)	Employee attitudes and behaviors	Perceived (justice (distributive, procedural, interactional), intrinsic motivation, sense of privacy)	Organizational culture: transparency of AI processes, employee autonomy, communication practices	Negative effects of AI on employees include reduced intrinsic motivation, increased stress, privacy concerns, perceived unfairness, and isolation. Positive outcomes like improved efficiency and decision-making objectivity are noted but overshadowed by the adverse impacts	Quantitative (systematic review of literature)	High quality. Journal of Organizational Change Management is well-regarded. Comprehensive literature review, rigorous methodology. The article is published in a reputable journal, with robust data collection and analysis. The study uses a well-structured multilevel modeling approach, but the reliance on self-reported data may introduce bias
Zhou, S., Yi, N., Rashid, R., Zhao, H., & Mo, Z. (2024). An empirical study on the dark side of service employees' AI awareness: Behavioral responses, emotions mechanisms, and mitigating factors. <i>Journal of Relating</i>	High	AI awareness	Counterproductive work behaviors (CWB) and Work-family conflict (WFC)	Negative emotions (NE)	Promotion focus, Empowering leadership, Family motivation	AI awareness increases negative emotions, leading to higher CWB and WFC. Promotion focus and empowering leadership reduce negative emotional responses, and family motivation mitigates negative outcomes	Quantitative: Experience sampling method, daily surveys	

Zhou, S., Yi, N., Rasiyah, R., Zhao, H., & Mo, Z. (2024). An empirical study on the dark side of service employees' AI awareness: Behavioral responses, emotional mechanisms, and mitigating factors. <i>Journal of Retailing</i>	High	This study explores AI awareness among employees, emotional reactions, and behaviors.	AI awareness	Counterproductive work behaviors (CWBC) and Work-family conflict (WFC)	Negative emotions (NE)	Promotion focus, Empowering leadership, Family motivation	AI awareness increases negative emotions, leading to higher CWBC and WFC. Promotion focus and empowering leadership reduce negative emotional responses, and family motivation mitigates negative outcomes.	Quantitative: Experience sampling method, daily surveys	The article is published in a reputable journal, with robust data collection and analysis. The study uses a well-structured multilevel modeling approach, but the reliance on self-reported data may introduce bias.
Frey, C. B., & Osborne, M. A. (2017). The future of employment: How susceptible are jobs to computerisation? <i>Technological Forecasting & Social Change</i> , 114, 254-260	Medium	How different occupations are susceptible to computerisation	Susceptibility of jobs to computerisation	impact on US labor market outcomes	adoption of machine learning and mobile robotics technologies	Specific job requirements, Wage levels and educational attainment within occupations	substantial number of occupations are at risk of being automated, particularly those involving routine tasks	Quantitative: cross-sectional data from DNET and the Bureau of Labor Statistics	published in a reputable journal, Technological Forecasting & Social Change, methodology is robust, leveraging extensive occupational data and advanced statistical techniques, predictions are uncertain, given the future-oriented nature of the study
Sohn, K., & Kwon, O. (2020). Technology acceptance theories and factors influencing artificial intelligence-based intelligent products. <i>Telematics and Informatics</i> , 44, 1015-1024	High	Explores acceptance factors of AI products	Enjoyment, Usefulness, Technicality, Perceived costs	Behavioral Intention to use AI-based products	Perceived Value	None explicitly stated	Employment significantly influences behavioral intention, TPB did not perform as well as other models	Quantitative - Online survey, Structural Equation Modeling (SEM), Decomposition analysis	Quality of article and journal is high; robust data and arguments; study limited by geographic scope (South Korea)
Alexiou, A. (2020). The contingent effect of job automating technology awareness on perceived job insecurity: Exploring the moderating role of organizational culture. <i>Technological Forecasting & Social Change</i> , 154, 1198-1210	High	This study directly examines how organizational culture affects employees' perceptions of job insecurity in the context of AI and automation.	STARA (Smart Technology, Artificial Intelligence, Robotics, and Algorithms) awareness.	Perceived job insecurity	None explicitly mentioned.	Authoritarian organizational culture: Enhances job insecurity, Retaining expectations: Expected to moderate job	Positive relationship between STARA awareness and perceived job insecurity. Authoritarian culture increases job insecurity. Retaining expectations did not statistically moderate job insecurity.	Quantitative: Cross-sectional survey, Sample: 404 respondents from industries prone to automation. Data collection: Online questionnaire	Published in a reputable journal, Technological Forecasting & Social Change. Strong statistical analysis with significant findings on the main hypotheses, sample may have biases (predominantly from the USA and India).
Zhou, S., Yi, N., Rasiyah, R., Zhao, H., & Mo, Z. (2024). An empirical study on the dark side of service employees' AI awareness: Behavioral responses, emotional mechanisms, and mitigating factors. <i>Journal of Retailing</i>	High	This study explores AI awareness among employees, emotional reactions, and behaviors.	AI awareness	Counterproductive work behaviors (CWBC) and Work-family conflict (WFC)	Negative emotions (NE)	Promotion focus, Empowering leadership, Family motivation	AI awareness increases negative emotions, leading to higher CWBC and WFC. Promotion focus and empowering leadership reduce negative emotional responses, and family motivation mitigates negative outcomes.	Quantitative: Experience sampling method, daily surveys	The article is published in a reputable journal, with robust data collection and analysis. The study uses a well-structured multilevel modeling approach, but the reliance on self-reported data may introduce bias.
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Appendix 6.

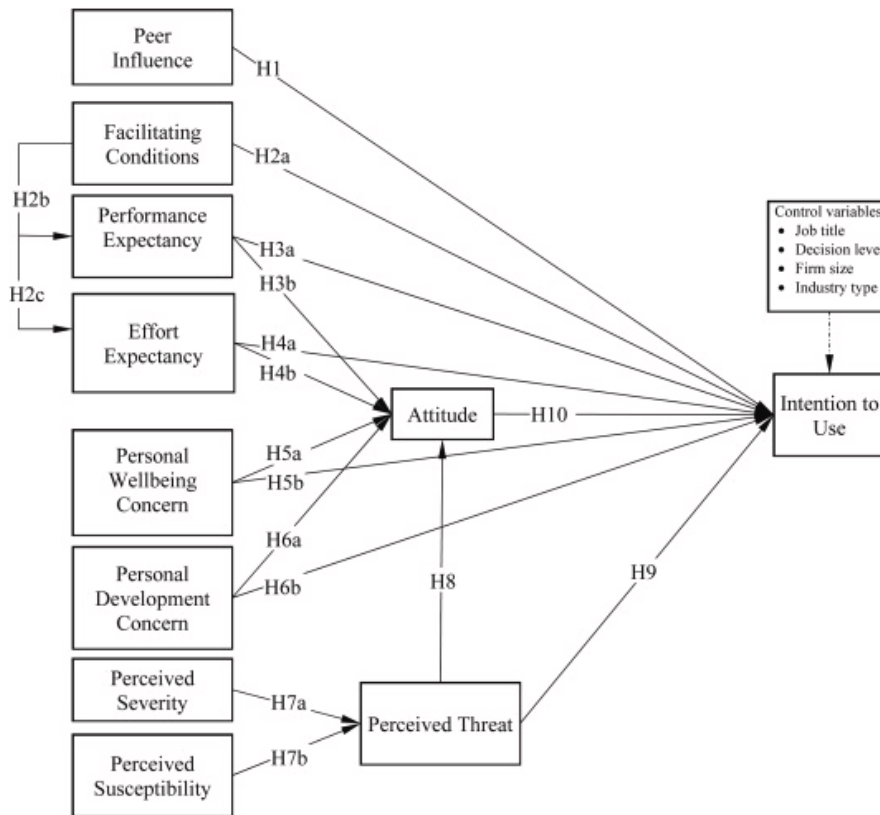


Figure 1. Integrated AI acceptance-avoidance model (Adopted from Cao et al., 2021)